CHAPTER 5
SERVICES AND ACTIVITIES OF NGOs IN DISTRICT KANGRA

The previous chapter illustrated the structure and objectives of the NGOs. It gave information to its readers on three main aspects of NGOs i.e., structure of the NGOs, area of operation and office management aspect. It is found that on the basis of extensive community work that most of the NGOs have attained recognition in their respective regions. These organizations implemented several projects and involved masses enormously. Various overseas donors are linked with NGOs of Kangra however, NGOs confronted clash of ideologies with these donors. It was their constraint that they have to maintain upright link with foreign donors for their existence.

NGOs have focussed on several women’s issues that redirect evidently in their prime area of operation. It is observed that most of the NGOs work on capacity building and economic strengthening of women. It was found that less number of NGOs works on health and political aspects of women’s empowerment in this region whereas, more of the regional women reported maximum problems pertaining to their health. NGOs are also predominantly working in the field of economic empowerment and inculcate entrepreneurial skills in women. So an upsurge of entrepreneurial women is seen in district Kangra. They train women in apparel making, handicrafts, forest based products; food processing and agro based micro-enterprises etc. It was also seen that NGOs in Kangra choose members without any biases. They prioritize social work aptitude, community nearness etc. in selecting members. Except for two-three NGOs, majority of the NGOs operate from single offices and have no other branches. It is found that only half of the organizations adopt transparency, democracy while conducting elections. Rest of the NGOs still are below average as far as transparency in office management aspect is concerned.

In this chapter, inclusive information will be presented on services and activities of selected fourteen NGOs in Kangra. The discussion in the chapter is divided into two sections. Section one discusses various imperative institutional aspects i.e. community integration, participatory action research, business skills of NGOs etc. The nature of
activities or programmes being undertaken by the selected organizations for hilly women empowerment is included in section two.

NGOs vary prominently in their functional approach. For instance, NGO such as Oxfam, focus on poverty issues, evolve opportunities to train people to find food and livelihood etc. And NGO like FFDA (Forum for Fact-Finding and Advocacy) helps to raise issues of human rights violation. NGOs try to plug gaps created by government in functioning for society. In big countries like India and China, NGOs participate as decision makers too. In globalized world, NGOs work in collaboration with governments. Donors also prioritize NGOs who have better relations with government (Hasu and Hasmath, 2014). NGOs became an important agent of development at the level of masses. The distinctiveness of the NGOs in district Kangra can be studied by focusing on their institutional characteristics and provision of activities.

I

INSTITUTIONAL FEATURES OF NGOs IN DISTRICT KANGRA

Community Integration Aspect:

NGOs are instrumental in motivating the community. Community integration is that aspect of society which helps people to extend their capabilities for an empowered living Participation of masses in community integration is extremely important. In community mobilization processes, NGOs generally reduce their formal settings to bring masses at comfort level. Community integration includes grass root methodologies (discussed in detail in later section of this chapter) specifically meant for people’s participation. NGOs in Kangra intervene in community integration in their own distinct ways. Table 5.1 is constructed to study how NGOs help in community integration.

Table 5.1 describes that of the total NGOs selected for the study, five NGOs sensitize community about women rights. Two NGOs focus primarily upon livelihood generation of women; a similar number of NGOs integrates community by imparting health education, legal literacy and capacity building of women. Political strengthening of women is an embraced motive of single NGO.
### Table 5.1
Community Integration Aspect of NGOs

<table>
<thead>
<tr>
<th>Community Integration Aspect of NGOs</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>By livelihood generation</td>
<td>02</td>
</tr>
<tr>
<td>By capacity building of Tibetan women</td>
<td>02</td>
</tr>
<tr>
<td>By empowering women about their rights</td>
<td>05</td>
</tr>
<tr>
<td>By imparting health education to Women</td>
<td>02</td>
</tr>
<tr>
<td>By providing legal support to women</td>
<td>02</td>
</tr>
<tr>
<td>By political strengthening of Women</td>
<td>01</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>14</strong></td>
</tr>
</tbody>
</table>

