Chapter 6

NGOs IN ACTION

The previous chapter described the profiles of five NGOs that have worked with various programmes and attempts to bring qualitative changes in Tamei subdivision. This chapter aims at analyzing the role of these NGOs in enhancing the socio-economic standards of the people, their relation with the community, beneficiaries, government, local leaders and their role in generating employment in rural hill areas, as it has become a perpetual problem.

Actually, there are 8 (eight) registered NGOs in the area of Tamei subdivision but the impact of the programmes already implemented by the five NGOs viz, Oriental Rural Development Organization (ORDO), Liangmai Naga Baptists Association (LNBA), Social Educational Cultural and Economic Development Society (SECEDS), Tamei Mahila Mandal and Liangmai Naga Arts & Culture Association are examined in the present study.

One of the main reasons for selecting these five NGOs for the study is that, they represent the locally-based NGOs which include different types or categories. For instance, 'Tamei Mahila Mandal' is a women's organization, 'Oriental Rural Development Organization (ORDO)' is a secular community-based organizations, 'Liangmai Naga Baptist Association (LNBA)' is a religious faith-based organization, and 'Social Educational Cultural and Economic Development Society (SECEDS)' as well as 'Liangmai Arts and Culture Association (LACA)' are cultural organizations. The second reason for choosing these NGOs is due to the fact that, no study has been conducted so far on their activities. Thirdly, the pattern
of funding varies from one organization to the other and each of them is unique in itself.

Tamei sub-division confronts geographical hardships as it is located in a hilly area with constant landslides particularly in the monsoon season. Besides, the condition of the road is hazardous and dangerous. Private commercial vehicles plying on the rugged road makes traveling expensive, tiring and often over-crowded and over-loaded with consumer goods. In-spite of the difficulties, the NGOs in this district has made important advances in organizing, facilitating and documenting the community needs in terms of investments in the local people.

ACTIVIES OF THE LOCAL NGOs

The Oriental Rural Development Organization (ORDO):

One of the goals of ORDO is to end extreme poverty in this district. They carried out their activities with the Millennium Development Goals (MDGs) as their baseline. The Global Social Service Society (GSSS), Manipur Aids Control Society (MACS) and Ministry of Environment & Forest, Government of India are some of the most consistent sponsors of the ORDO’s projects.

ORDO has a cordial relationship with other NGOs across the State and in the North Eastern region. It does not perceive other NGOs as rivals and competitors. It has enrolled as a member of the All Manipur NGOs Forum at Imphal (A State level Network of NGOs in Manipur). And, it aims at networking as well as playing a creative and innovative role in expanding an NGO movement in Manipur.

Since 1997, the organization has been regularly launching the National Environmental Awareness Campaign (NEAC) at Tamenglong district with great enthusiasm to create environmental awareness through tree planting. The
Environment and Ecology Wing, Department of Environment and Forests, Government of Manipur, Imphal which is the Regional Resource Agency under the Ministry of Environment and Forest, Government of India provides consistent support to ORDO for this purpose.

ORDO also promotes health awareness through the teachers and students of the Hamai Higher Secondary School that is run and managed by the Liangmai Naga Baptist Association (LNBA). There is a good rapport between these two NGOs. The health awareness activities of ORDO at the school discuss prevention of HIV/AIDS through lectures and posters on March 21-23, 2002. The local Primary Health Centre (PHC) staff is always supportive of the ORDO's efforts on health issues.

ORDO has also carried out campaigns on issues such as global warming or environmental concerns, child-rights and women's rights in twenty (20) primary schools and secondary schools in the district of Tamenglong. Evaluation of the programmes was conducted by the monitors of the Global Social Service Society (GSSS) and Manipur AIDS Control Society (MACS) who are the main donor agencies of this organization. It is observed that the work of this NGO in Tamei sub-division is generally positive, including their clear poverty orientation and satisfactory cooperation with local partners in the district.

Reproductive and Child Health (RCH) Programme has been initiated by the ORDO in Konphung village, Tamei sub-division. It was sponsored by the Family Planning Association of India (FPAI) (Mother NGO) Manipur Branch, Keishamthong, Imphal. ORDO had initiated baseline survey in 15 villages which started from 1st March 2000 till 2005. Overall, this programme has created an impact among the local community as the process focuses on possible approaches
and interventions on reproductive health problems. The RCH programme provides the need for community-based education for women as well as their families on when and where to seek emergency care and transport as required.

The organization had provided a small relief in cash towards rehabilitation work in Gujarat following the catastrophic earthquake of 26th January 2001. One month after the earthquake, Government of India placed the figures of the death toll at 19,727, and 600,000 homeless people, the number of injured at 166,000, and 348,000 houses destroyed and an additional 844,000 damaged. In support of the efforts of the Government of Gujarat in the relief and rehabilitation processes, ORDO participated under the All Manipur NGO's Forum in mobilizing its relief activities soliciting donations either in cash or kind.

A horticulture project was implemented in Konphung village in 2002, funded by Global Social Service Society (GSSS). They collaborated with the Village Chief Mr.K.Putla and Village Authority for planting thousands of teak and neem plants in the surrounding area. The organization purchased the saplings from Dimapur in Nagaland and freely distributed them to the local community for planting. Here, the village has approximately thirty eight households with a population of (about nine persons per household) three hundred people. The village community took active part in planting the saplings. Apparently, teak trees would yield profits after two or three decades so, they have to wait for a long period to commercialize it in the market.

In 2002, ORDO had implemented an integrated horticulture project at Kawalong village and drawn 5 (five) poor tribal families as beneficiaries and planted the following fruit species and cash crops on 5 ha.
Table 6.1: Distribution of fruits and cash crops by ORDO in 2002.

<table>
<thead>
<tr>
<th>Fruits and Cash crops</th>
<th>Quantity</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Banana</td>
<td>$5 \times 500$</td>
<td>2,500 suckers</td>
</tr>
<tr>
<td>Guava</td>
<td>$5 \times 100$</td>
<td>500 seedlings</td>
</tr>
<tr>
<td>Jack-tree</td>
<td>$5 \times 100$</td>
<td>500 seedlings</td>
</tr>
<tr>
<td>Ginger</td>
<td>$5 \times 100$</td>
<td>500 kilos Rhizomes</td>
</tr>
<tr>
<td>Pineapple</td>
<td>$5 \times 500$</td>
<td>2,500 suckers</td>
</tr>
<tr>
<td>Turmeric</td>
<td>$5 \times 200$</td>
<td>1,000 kilos Rhizomes</td>
</tr>
</tbody>
</table>

Today, the beneficiaries have completed their respective farm activities and the staff of ORDO have been counseling them to expand their activities and teaching them how to market it for income. Besides, the organization implemented a heifer development programme in 2003 at Konphung village. As there is a vast land of meadows and prairies in the hill areas of Tamei sub-division, there is no problem of providing feed and forage. Conventional feeds for diary animals are abundant in the area.

The Tamei area is also convenient for rearing goats. Goat is known as the poor man’s cow because it is cheap and easy to maintain. Although, goats are considered to be destructive of environment, its milk is wholesome and nourishing and is considered more suitable for infants. Mutton is prefer by a few local people to other types of meat. Moreover, goat skin is also valuable as it can be utilized for commercial purposes. The feed-stuff for sheep and goat are the same as for the cattle. Sheep and goat can feed on almost all bushes and shrubs except lantana camara.

A Social forestry project was also implemented in November 2004 on community land measuring 50Ha at New Kongphung village in Barak river valley,
The Ministry of Environment and Forests, Government of India, New Delhi had provided financial support under the National Afforestation and Eco-Development Board.

This project concentrated on improving the productivity, hygiene and marketing in the livestock sector and stimulating reform process in allied agriculture. Accordingly, the organization had sanctioned a sum of Rs. 10,000/- (ten thousand) in favour of five (5) poor tribal beneficiaries and paid @ Rs. 2,000.00 (two thousand) per head and each beneficiary had bought one male goat and one female goat (she-goat) out of the sanctioned amount. The organization also implemented Self Help Groups (SHGs) in Tamei among twenty tribal women. These women are given training to manage the resources and further extend the programme for other women.

ORDO implemented the sustainable horticulture development project for the empowerment of tribal women in Lamlaba and Pallong villages in Tamei subdivision for a year from 2003 to 2004 which was funded by Global Social Service Society (GSSS). The amount sanctioned by the IGSSS was Rs. 500,000.00 only. ORDO implemented the approved measures on 70 ha of land successfully in these two target villages by selecting seventy women as their beneficiaries. These women are very poor.

The NGO purchased and procured banana suckers, turmeric rhizomes, pineapple suckers, and then transported it to the selected villages. The beneficiaries of the organization implemented all the activities including filling of pits, mixing of top soil with organic manures and planting of species. The organization constructed bio-fencing with trench-mound system and planted lantana camara as a hedger as required by the local beneficiaries.
Table 6.2: Procured, issued and planted by ORDO for the women beneficiaries in 2003-2004.

<table>
<thead>
<tr>
<th>Fruits</th>
<th>Quantity</th>
<th>Total in numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Banana suckers</td>
<td>222 x 70</td>
<td>15,540</td>
</tr>
<tr>
<td>Pineapple suckers</td>
<td>500 x 70</td>
<td>35,000</td>
</tr>
</tbody>
</table>

The banana suckers were kept on open fields for ten days in sunlight before planting as this process will avoid the infection of insects and will keep the suckers free from pest and diseases. The ideal way of cultivation is deep well-drained, friable loamy soil with high organic content. The high acidic soil should be avoided because it helps in the spread of panama disease.

The common insects are rhizome weevil, banana stem borer, aphid and nematode. Diseases that are to be treated include bunchy top and panama wilt. The best time for planting banana is during the month of June. However, according to the climatic condition, ORDO has adjusted the planting time in March and the plantation of banana and pineapple suckers were duly completed.

Table 6.3: Issued implements and distributed by ORDO to the women beneficiaries

<table>
<thead>
<tr>
<th>Agricultural tools</th>
<th>Total in numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spades</td>
<td>70</td>
</tr>
<tr>
<td>Pick-axe</td>
<td>70</td>
</tr>
<tr>
<td>Hand-hoe</td>
<td>70</td>
</tr>
</tbody>
</table>

The project has empowered the target women to promote balanced and sustainable horticulture development. Women's empowerment is one of the priority
areas of concern for ORDO. The project has long-term follow-up measures specially for managing to prevent the destructive jhum practices in the target area. Having logistic facilities, the women were imparted scientific training on horticultural practices and the trained women have been playing a leading role in promoting ecologically sustainable horticulture development in lieu of slash and burn agriculture. The project is work oriented towards fruit-production with the ultimate goal of achieving sustainable horticulture development.

The horticulture project contributes the major source of income to the local jhumia families at the grass root level. Horticulture is undoubtedly a replicable resource. The activities were executed to the extent measurable for evaluation. Increasingly, the project has included measures to strengthen the capabilities of the local beneficiaries in both operation and maintenance of the horticulture activity systems and ensured sustainability of the programme.

During the process of implementation of the programme, the NGO had faced a certain problem in financial transaction as there has been no timely withdrawal of the cash from the bank, on account of the absence of the one joint operator, the treasurer who has to sign on the cheque. The joint operator was out of station for a few months on medical ground and this has resulted in delay of withdrawal in time. However, the problem was solved after an emergency meeting was convened by the Chief Functionary including the Secretary, the office-bearers and the Executive Committee wherein a resolution was passed to borrow money in good faith from the life members of the organization with no interest. Thus, the NGO managed to borrow for a few months but refunded as soon as the treasurer returned.
The project covers two villages that face serious environmental degradation problems from soil erosion and felling of trees for jhum cultivation. The project aims at improving horticultural productivity and the socio-economic conditions of the jhumias in affected villages by promoting a diversified fruit production system which included conservation activities and the sustainable use of natural resources has been completed.

The women having realized the hazards of jhum cultivation have rightly adopted the alternative means of livelihood by planting fruits and vegetables in 70 hectares of land and the selected seventy women beneficiaries have to encourage the tribal- jhumia families to discard jhum cultivation. Such integrated fruit production is an eco-friendly process of optimization of internal and external fruit quality as also production including conservation of soil fertility.

The local beneficiaries have learnt the ways of incorporation of mixed fruit plantation at the field level. To reduce the risks of jhuming cultivation, ORDO has planted the selected fruit species in the midst of the paddy and cash-crops in the fields of the beneficiaries. The project activities have been completed and beneficiaries brought approximately another 30 more women to adopt this sustainable development in future after completion and the project is highly replicable in the field of growth of socio-economic development of the local ethnic community in the concern villages at Tamei Sub-Division.

ORDO teaches the members of the Self Help Groups (SHGs) to maintain accounts properly and to let the savings continue at all times. So far, ORDO has been assisting professional and financial aids to the Self Help Groups (SHGs). The NGO does not succeed in availing credits and loans from the government bank for women of the SHGs. The reason is that, as mentioned earlier, the only existing State
Bank of India (SBI) at Tamei bazaar was closed down for almost two decades since some miscreants looted it. Thereafter, the government refused to revive the bank in spite of the constant public demand and request. It is disheartening to observe that the local community has been deprived of getting an access to the banking facility.

In today’s globalized world, people in developed areas are talking of online internet-banking, ATM, credit cards and credit loans but people in this district particularly the younger generation who have never ventured out of the district would have to wait for years to see how the banking services function in every-day lives. Establishing a bank is mandatory but the State is turning a blind eye to the people’s need till date. In such a scenario, ORDO has facilitated the SHGs to bring their resources as a common fund. The most sustainable means of the Self Help Groups (SHGs) is taking control over natural resources and the means of production. ORDO emphasizes the usefulness of creating a culture of self-reliance.

One of the health-care projects that ORDO conducted in 2004 at Tamei was the Mobile Medical Awareness Camp wherein fifty (50) selected destitute and old aged women have participated in the camp. The Manipur Voluntary Health association (MVHA) and Manipur AIDS Control Society (MACS) jointly provided both manpower and financial aid of Rs.50,000 for this programme. The area is facing problems of illiteracy, ignorance, unawareness of the health related issues coupled with frequent outbreak of communicable diseases like typhoid, cholera, malaria and tuberculosis.

The workers of ORDO spent days bringing the government medical staff from Imphal (capital) to treat the patients during the critical times like the outbreak of epidemics like cholera and typhoid. Through the collaboration of representatives of few doctors and nurses representing different hospitals in the State, ORDO has
procured the best quality free medicines of the physician’s samples for free distribution among the poor patients. The Mobile Medical Awareness Camp had rendered yeoman’s service to the people. Their staff visited houses of the fifty beneficiaries and distributed essential medicines of the physician’s sample freely.

Each participant was also given cash to buy the medicines prescribed by the visiting physician because the organization did not have the necessary medicines at their disposal. Overall, the organization motivated the local community to immunize children. Thus, it rendered all possible services with the help of the qualified doctor and health workers. In the same year of 2004, ORDO implemented Tobacco Control project in Tamei for six months. The World Health Organization (WHO), New Delhi sanctioned Rs.2.75 Lakhs for this project.

ORDO implemented the Natural Resource Management Project in Langmai village in 2004. It lasted for only two months and it was a self-finance project of ORDO. The project is an eco-friendly process of optimization of internal and external fruit quality and productivity including conservation of soil fertility, minimization of inputs and the like. The aim is sustainable environment for horticulture, agro-forestry and agriculture. Natural resource management project’s priority concerns are the ecosystem in the overall context of the crop growing, the sanitary status of the crop, enhancement of product quality, proper use of natural resources like soil fertility, precipitation and water-table-management and integrated use of inter-related management techniques.

The soil management system provided good growing conditions for fruit trees by improving soil fertility and by preventing soil erosion. The project was implemented under innovative natural resource management technology. The agency had drawn up a contingency plan to help the jhumias to give up the
unreliability of "jhum", a primitive mode of shifting cultivation and introduced integrated agro-forestry for soil conservation as well as optimum sustainable production by using low cost local materials and technologies. Natural resources management programme has a multi pronged strategy to meet the basic economics of ecology and environment.