Case I: TCCR (Tibetan Centre for Conflict Resolution) and TWA (Tibetan Women Association)

This NGO is strengthening and serving Tibetan community’s women living in exile. Education is the prime necessity of Tibetan women. Several girls and women leave Tibet and come to India for getting quality education. TWA and TCCR are bridging the gaps between the alien culture and these Tibetan women. At present, TWA provides scholarships to many primary school children to attend secondary school. These NGOs provide increasing number of sponsorships to students to pursue higher studies. In addition, TWA’s fellowship to women for specialized studies encourages Tibetan women with the required financial impetus to excel in their advanced studies. NGOs hope that these activities will encourage more students, particularly girls, to realize their full academic potential. At the regional level TWA actively promotes community education in many Tibetan settlements. This includes basic English and Tibetan language literacy, as well as issues such as health care and the environment. TWA also provides basic health training and awareness to Tibetan women. TCCR organizes capacity building workshops for Tibetan women from time to time. Number of Tibetan women got benefitted under the influence of these two organizations.
**Problem Identification Feature of NGOs**

Problem Identification means to identify problems in society that are ruining its set up. NGOs in Kangra adopt Participatory Development (PD) approach to identify problems in their surroundings. It seeks to engage local populations in development projects. Participatory development (PD) means to give poor a part in initiatives designed for their benefits hoping that development projects will be more sustainable and successful. It has become an increasingly accepted method of development practice and is employed by a variety of organizations. It is often presented as an alternative to mainstream top-down development i.e., bottom up approach. It is found that all the fourteen organizations have developed means to identify problems in their area of working. Surveys, field visits, frequents meetings, multilogues etc. are the ways which they adopt to identify problems in community. Generally NGOs in district Kangra use mixed approaches according to space and time in problem identification. Figure 1 has been made to assess the ways by which NGOs identify problems in society.

**Figure 1**

**Methods of Problem Identification**

![Pie chart showing methods of problem identification]

- **PRA** (Participatory Rural Appraisal), 8
- **PNA/PAR** (Primary Need Assessment), 6

Figure 1 explains the methods that NGOs of Kangra generally use for problem identification in community. Eight NGOs use PRA (Participatory Rural Appraisal) for identifying problems. Six NGOs use PNA/PAR (Primary Need Assessment) method in problem identification. Kangra’s NGOs use PRA (Participatory Rural Appraisal) approach that aims to incorporate the knowledge and opinions of rural people in the planning and management of development projects and programmes. Hundreds of
participatory techniques and tools are used by NGOs here, for instance: group dynamics (e.g. learning contracts, role reversals, and feedback sessions), sampling (e.g. transect walks, wealth ranking, social mapping), interviewing (e.g. focus group discussions, semi-structured interviews, triangulation), visualization (e.g. venn diagrams, matrix scoring, timelines). People’s participation is fully assured by avoid writing wherever possible, relying on the tools of oral communication like pictures, symbols, physical objects and group memory etc.

Another frequently used method by NGOs is PNA (Participatory Need Assessment) in identifying issues of the society. Participatory assessment is an effective, field-tested methodology for gaining an understanding of the needs and capacities of community. In this method confidentiality of the informer is taken care of and people are given complete knowledge about project’s planning, implementation, monitoring etc. Participatory assessment helps in mobilization of community to form the basis for the implementation of a rights and community-based approach.

**Women’s Issues in the Region**

Worldwide women suffer from multiple problems. The need for empowerment of women thus arises from this harsh social scenario. Women have attained strengthening in different fields in the past few years but there are still areas of discrimination that exists. Work with and for women in the interest of women’s empowerment will continue to be one of the main tasks of society for a long time to come (Margaret and Kala, 2013). All too often, women and girls are discriminated against in health, education, political representation, labour market, etc. with negative repercussions for development of their capabilities and their freedom of choice. NGOs in Kangra research on issues and problems of women. Table 5.2 demonstrates about the diverse problems of women according to selected NGOs.