It is an established fact that environment problems are essentially social problems. They begin with man as the cause and end with man as the victim. Therefore, environment awareness is a necessity keeping in view of the rapid environmental degradation. A huge number of youth particularly students, teachers, farmers, women, social workers and local leaders participated in the campaign wherein saplings of Jack fruit, Neem, Oak and Japanese big-leaf magnolia in polythene bags were distributed freely. Rally, public meetings, exhibition and painting competitions were often conducted during the campaign.

Reclaiming the degraded lands is a very complex process. The key success to it is the right regeneration of its cover of grasses, shrubs, and trees through various agro-forestry systems. This is not only in the interest of better animal husbandry but also of long term ecological stability, agriculture, soil erosion and flood control. In 2002, ORDO selected 5 (five) tribal families in Tamei and have planted the elite species on an area measuring 5 hectares, namely:

1) Neem-1500;
2) Parkia-150;
3) Jack fruit-1500
4) Banana-1500;
5) Ginger-500 kgs.;
6) Mango-150;
7) Tamarind-150;
8) Cinnamomum cassia-300;
9) Cinnamon-300;
10) Mulberry-500.

Thus, the scheme had covered 5 hectares of land with five (5) tribal families who are living below the poverty line.

In 2005, ORDO collaborated with the Composite Regional Centre (CRC) under Guwahati Medical College Hospital (Assam) to distribute 'hearing aid' instruments to four hundred (400) people of all ages who were partially deaf. It was distributed not only in Tamenglong district but even in Imphal and Ukhrul districts. Interestingly, the local newspapers called the 'Imphal Free Press' and 'Sangai Express' carried an article in January 2005, about the distribution of hearing aid in a few districts of Manipur by this NGO.

Under the Manipur Aids Control Society (MACS) and in association with the Global Funds for HIV/AIDS, ORDO had already streamlined its efforts to work in the field of prevention, care and control of HIV/AIDS, sexually transmitted diseases (STDs), Drug Abuse and Substance Abuse on down to earth approach with the trained and skilled staff. In other words, the project focuses on the HIV affected people in the district.

Initially, ORDO received a sum of Rs. 7.76 Lakhs to implement the programme. It is imperative to minimize the spread of HIV infection amongst the Intravenous Drug Users (IDUs) and their sexual partners. Hence, the organization recruited eight employees for this project wherein five of them were selected from the Liangmai Nagas and the other three from the Meiteis (Manipuris). This particular project is being implemented in Tamenglong district from 2005 onwards.
and it has a long term strategy of continuing the programme for almost twenty years.

One of the on-going long term projects of ORDO which started in 2005 is the Agro-Forestry. The Global Social Service Society (GSSS) is providing financial assistance for this programme which is being implemented in three villages viz; Tamei, Tamah and Langmai. The impact of this project will be evaluated at the end of the year by the funding agency. And, if the work is found satisfactory then, funds will be extended to ORDO for many more years.

Thus, various programmes of ORDO have created awareness and impact in the people’s lives. Today, people are asserting themselves in a much better way and are putting pressure on the State to be accountable to them. With the intervention of the NGOs, people no longer have a submissive attitude to the politicians and the government officials. It is observed that student’s union invariably raise their voices against the State for its negligence and incompetence that prevails for decades.

**Liangmai Naga Baptist Association (LNBA):**

Education is one of the significant means of social change for this organization. Hence, LNBA’s action plan specially focused on education both at the primary and high school levels. It implemented exclusive schemes for women, initiating programmes like poultry, piggery, weaving and kitchen gardening. It also campaigned for launching biomass generation, horticulture, women’s credit programme and vocational trainings.

The NGO has also been implementing ago-forestry project in the district. Its major sources of funds are EZE-Germany and Action for Food Production (AFPRO). The different kinds of activities taken up by the organization in the past
years includes orange plantation at Chaton village in 10 hectares that benefited ten (10) families. As an alternative to jhum cultivation, irrigated paddy project was implemented at Langpram village that covered 16.40 hectares of land in which twenty (20) families were selected as their beneficiaries.

This programme is a milestone among LNBA projects as it facilitates beneficiaries from fifteen (15) villages of Tamei sub-division. Regarding health and sanitation, the organization constructed twenty (20) low cost latrines at Dikiuram village, Tamei. Village health workers were trained to tackle the treatment for common diseases prevalent among the local community. Occasionally, free medical treatment and medicines were distributed to the poor patients. The Water Resource Development project deals with the safe drinking water supply and the organization implemented it in Konphung and Langmai villages.

To raise the per capita income of the families, LNBA implemented Goat Rearing project at Kadi village. Ten (10) families were chosen as beneficiaries. They were given two goats each and were trained in animal husbandry. And, each of these villages has Self Help Groups (SHGs). The organization has taken up vegetable cultivation programme for women through specific women SHGs. This project tries to promote income-earning capacities of women and it is funded by CAPART-DWCRA, New Delhi. LNBA has constructed a Community Centre for their use to keep the farm equipments, to let the small children play while they were working in the field, to hold small gatherings and for convening the women committee meetings to evaluate their progress and achievements.

The organization had established Hamai English Higher School at Tamei and it has been playing a distinct and effective role in building up education for the past decades. Improvements are manifested in students' performances in Manipur
Board of Secondary Examinations. Some of the students who passed from the school have joined various colleges in Imphal and other places.

The NGO conducted awareness campaigns on self-reliance and encouraged the youth to be hardworking. It managed to mobilize some youth to come forward and joined them in the tree plantation drive. One thousand (1000) teak saplings were planted at Dikiuram village. Finally, the organization motivates and inspires young people to follow the path of spirituality and harmony in today’s violent world.

LNBA provides leadership-training programmes to the women in the surrounding villages through churches. However, it does not address either gender-equality issue nor raise any objections against the existing patriarchal system as it accepts the traditional roles and status. It also believes that women are given freedom to a large extent and are comparatively better off than their sisters in the other societies. LNBA gives skill training to women in order to manage their finances. As a result, some women in the district have started implementing the idea of saving for the future.

The intervention of this organization with several schemes for women enables them not to confine only to agricultural works. Alternatives were provided to the women and few educated women have started taking up jobs as teachers in the school. The function of LNBA is catering to empowering people as a whole. Today, some of these educated women from this district are found working in the fields of education, small-scale business and social work.
Social Educational Cultural and Educational Development Society (SECEDS):

SECEDS adopts demonstrative and replicable models such as micro-credit system and lobbying with influential individuals. It has submitted a couple of project proposals to the funding agencies of the government but has not got approval from them. Perhaps, the project proposal was not well written or maybe, their objectives were not in line with the funding agencies’ agenda.

The organization has installed a Cable Television (Very Low Power Transmitter) at Tamei bazaar in the year 2000. It was formally launched and inaugurated on 12th April 2004 by the local Member of Legislative Assembly. In fact, it is for the first time that people enjoys the cable television facility although it provides only five channels. The organization collects a monthly fee from around seventy households who have taken cable television connection in their homes. And, the fees collected are used as funds towards development activities. This is a novel and innovative method of raising funds.

SECEDS’s installation of Cable network has come as a blessing to the local community for connecting with the outside world. Several people were excited to have televisions in their homes. The organization is planning to purchase a power generator so that the cable network can be operated even when there is power shut down by the Government’s electricity department.

It is essential to mention that around 70% of the local community is unemployed so; the shops that deal with consumer goods such as television or refrigerator do not give loans to these people. To help the community members to purchase television, the organization collected their names and entered into an agreement with a private television showroom based at Imphal to procure interest free loans to buy television sets. The monthly installment was one thousand rupees
only. However, the defaulters had to pay late fee charges. Thus, the scheme facilitated as many as seventy people to get television in their homes.