Table 5.2 represents NGOs’ description on diverse problems that regional women face. Data reflects that four NGOs view economic instability as the prime problem of regional women. Similar number of NGOs expresses that according to their research, gender disparity is an issue that suppresses women of Kangra. Violence against women is another problem that is being felt by two NGOs. Three NGOs mark women’s lack of
awareness about their rights as serious social issue. Only one NGO tags low participation level of women in local governance as an important research issue.

**Table 5.2**

**Women’s Issues in Kangra (NGOs’ Research)**

<table>
<thead>
<tr>
<th>Women’s problems in Kangra</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of self-dependence</td>
<td>04</td>
</tr>
<tr>
<td>Gender disparity</td>
<td>04</td>
</tr>
<tr>
<td>Lack of wakefulness about their rights</td>
<td>03</td>
</tr>
<tr>
<td>Violence against women</td>
<td>02</td>
</tr>
<tr>
<td>Lack of participation in Democracy</td>
<td>01</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>14</strong></td>
</tr>
</tbody>
</table>

**Obstructions Faced by NGOs**

The NGOs are not without internal problems and handicaps and have to face issues time to time about finance, trained manpower, red-tapism in government department, transport and communication etc. It is observed that NGOs often lack a platform to discuss their issues. Very less meetings and seminars are convened by them to consider the problem aspects of organizational work. Though there are national alliances or federations for vertical integration and consolidation. Figure 2 represents multiple problems of NGOs in Kangra.

It is observed that, four NGOs found corruption in funding agencies as one of the major problem in their working. Similar number of NGOs replied that struggle for existence or sustenance is complicated to deal with in the culture of voluntarism. It is followed by three NGOs expressing that criticism of masses created problem in their working. However, lack of successors or good leaders in NGOs is another big issue for one NGO.

Struggle for existence is a difficult situation for NGOs of Kangra. Their dependence upon funds, cumbersome official formalities in release of funds discourages them. One of the representatives from NGOs asserted that right from clerks to top most
official authority in funding councils have their particular tariffs of bribe/ commission on release of every cheque for project. She further adds that they have to beg in front of officials for release of funds. NGOs representatives make frequent visits to government offices to enquire about timely release of funds. In certain situations they have to implement the whole project from their own pocket. It is mandatory for NGOs to maintain rapport and trust with beneficiaries, temporary project related staff, community etc. Non completion of projects timely bring bad name to their organization. People around community also criticize them. She asserted that regional, local governing bodies (Sarpanch, Panch, BDO officer etc.); other NGOs always put an uncomfortable vigil on NGOs working. She added that when an NGO is working everyone around is suspicious about their working; nobody is really concerned about the working hours, toil of NGOs’ field workers. Some corrupt NGOs spoil the whole networking of worthy NGOs. NGOs should maintain transparency while implementation of programme.

Another representative of an NGO disclosed that corruption in government funding agencies is parasitic for development. The relationship of GO-NGO should be of mutual alliance rather than of give and take. He said that monitoring process of funding agency should be transparent. It is very shameful to disclose but some monitors who are supposed to give reports on work done by NGOs, demand unjust stuff from NGOs and if any NGOs deny fulfilling their unfair demands, they have to face problems in future for
fund allocation then. They always have a threat of black-listing too. Consequently there is a mushrooming of bogus NGOs that perpetuates and gives rise to corruption by maintaining good links with corrupt funding officials.