On 12th June 2003, the organization had established a Weekly News Bulletin entitled ‘Pawancham’ and it is widely circulated among the Liangmai Nagas in Manipur as well as in the neighboring states of Assam and Nagaland. The Newsletter is priced at five rupees per copy but people are encouraged to pay more than the printed price. The Deputy Commissioner (D.C) of Tamenglong district had donated a computer for this weekly newsletter. This symbolic act boosted the morale of the employees of this NGO in particular. To make it more effective and easy, a senior lecturer of history in Modern College, Imphal, Mr. Adibo Newmai has donated a printer.

The organization has a limited infrastructure but it does not deter them from their activities. At times, they hold employees or executive meetings to evaluate and examine the progress and review performances. It has a film production unit called ‘Chun Chun Films’ that involves shooting documentary feature films, videography and photography. In relation to advocacy through the means of media, the Chief Functionary has done a couple of documentary films on the Liangmai Naga tribe based on their traditions, customs, cultures, folk songs, folklores, folk dance and contemporary songs as well.

The documentary films were broadcast many times in the North East channel, Guwahati and it also received financial aid from two sources: (i) North East Programme Production Centre, Guwahati, (ii) DDK Kohima Royalty System (Doordarshan Kendra), DDK Imphal Royalty System (Variety Programme, folk dance and modern songs) Imphal. This NGO had also link up with the All Liangmai Naga Students’ Union of Manipur, Assam and Nagaland.
As a result of networking between these two parties, Chun Chun Films had ‘recorded show coverage’ of the 7th General Conference Cum Cultural Festival of the Liangmai Naga Katimai Ruangdi, held on 8th to 12th February 2005 at Tamah village, Tamei sub-division. The organization provided a cash prize of five thousand rupees to the folk dance troupe that won in a competition during the conference. The organization makes hundreds of cassettes and compact disks (CDs) of various songs, dances and films for sale. The income derived from marketing the cassettes is being used again for other developmental activities.

Regarding their intervention in educational programmes, the NGO offered a prize for the best model teacher and the best meritorious student at Tamei Centre. Moreover, it gave a ‘pen’ imprinted with a slogan ‘Takiu Sulo’ (in local dialect, it means Congratulations) to every student who passed in the matriculation examinations. It also gave the same gifts imprinted with encouraging words to those who failed in the examination as well as to those who will be appearing in the forthcoming examination.

To a certain extent, the organization is able to seek donations from the politicians, bureaucrats and local leaders to provide few one-time scholarships to the deserving students. For example, the Sub-Divisional Officer (SDO) of Tamei donated a sum of one thousand and five hundred rupees and this cash was presented along with a ‘Certificate of Appreciation’ to the student who stood first at Tamei Metric Centre. Under the scheme of Manipur State Government, the SDO distributed cash awards to those students of Tamei sub-division who secured first division in Class X and Class XII examinations.
There are schools (both private and government aided) but there is no college till today in this sub-division. Hence, Matriculation and Higher Secondary Leaving Examinations are very important events for the local community. It is a great deal for them and they often celebrate the good results of the students with enthusiasm. In the context of giving cash awards to the meritorious students, the organization manages to seek more donations from people of all walks of life.

For the student who stood second, the Village Authority of Tamei had donated a sum of one thousand rupees and the student who came third received a cash of five hundred rupees from the ex-President of the Liangmai Naga Council (LNC). The Langmai High school Head master contributed a cash award of five hundred rupees to the student who scored the highest marks in science and mathematics.

The Inspector of Police of Tamei sub-division had also donated a cash prize to a student who scored distinction in various subjects. For the girl who topped at Tamei Matric Center, a cash prize was awarded by the Education Director of the other NGO viz, Liangmai Naga Baptist Association (LNBA). The organization makes an effort to encourage girls to study hard. By giving a cash award to a girl student, it sent a message of gender equality across the society. The research findings indicate that there is support and solidarity by the local community for its sustained advocacy and struggle of this organization.

As stated above, the poor families were willing to give Rs.1000/= per month for purchasing television. Hence, it can be said that development is not only dealing with resources, finances and progress per se but it also deals about the issues of identity and culture of the people. If people's participation is stimulated by raising cultural issues, then it is obvious that people are more willing to come together to
assert their cultural identity. The culture-based strategy of development seems to be more effective. Hence, there is a need to promote development through indigenous culture.

**Tamei Mahila Mandal:**

This is women’s NGO which had worked effectively for almost a decade during the 1980s. This organization is not functioning and that there is an attempt made to revive it. The State Government had provided financial grants-in-aid and imparted trainings to the employees of this organization in order to maintain a Balwadi school and carry out other activities. In the initial stage, the Balwadi School located at Tamei bazaar attracted hundreds of students as they responded by registering particularly in the primary section.

The organization’s main focus was on literacy programme that was extended even to the adults. They provided adult education through a night school with a handful of four women volunteers. Several adult members of the local community responded positively to this new movement and many of them had attended the class regularly. The school lacked electricity so, with kerosene lamps, they taught the adults to read and write.

Another activity that the Tamei Mahila Mandal contributed for the local community was the free distribution of milk on a daily basis to almost one hundred households below the poverty line (BPL). It was funded by the State Government and this particular activity lasted for around three years only. The President of the organization selected these households on the basis of per capita income. Besides, the organization tried to installed safe drinking water pipe in the heart of the town.
The Council for Advancement of People's Action and Rural Technology (CAPART) provided grants-in-aid in 1990 for facilitating drinking water supply at Tamei. Although they started the work at the ground level, the project failed as the staff of the organization lacked motivation and zeal to complete the work. In 1993, the Department of Public Health Engineering under Government of Manipur sanctioned grants-in-aid for the construction of low cost latrines at Tamei bazaar.

Initially, they were enthusiastic to carry out such a task that will benefit the public. However, this project also failed miserably due to the outbreak of the Naga-Kuki ethnic conflict that disrupted the transport and communication systems. Basically, construction materials have to be transported from Imphal to Tamei but the road was blocked due to the conflict and the work was postponed.

As mentioned in the first chapter, the ethnic conflict continued for several years affecting the society and as a result, this particular project did not succeed. Eventually, this NGO deteriorated in the 1990s because of the lack of managerial skills, financial constraints and Naga-Kuki ethnic conflict. It is observed that the Annual reports, files and documents were also not traceable. It has either been destroyed or misplaced as the staff did not make sincere efforts and take up responsibility to keep it.

**Liangmai Naga Arts and Culture Association (LACA):**

It was initiated by a group of committed leaders who have a vision to preserve and promote the traditional culture, crafts and arts of the Liangmai Nagas. They have purchased a two room house in which their head office is located at Tamei bazaar. It is found that they have conducted a couple of seminars with themes based on culture. Besides, they also promoted annual traditional cultural festivals in the area with enthusiasm.
The study found that the organization do not strive for self-reliance based on the availability of indigenous resources. It also reveals that their project proposals failed to convince donor agencies. Basically, the NGO has problems in getting funds because it is unable to write project proposals, lacks the network and resources to travel to Delhi and other cities to raise the funds. Because of difficulties and constraints, this organization struggles to acquire funds for achieving its goals.

This organization is a culture-based NGO and it does not deal with development programmes per se. It is found that the Arts and Culture Department under the Government of Manipur gave grants-in-aid of five thousand rupees (Rs. 5,000) only to the organization. A Minister of the State Government and a Member of Parliament (Lok Sabha) jointly donated a sum of Rs. 20,000 to the organization. Thereafter, the NGO has not received any external funding again except membership fees from its’ own members.

Since the year 2003, the organization decided to commence 30th October as a festival day of “Chaga” (in local dialect, the word refers to a Special Blessing Ceremony). This traditional festival was prevalent from ancient times. But, the ethnic community ceases to practice it after their conversion into Christianity. However, the NGO is trying to revive this traditional festival although majority of the people opposed to it.

This festival has a theme entitled ‘Commencing of New Year’ with the aim of appeasing the gods to bless brethren only. It is a gender bias celebration of seeking blessings from gods specifically for men and not for women. This “Chaga” festival reflects the social processes of the Liangmai Naga society. Indeed, this
festival of “Blessing Ceremony” portrays a typical picture of patriarchal system wherein women are perceived as inferior human beings because this traditional festival does not encourage women to participate along with men in the village.

Men cook and fetch water during the ceremony and it is one of the most peculiar characteristics of this festival. Here, one can observe the reversal of gender roles. Women are strictly prohibited to render any kind of help or services to their male counterparts. In other words, this festival symbolically manifests that women are ‘defiled’. It also sent a message that men and women are absolutely not equal members of the society.

At the initial stage of the Blessing Ceremony, a selected man acts as a priest to perform the rites, rituals and make the fire in a traditional style. And, the organization is having a row over the traditional practices with the other faith-based NGO viz, Liangmai Naga Baptist Association (LNBA). LNBA is enforcing its views that ‘Chaga’ (Blessing Ceremony) is to be carried out with the Christian doctrine, principles and values.

As majority of the people have already converted to Christianity for decades, LNBA urges these people to cease practicing it in its original traditional form but to incorporate Christian prayers and consecration. There is a resistance to adopt Christian rituals because the organization felt that if Christian principles and values are incorporated in the ceremony then, the traditional practices will eventually disappear.

Hence, a major controversy has broken out between these two organizations on this issue. The organization had organized a seminar to deal on this issue with the sole objective of getting constructive views from intellectuals, social activists,
religious leaders and laymen. However, the discussions did not bring any concrete solution as different opinions were articulated in the meeting.

Another controversial issue that the organization has been dealing with is the 'dress pattern'. The organization emphasized an example of the Meitei (Manipuri) insurgent groups who have successfully imposed dress code to students at colleges in Imphal. Hence, this organization insisted on everyone in the Liangmai society to wear traditional costumes. But, a huge segment of the people especially the youth prefers to wear modern attires because it looks trendy, comfortable and stylish.

Traditionally, costume pattern exist for people varying from a child to the youth, male to female, widow to widower, so on and so forth. To tackle this problem, they had organized a seminar to debate about the traditional costumes on 30th October 2005. Again, different opinions erupted throughout the dialogue and no resolution was possible. A question on freedom of choice reigns supreme over this matter.

We live in a global village wherein nobody can escape from being influence by other cultures pertaining to dress also. Dress is becoming a matter of choice, freedom and conscience in our contemporary society. Without enough funds, passion and coordination at their disposal, the organization find it difficult to work at the practical levels.

IMPACT ASSESSMENT:

Unquestionably, NGOs provides the marginalized people with opportunities of job creation, literacy, health-care, empowering women, social-forestry and several other programmes. The significant role of the NGOs is recognized by the
public, committed social workers and thoughtful local leaders in the district. However, some people perceive NGOs with suspicion although they support the activities of these NGOs because they realize that the State has failed several times in the past.

Apparently, they recognize the efforts of these NGOs even if they continue to assume that NGOs are making profits. On the other hand, sometimes, the State government is not enthusiastic about the activities of the NGOs but the magnitude of unsolved needs and pressures from the donor agencies often prevent the State in most cases from interfering too heavily in the works of NGOs. At times, the State is suspicious of NGO activities, especially of those that are involved at the political level. Thus, it is found that majority of the NGOs restrain themselves from functioning as pro-political organizations because they feel discouraged to perform sensitive role.

Certainly, NGOs have the capability in raising the voices of the people about burning issues. And, they act as catalyst of empowerment and eradication of poverty since they can reach at the grass-root levels. One of their most significant contributions is generating Self Help initiatives, especially among the women. NGOs in this district stimulate the Naga women to change their perceptions about themselves, their role, status and facilitate them with opportunities to become leaders besides mobilizing collective action.

Essentially, NGOs in Tamei sub-division were promoting culture and art apart from doing poverty alleviation work in more than half of the surrounding villages in the sub-division. The poverty alleviation programmes of the State government have remained relatively small and ineffective compared with the need. NGOs are being perceived as significant channels for economic development and
empowerment in addition to their previous record as poverty alleviators, emergency and humanitarian aid providers.

NGOs build a bridge and play a mediating role between the people and the State. It is also seen that, NGOs and civil society are mutually dependent. Another important aspect is that, the funding agencies of these NGOs regularly carry out evaluation and monitor the programmes that they have supported. So far, it is observed that the NGOs have transformed their style of function from welfare delivery to advocacy and lobbying. They have been actively working on socio-economic, environmental and other important issues related to development. They have been playing a catalytic role in changing the growth-oriented agenda towards a sustainable development. The idea of sustainable development is a ‘new mantra’ in this district and it is an issue studied by social activists.

Despite the efforts of the NGOs in reducing poverty in this district, unemployment and job growth remained disappointing. As mentioned earlier, the prospects of these NGOs are good for reducing extreme poverty but ‘poverty’ still remains a serious problem. It is observed that due to unemployment problem, majority of young people end up joining insurgent organizations as a means to an end. Even females have started to join their male cadres although they are deprived of elevating to high positions within the organizations. Their biggest challenge is how they learn to live in a shrunken world without adequate opportunities and privileges. It is an alarming trend that needs to be tackled urgently by the State as well as the NGOs.

Developmental programmes have expanded into surrounding villages at Tamei sub-division due to the efforts of NGOs. The local community supports many projects of NGOs since the State provided a limited service provision and a
rigid bureaucratic structure. Virtually, the five selected NGOs at Tamei sub-division have been trying to understand the needs and requirement of the local communities.

These NGOs have been trying to work more creatively and gain opportunities through networking and coalitions or partnerships, involving joint-initiatives between NGOs, State government of Manipur and funding agencies. These NGOs respond to various challenges concerning issues of communication, price-rise of commodities, corruption, road-blockage or landslides and the negligence of the State government.

It is found that NGOs often raise issues of poverty, injustice, inequality and oppression on behalf of the local community and beneficiaries to those who hold power and authority at the higher level. At Tamei sub-division, NGOs have grown steadily in the past few decades and have demonstrated a range of alternative strategies such income-generation projects and health-care systems. So far, the NGOs in this small town are almost free from being criticized and resented by the public. NGOs are accepted in the community as an important institution because they work both at the micro and macro levels.

Besides, NGOs also establish relationships with the churches, youth clubs, village authorities and women’s organizations in order to undertake joint efforts for development and good governance. These NGOs have been trying to empower local community and boost their potentiality to act for themselves in several practical ways. NGOs also hold meetings and interact on a regular basis with the local people to strengthen their activities and relationships. It is believed that NGOs at Tamei sub-division have been working to improve the well being of the poor.
With NGOs intervention, the status and self-confidence of the poor especially women folk were seen to have been enhanced or improved. The case studies of these five NGOs at Tamei sub-division confirmed the importance of participation by the community and beneficiaries in particular in the whole process of planning, design and implementation of programmes. The successful projects indicate that the objectives corresponded to the priorities of the poor at this small town.

The projects of these five NGOs also highlighted the significance of a strong, capable and effective leadership who were skilled in management. Competent leaders were able to maintain relationship with government officials and funding agencies. And, committed staff and well-trained social workers are motivated by a reasonable level of renumeration and decent working conditions. The projects exhibited weaknesses in certain respects although the overall judgment of project performance was favourable.

The major activities taken by these NGOs include Health-care, Social forestry, Horticulture, Livestock development, and others. The evaluation concluded that the work of these two NGOs in Tamei sub-division is generally positive, including their clear poverty orientation and satisfactory cooperation with local partners in the district. Their weaknesses were lack of ability on the part of the NGOs to relate to the national contexts and capacity to compute the long term impact of efforts undertaken.