**Post-Project Evaluation by NGOs**

Evaluation sets guidelines for already accomplished work by non-governmental organizations (NGOs) to fight poverty and develop communities (Liebenthal et al., 2004). So many NGOs do not conduct evaluations (Ferguson 1990). Mulwa (2008) argues that participatory evaluation bridges disconnection between evaluation results and future development projects. Evaluation of project creates an atmosphere of learning for all the stake holders involved. It is found that all the selected NGOs of Kangra evaluate their welfare activities after completion. World Bank researchers have observed that “the intent of evaluation is to give partners enough feedback to allow them to learn, and if necessary, to modify their initial plans” (Liebenthal et al., 2004, p. 37). The initiatives and projects of large development agencies, such as the World Bank, are evaluated on a consistent basis. Mulwa (2008) says that NGOs usually take evaluation reports as guidelines to improve their working. NGOs in district Kangra face problems in conducting evaluations as well as in utilizing the lessons learned from the evaluation reports to change their practices. Due to financial difficulties, a lack of staff, or pressure from donors, NGOs are unable to evaluate projects properly. Figure 3 has been constructed to assess the ways NGOs evaluate their welfare activities.

![Figure 3](image)

**Figure 3**

**NGOs Methods of Evaluation**

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>Meetings with leaders generated</th>
<th>By consistent surprise visits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>14</td>
<td>5</td>
<td>9</td>
</tr>
</tbody>
</table>

Figure 3 depicts that nine NGOs evaluate their post project work by consistent surprise visits in their zone of working. Five NGOs conduct post project meetings with
leaders created out of community during their projects. In these meetings and surprise visits, NGOs conduct multilogues with all the stakeholders for better outcomes. In case of Domestic Violence cases, NGOs like Nari Shakti Sangathan, Jagori etc. always conduct surprise visits to the homes of the solved cases to perceive whether they are living a normal life or still are in dilemma. Under various capacity building programmes etc., NGOs conduct meetings with various team leaders which were formed during the projects in community. This helps in co-ordination between NGOs and team leaders working in their respective fields. Team leaders access to guidelines for future community work.

**Participatory Action Research of NGOs**

Participatory and Action Researchers (PAR) emerged in the post-war years as an important contribution of communities’ self-intervention and self-transformation. This approach of research has a great impact on community. Many international development agencies, civil society organizations, planners promote bare foot field workers that remain close to the community (Ogilvy, 2002). PAR applications use friendly methods of scientific thinking and experimentation adapted to support rural mass participation. NGOs in Kangra immensely use PAR approach for women’s issues. It is found that eight NGOs research consistently upon women’s issues whereas six NGOs do not give priority to consistent research on women’s issues.

**Figure 4**

**NGOs’ Women’s Research Issues in Kangra**
Figure 4 illustrates about the research issues on which NGOs in Kangra are working. Three organizations focus upon status of economically weak women as their research interest. Two NGOs study about condition of oppressed Tibetan women. Poor health status is another research concern for one NGO primarily. Similar number of NGO research on situation of regional women in legal empowerment.

Usage of Research Tools by NGOs in District Kangra

Adelman (1993) defined action research as “the means of systematic enquiry for all participants in the search for greater effectiveness through democratic participation”. In the late 1960s and 1970s in India and Latin America, liberation educators and social change advocates were influenced by Paolo Freire’s understanding of critical consciousness i.e. conscientização (concretization). Local knowledge base is an important base of this approach. PAR (Participatory Action Research), AR (Action Research) are the approaches that form the liaison between the beneficiaries (often called insiders, participants, community members) and others with technical skills and formal knowledge (often called outsiders, researchers, facilitators, catalysts). Both parties together complement indigenous knowledge systems and expertise to facilitate knowledge construction, education, collaborative learning, and transformative action (Martin, 1996).