The beneficiaries in Tamei sub-division are Liangmai Nagas and they are between the ages of 20 to 60 and above years. Majority of the beneficiaries are illiterate and are women. Regarding their religious background, it is found that all of them are Christians. And, the occupational pattern of beneficiaries is linked to
shifting cultivation. For instances, agricultural farmers are in majority constituting a significant share of the workforce. I have found a livelihood analysis of the ethnic community in the area as follows:

**Table 6.4: Livelihood analysis of the Liangmai Nagas at Tamei sub-division.**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Occupation</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Slash and burn agriculture</td>
<td>70%</td>
</tr>
<tr>
<td>2.</td>
<td>Permanent cultivation (terraced field under irrigation)</td>
<td>2%</td>
</tr>
<tr>
<td>3.</td>
<td>Government employment</td>
<td>3%</td>
</tr>
<tr>
<td>4.</td>
<td>Hotel/Shop</td>
<td>2%</td>
</tr>
<tr>
<td>5.</td>
<td>Business/Construction work</td>
<td>3%</td>
</tr>
<tr>
<td>6.</td>
<td>Workshop/Carpentry</td>
<td>9%</td>
</tr>
<tr>
<td>7.</td>
<td>Industry/Manufacturing Unit</td>
<td>0%</td>
</tr>
<tr>
<td>8.</td>
<td>NGO-service</td>
<td>1%</td>
</tr>
<tr>
<td>9.</td>
<td>Women’s work (weaving)</td>
<td>1%</td>
</tr>
<tr>
<td>10.</td>
<td>Daily wage earners</td>
<td>9%</td>
</tr>
</tbody>
</table>

Income generation is the main source produced through the activities executed in the study area. A significant proportion of jhumia households were in debt. Major works in which jhumia households participated include social forestry, horticulture, agro-forestry, livestock development and the like. Impact assessment of the NGOs at Tamei sub-division has been attempted by comparing select characteristics of beneficiaries. LNBA has focussed on rural housing, latrine construction, school, water supply, social forestry, orange grove, fishery, primary health-care and bio-gas plant.
The ORDO has focussed on social forestry, rural housing, agro-forestry, horticulture, health care, training on traditional birth attendants, ISM & H (Indian Systems of medicine and Homeopathy), IEC (Information Education Communication) scheme under RCH (Reproductive and Child Health) programme, Mass awareness campaign on prevention control and care of HIV/AIDS, hospice service and RIAC (Rapid Intervention and care Project), and complimentary therapies under the ISM.

SECEDS and LACA have created an impact in the field of culture and tradition. Both these organizations have facilitated a space for younger generations to be conscious and aware of their rich cultural heritage. Youth in particular are being targeted by these organizations as these young people have been influence by westernization and globalization wherein they easily get driven away from their own cultures.

Comparatively, SECEDS is performing their activities much better than LACA. It is found that SECEDS have brought about the power of media in the Liangmai Naga society. The organization manages to send a message across to the local community that today’s media is indeed a great battlefield and powerful instrument to lift the down-trodden people. LACA has not performed any concrete programme in the recent months and it is partly due to lack of mobilization, commitment and financial aspects. The women’s group Tamei Mahila Mandal has an impact on the Liangmai women in terms of education but unfortunately, it is defunct.
CREATION OF FAMILY ASSETS AND COMMON PROPERTY RESOURCES:

Creation of family assets and common property resources are generally used as key indicators reflecting social status in terms of standard of living and extent and quality of people's involvement in the projects. Prominent among the community assets created during the project implementations are firewood plantation, fodder, timbers, medicinal plants plantation, community nurseries, model kitchen-cum-herbal gardens, smokeless chulhas and construction of school buildings to meet the long-term felt needs of the ethnic community.

EMPLOYMENT GENERATION, ENVIRONMENT AND WOMEN:

With the introduction of different programmes by NGOs, the employment opportunities opened up both in farm and non-farm sectors. These opportunities generated as a result of their engagement in soil and water conservation works, horticulture plantation programmes, intensification in agro-forestry and in other health care services. A few individuals were recruited as office assistants, research assistants, field workers and peons in the NGO sector although several of them were given temporary appointments which would last for a minimum of six months to a few years.

On the other hand, it has also a negative impact on women. It is found that the Liangmai Naga women are observed to participate in selling the farm produce apart from trekking miles for fuel, wood and fodder. They are also responsible for domestic chores like fetching water from a distant place, cooking, washing, nurturing and caring for children. Women are seen to interact with the environment to meet the subsistence needs of their everyday lives although Naga men as agriculturists also did that. Thus, it can be argued that women are the most affected...
victims when their natural environment is altered.

ENSURING SOCIAL EQUALITY:

Self-Help-Groups (SHGs) of women formed with the efforts of the Oriental Rural Development Organization (ORDO) with a membership of thirty five women got to unite and were successful in setting up of four community nurseries producing about one thousand saplings. This fetched them a net profit of Rs. 6000/= annually although it is a small amount. The SHGs, out of the project earned and monthly collection from members formed thrift groups and with additional support from the NGO carried at various income-generation activities. The Liangmai Naga Baptist Association (LNBA) has also formed SHGs at church level and advanced micro-finance schemes to the SHGs at the grass root level for implementing of income generation activities.

SUSTAINABILITY:

The Liangmai women who have involved directly in all the project activities right from the beginning have indeed contributed to the growth and stability of the programmes. The Liangmai women along with their male counter-parts as beneficiaries have been trained by the employees of NGOs to involve in all activities effectively. The seasonal crops and the fruits provide the main source of income for the beneficiaries. Further, the essential value cash crops and forest produce will provide gainful incomes on sustained basis for the local community. The valuable productive assets created through the projects and the inputs as well as outputs produced from the projects will ensure sustainability of the projects.

EVALUATION OF THE TARGET GROUPS:

To assess the performance of NGOs, I interviewed 250 of the beneficiaries of the five selected NGOs. The NGOs choose their beneficiaries from the lower
income groups and the poor sections of the Liangmai Nagas who are considered as the ‘Kacha’ Nagas by the colonialist and the name still continues to be recognized by the Government of India. Table 6.4 provides distribution of the 250 beneficiaries that I interviewed. NGOs selected their beneficiaries on the basis of per capita income, unemployment and lack of basic amenities of each family. It is essential to mention that all the beneficiaries belong to the poor jhummia families.

Table 6.5: Age distribution of the selected beneficiaries.

<table>
<thead>
<tr>
<th>Age group</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-24</td>
<td>17</td>
<td>6.8</td>
</tr>
<tr>
<td>25-29</td>
<td>28</td>
<td>11.2</td>
</tr>
<tr>
<td>30-34</td>
<td>33</td>
<td>13.2</td>
</tr>
<tr>
<td>35-39</td>
<td>46</td>
<td>18.4</td>
</tr>
<tr>
<td>40-44</td>
<td>30</td>
<td>12</td>
</tr>
<tr>
<td>45-49</td>
<td>24</td>
<td>9.6</td>
</tr>
<tr>
<td>50-54</td>
<td>39</td>
<td>15.6</td>
</tr>
<tr>
<td>55-59</td>
<td>22</td>
<td>8.8</td>
</tr>
<tr>
<td>60 &amp; above</td>
<td>11</td>
<td>4.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>250</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The above table indicates that the largest numbers of beneficiaries (those who get some benefits from the NGOs) fall in the age group of 35-39 (18.4%). And, the second largest members of the beneficiaries fall in the age group of 50-54 (15.6%). Old people are less because most die with age. The stress of poverty is more acute in the age group of 30 to 44 as they find it difficult to maintain their families or households because of the large number of children.
THE OUTLINE OF GENDER COMPOSITION:

There is a wide gender disparity among the beneficiaries of NGOs. It is quite interesting to find that NGOs give priority in empowering tribal women as they are keen to focus on the empowerment. As such, there is less gender discrimination in the Laingmai Naga society although boys are always preferred over a girl child. The table below indicates gender distribution of the beneficiaries wherein only 24.8% of the beneficiaries were men whereas a large number 75.2% were women. NGOs have chosen more women as their beneficiaries because they focus on empowerment of women.

Table 6.6: Distribution of selected beneficiaries on the basis of gender.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>62</td>
<td>24.8</td>
</tr>
<tr>
<td>Female</td>
<td>188</td>
<td>75.2</td>
</tr>
<tr>
<td>Total</td>
<td>250</td>
<td>100</td>
</tr>
</tbody>
</table>

MARITAL STATUS OF THE BENEFICIARIES:

Traditionally, among the Liangmai Nagas, parents of the grown man search for a suitable bride. Marriage is regarded as a legal relationship between a man and a woman, each with clearly enunciated certain rights and obligations. Traditionally, cross-cousin marriage is preferred but parallel cousin marriage is not allowed (http://tamenglong.nic.in/culture.htm).

The table below shows that a large number of beneficiaries (88.83%) were married which also means that pressure of poverty is greater on them. And, only
fifteen of the beneficiaries (7.97%) inclusive of both the gender were unmarried. With regard to divorce, it constitutes a miniscule (0.54%) percent of the total women beneficiaries. In the Liangmai Naga society, divorce is rare. Perhaps, it is attributed to their religious background as Christianity encouraged women to be completely submissive to their husbands and live until death does them apart.

### Table 6.7: Marital status

<table>
<thead>
<tr>
<th>Marital status</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Married</td>
<td>167</td>
<td>88.83</td>
</tr>
<tr>
<td>Unmarried</td>
<td>15</td>
<td>7.97</td>
</tr>
<tr>
<td>Divorced</td>
<td>01</td>
<td>0.54</td>
</tr>
<tr>
<td>Widowed</td>
<td>05</td>
<td>2.66</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>188</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Another reason maybe hypothesize that women hesitate to admit that they are divorced because it indicates failure in the marital role. There are no maintenance rights of women in the case of divorce. Liangmai Naga society does not recognize the rights of women pertaining to divorce. Once divorce takes place, the wife has to go back either to her natal home or brother’s house with empty hands as she does not have any inheritance rights. Even her children are not entitled to go along with her.

**INCOME LEVEL OF THE BENEFICIARIES:**

A majority of the beneficiaries and their family members are engaged in agricultural farming work. Income is mainly derived from selling farm products such as fruits, vegetables and paddy in the weekly local market. Another source of income is part-time work as agricultural labourers. And, it is essential to mention that any member of the village can take to agriculture activities in any land owned
by their village local community as the Village Authority has the community land ownership.

The table indicates that a huge majority of the beneficiaries culminating to 98.4% of them have their family income per month below Rs. 3000/- in Tamei subdivision. A family has around seven members on an average. It shows that a mere 1.2% of the beneficiaries fall in the income group of Rs. 3000 – 6000 per month and only 0.4% of them are in the income group of Rs. 6000– 9000 per month. Undoubtedly, it reveals that NGOs select the beneficiaries who hail from the poor families.

Table 6.8: Distribution of the selected beneficiaries according to monthly family income.

<table>
<thead>
<tr>
<th>Income level (Rupees)</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 3000</td>
<td>246</td>
<td>98.4</td>
</tr>
<tr>
<td>3001 – 6000</td>
<td>3</td>
<td>1.2</td>
</tr>
<tr>
<td>6001 – 9000</td>
<td>1</td>
<td>0.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>250</td>
<td>100</td>
</tr>
</tbody>
</table>

It was observed that the beneficiaries from lower income groups suffer from cumulative handicaps. For instance, their children suffer from malnutrition, lack of proper clothing and are deprived from good schooling. Many parents cannot pay tuition fees for their children in schools. Further, the parents find it difficult to buy books, uniforms and other stationary materials for their children.
Thus, hundreds of children from the low income levels attend the government schools wherein they have to pay a nominal fee. Parents are not able to send their wards to a private school as it is expensive. These children cannot think or dream of pursuing higher learning. In such a scenario, NGOs are trying to intervene in creating a space for these marginalized groups to be able to access to education.

Quest for education and higher learning is predominant in the minds of the people. It may take several decades for the NGOs to empower these groups. Many respondents assert that some of their basic needs have been provided by the NGOs. Moreover, they perceive that the activities and intervention of NGOs are essential in improving their socio-economic conditions. In other words, they assume that the activities of NGOs have made a positive contribution in transforming their society.

**VIEWS OF THE EMPLOYEES OF THE SELECTED NGOs:**

Socio-economic backgrounds of the employees of the NGOs are studied here. Most of those who are found to be motivated to work for the NGOs are because alternative jobs are not available. The government jobs are scarce and there are no factories. Only a few are inspired to work among the marginalized people to end poverty and bring about social transformation.

They are keen to work for the poor and evolve a plan of action for their welfare. NGOs have therefore become a major source of employment especially for the educated youth in the area. Those recruited by the NGOs are offered training to enhance their skills. Some of those who initially lack motivation tend to become more committed when they receive training.

It is found that the employees or executives of the NGOs visit project
implementation areas at least two to four times a month or even more depending on
the nature of the programme. A major difficulty that they encounter is non-
cooperation of the leaders, of the target groups and colleagues as shown in the table
below.

Table 6.9: Difficulties reported by the employees of the selected NGOs

<table>
<thead>
<tr>
<th>Difficulties with</th>
<th>Reporting frequencies</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colleagues</td>
<td>3</td>
<td>9.37</td>
</tr>
<tr>
<td>Leaders</td>
<td>7</td>
<td>21.88</td>
</tr>
<tr>
<td>Target groups</td>
<td>4</td>
<td>12.5</td>
</tr>
<tr>
<td>Management</td>
<td>18</td>
<td>56.25</td>
</tr>
<tr>
<td>Total</td>
<td>32</td>
<td>100</td>
</tr>
</tbody>
</table>

Some of the employees complaint of unpleasant social relationships with
their colleagues, leaders, beneficiaries and the management team. Several of them
are dissatisfied with their organization but as they think that all NGOs have similar
problems, they do not plan to move to other organizations. The salary structure,
incentives and approaches of various NGOs are almost the same. Thus, they point
out that changing their job from one organization to another will not help them
much. A few of the respondents expressed that NGOs can be more dynamic if there
is an adequate flow of funds. They try to strengthen NGOs through enhancing the
organizational management and leadership, training, research and networking.

INCOME STATUS:

The study indicates that some of the employees of NGOs are not satisfied
with their low salaries. There are also no incentives for good work. Besides, social
security is not available in every NGOs. They realize that the local NGOs have been
struggling to get more funds from the donor agencies. Interestingly, many of them do not even expect high salary from NGOs for this reason.

**Table 6.10: Monthly salary of the employees**

<table>
<thead>
<tr>
<th>Income Level in Rupees</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 2000</td>
<td>2</td>
<td>6.25</td>
</tr>
<tr>
<td>2001-4000</td>
<td>19</td>
<td>59.38</td>
</tr>
<tr>
<td>4001-6000</td>
<td>7</td>
<td>21.87</td>
</tr>
<tr>
<td>6001-8000</td>
<td>4</td>
<td>12.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>32</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The table shows that NGOs are indeed small organizations without enough funds from the donor agencies unlike other bigger organizations such as World Vision of India and Action-Aid.

Most of the employees (71.87%) reveal that NGOs conduct half yearly general body meetings to discuss the issues relating to their organization. A small percentage (15.63%) of staff expressed that their organization conduct meetings annually and still few more others (15.5%) assert that it was frequently conducted.

**Table 6.11: Frequency of the General body meetings**

<table>
<thead>
<tr>
<th>Meetings</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annually</td>
<td>5</td>
<td>15.63</td>
</tr>
<tr>
<td>Half yearly</td>
<td>23</td>
<td>71.87</td>
</tr>
<tr>
<td>Frequently</td>
<td>4</td>
<td>15.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>32</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
AGE DISTRIBUTION:

As stated in the second chapter, the sample of employees was thirty-two people. From each NGO, employees were selected to get a comprehensive understanding of their perception.

FIGURE 6.12: Age distribution of the employees of NGOs.

In the NGO sector in Tamei sub-division, it is found that those below 40 years of age are more in number. Perhaps, one of the reasons is that NGOs need younger people to do the hard work. The sample includes Secretaries, Coordinators, Researchers, Field Workers, Social Workers and Volunteers.

MARITAL STATUS:

Out of 32 employees, only nine (9) of them are women. Thus, women constitute 28.13% of the employees. It is found that larger percentage of 55.56% constituted married women, 33.32% unmarried and 11.12% widowed. There is no representation from the divorced category. The women respondents expressed that
they had freedom to choose the job in the NGO sector although few of them felt that the field work visits are tedious and difficult. But, they have to struggle in the fight against poverty and in the journey to bring about social change in the society in which they live.

FIGURE 6.13: Marital status.

The unmarried women are in the 21-30 years category and widowed is in the age group of 51 and above. Those who got married were above 30 years of age. The reasons in the delay of marriage are attributed to their busy schedule and priority accorded to careers. The age of marriage getting extended is due to the importance given to their jobs which also indicates that they take their careers seriously.

EDUCATIONAL QUALIFICATION:

Most of the employees hail from the local ethnic background with a majority of them having had their schooling in Tamei sub-division (84.38%). There are a few Meitei (Manipuri) people who did their schooling from Imphal (15.62%). A huge per cent of employees had Manipuri language as their medium of instruction, having studied in the government schools.
It is found that only few percent of them did their schooling in private schools with English as the medium of instruction. As shown in the diagram above, 46.87% are graduates, 25% are with their master’s degree and 21.13% have intermediate qualification. Finally, 7% are matriculates only. Interesting, it is observed that none of the Staff have studied in the school of social work. This results in the lack of trained professional social workers which is essential. It also indicates that intensive trainings are needed to be given to the employees for enhancing their skills. The employees expressed that they have been making efforts in evaluating the programmes and taking measures to see that the funds do reach their destination.

OVERVIEW OF NGOs:

The NGOs in Tamei sub-division have their own management committee that monitors the overall structure and functions. It is found that all the five NGOs in this study came into existence prior to their getting registered with the government. In other words, they have been working among the marginalized people even before they received registration number from the government. As
mentioned in the previous chapter, these NGOs have a clear vision statement of their organizations.

**TYPE OF NGOS AT TAMEI SUB-DIVISION:**

There are eight NGOs in Tamei sub-division but only five of them were chosen for this study as they represent the various types and categories. Apart from the five NGOs, the other two NGOs were established by the kith and kins of local politician and it operates mostly for vote-banks. The last one is a culture-based NGO that do not function anymore due to lack of funds. The types of NGOs that exist include secular, cultural, development, faith-based and women's group. Besides, the pattern of funding and resources differs among them. In fact, one of the women’s organizations had worked effectively for almost a decade in the 1980s but it is defunct today as mentioned earlier. The other four organizations are working for the local community, focusing on varying aspects. The beneficiaries of the NGOs were mostly local people.

**EMPLOYEES OF NGOs**

The study reveals that each NGO has full-time and part-time workers along with a handful of unpaid volunteers. The volunteers are observed to be working on temporary basis for specific programmes. They joined it to gain experiences and earn the skills from other employees. It is found that they don’t serve the NGOs for long period. The part time staff is usually students who would work for few months during the holiday periods. The use of the volunteers helps the NGOs and full-time staff in particular to get their work done systematically.

The study shows that NGOs take the voices and opinions of the public through occasional dialogues with them. Many local people especially women benefited from the NGOs intervention programmes to lift themselves from poverty.
through income generation projects. And, they work with each other at different levels. NGOs published annual reports regularly and submit to donor agencies as it is mandatory.

### Table 6.15: Type of employees

<table>
<thead>
<tr>
<th>Staff</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>16</td>
<td>50</td>
</tr>
<tr>
<td>Part-Time</td>
<td>9</td>
<td>28.13</td>
</tr>
<tr>
<td>Unpaid Volunteers</td>
<td>7</td>
<td>21.87</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>32</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**PEOPLE'S PARTICIPATION:**

One of the important forms of people's participation is 'intervention,' or 'involvement' which is a serious matter to be debated as it is concerned with human relationships and social, political and cultural realities conditioning them. The concept of people's participation is also linked to democracy, which is the process of encouraging the marginalized groups to participate in the political aspects and mobilizing them to exercise their rights.

Besides, the beneficiaries are compelled to be involved in the implementation of programmes. Wignaraja (1993:11) opines that participation is of central concern in any discussion of development in wider human terms. Participation also means trusting the people and commitment to a more egalitarian society that would ensure equal access to resources, not only to land but also to education, food and health.
The process of people's participation, learning and listening has been the focus of attention in which five of the NGOs at Tamei sub-division function. An interesting finding is that some of the employees of these five NGOs would walk as far as 20 to 30 miles a day to hold meetings and conduct workshops with the village communities as well as listen to their problems. The employees of these NGOs try to co-ordinate the local leaders while maintaining personal contacts with the children, youth, women and elderly people.

Community participation is the new 'mantra' of NGOs in our contemporary society. Thus, NGOs promote involvement or participation of beneficiaries in implementing and designing strategies by building self-confidence. They are usually interested in improving the lives of the poor in which they work. It is also essential to recognize NGOs as an organization which uses interpersonal ways of communication and hence, they are often accepted as a part of the community they try to benefit.

It is also important to note that they have been in the forefront in promoting and developing a comprehensive, holistic and rights-based approach to health services, literacy, environment, women's empowerment, child rights, human rights, economic development and so on. It is alleged that the pattern of recruitment in the NGOs sector is less bureaucratic as compared to the government sector.

Participation of the beneficiaries such as targeted farmers, women, youth or rural poor in any rural development programmes is the necessary pre-requisite for successful achievement. Participation in decision-making is an important capacity building process. Participation included the motions of contributing, influencing, sharing, re-distribution of power, utilizing of services and of control, resources, benefits, knowledge and skills to be gained through beneficiary involvement in
decision-making. Hence, the NGOs at Tamei sub-division have emphasized the significance of people’s participation in rural development.

The NGOs promote participation of beneficiaries through meetings that were held at the village levels wherein the local people are asked to pass their opinions and ideas. For instance, the social forestry and horticulture projects of the ORDO were implemented in the specific location of the target villages after hearing the opinions of the beneficiaries. These NGOs have taken initiative to confidence-building actions to solve socio-economic problems.

If the programmes of an NGO fail to provide wider economic and social benefits for the local community, the members often decline to participate with enthusiasm. Hence, NGOs should ensure that the various development activities contribute to the welfare of people in a meaningful way and the target groups should receive development benefits meant for them without any reservation. The five NGOs at Tamei sub-division clearly indicate that people’s participation is a means to empower the poor and the marginalized groups.

Any participating communities should act as liberated and thinking individuals in order to promote their participation with new meanings and expressions in this uncertain, post-modern and globalized world. Globalization is relevant for the people of Tamei as they are getting access to internet, electronic and print media. Tamei sub-division is facing significant structural changes with access to information technology, education and advocacy.

People’s participation should also mean living and relating to those around us in our environment in a different way. In other words, participation should be without fear and filled with sensitivity, attention, kindness, forgiveness and
willingness to learn more from various lives experiences. Participation also involves mobilization that leads to major achievements of lasting impact on the lives of the community.

Looking beyond the participation of people and training, it is essential to examine some of the aspects of capacity building. When the capacities of the poor are enhanced by NGOs, it enables the poor to adapt themselves to an ever-changing society. The efforts of NGOs in terms of capacity building help the local community to slowly overcome their vulnerability.

PROBLEMS AND WEAKNESSES OF THE NGOs:

Some of these NGOs lacked commitment as discussed earlier. One problem confronting the NGOs at Tamei sub-division is its dependence on development assistance from the State. Besides, some of the NGOs are also dependent on international funding agencies. The constant dependency of the NGOs cause a problem since they lost their autonomy to a certain extent as the funding agencies often impose their views and approaches in the implementation of various programmes. The partial dependence on foreign donors diverted them away from opportunities that are easily available at the local level. NGOs are always accountable to the foreign donors overseas.

The following chapter will draw a summary of the research findings and analysis of the NGOs in Tamei sub-division. Basically, it is going to highlight the scope of NGOs, criticisms, contributions of this study to Sociology and suggestions to enhance its activities and services in improving the quality of working system of the NGOs in Tamei sub-division, Tamenglong district.