NGOs in Kangra select methods or research strategies, resources in context to situations. These NGOs generally use participatory methods for instance: focussed groups’ discussions, observational strategies such as ethnographic and participant observation; visual texts including collages, collective drawings, photography, and photo voice, oral histories, life stories, narratives, and testimony; embodied movement including dramatization, dramatic multiplication, and sculptures; community and asset based mapping exercises; and, more recently, digital and other web based communication and documentation resources etc. These are used individually or in combination to facilitate active engagement of participants with researchers. It is found that six NGOs in district Kangra use Participatory Action Research (PAR) tools whereas two NGOs use Participatory Rural Appraisal (PRA) as tools for research.
As far as data collection is concerned NGOs in Kangra use group interviews/mapping/diagramming/case studies etc. And all the NGOs use similar common stages for analysis of data that incorporates data preparation, descriptive statistics and then inferential statistics. According to representatives of NGOs, they share findings of research with government or concerned departments. They suggest necessary recommendations to them. It is found that five NGOs share their research experience by joint advocacy. And three NGOs share their rich research experience by information allocation to various concerned departments so that they can take necessary steps.

**Professional Skills of NGOs**

NGOs in Kangra develop activity plans in discussion with local people and other collaborators, identifying what would have to do to achieve specific goals. It is found that all the NGOs in this study in district Kangra plan half yearly/yearly activities. It is observed that they divide their operational and campaigning activities. NGOs in Kangra also pre plan about the coverage of beneficiaries under welfare activities. NGOs focus on many aspects like needs of the local people, accessibility, budget of project, support of local governing bodies, interest of beneficiaries etc. Community participation is a prerequisite to emancipate any project. It is also seen that just for the utilization of funds, NGOs implement projects on wrong regions and with off beam beneficiaries where people do not need that project much or are severely in need of something else. Such kind of project implementation by NGOs is in unproductive and only makes their profile impressive for donors.

**Computerization of NGOs**

NGOs are independent entities and they have to manage a variety of programs in various locations. Cogburn (2004) empirically evaluates computer mediated communication among civil society representatives at United Nations World Summit on Information Society (WSIS) and its preparation phase meetings. He describes that the majority of computer mediated communication took place using email lists while other complex tools such as document repositories, wikis, blogs, and web conferencing, have
not been used effectively. In this context the appropriation of ICT in the organizational settings of NGOs seems to be an important research area (www.wiwi.uni-siegen.de).

In district Kangra, all the selected NGOs in the study are equipped with computers. Some NGOs does use latest technologies of ICT. Six of the organizations i.e., Samridhi, Samarpan, Uthaan, Nav Kalyan Samiti, Nari Shakti Sangathan, Gramin Sewa Ashram etc., do not have their own websites, and moreover they are not available on any social networking site. The details of their work are not well published on internet. Though, they can create their database on any social networking site for free. These NGOs lag behind in updating their work details; it eventually leads to their disconnection with the rest of the world. It is found that still half of the NGOs in study have to pick up a pace by adopting latest technologies of ICT to work accurately.

II

ACTIVITIES OF NGOs IN DISTRICT KANGRA

Operational and Campaigning Activities of NGOs in Kangra

NGOs perform multiple roles as educators, advocates, catalysts, monitors, mediatorsii, lobbyists, activists, mobilizers (of both people and resources), and protectors of human rights, conscientizers, animators, and conciliators (Sooryamoorthy and Gangrade, 2001). Some NGOs have a national presence and others operate at the regional, state, divisional, district, sub-divisional, taluka level, or even only at the level of a group in a single village. NGOs like SEWA (Self Employed Women’s Association), BAIF, ASSEFA (Association for Sarva Seva Farms), MYRADA (Mysore Resettlement and Development Agency), Gram Vikas are large organizations by Indian Standards, with approximate number of thousands of personnel working along with them. On the other hand, there are NGOs with two-three active members only. Annual budget of NGOs, for instance: MYRADA ranges between Rs. 0.1-0.5 million. The upper end of the range goes up to Rs. 200 million (Charities Aid Foundation India Report, 2000:42)

According to Srinivas (1998:219), NGOs follow a three- fold strategy. First, they tend to create an alternative means of providing goods and services; second, they maintain sustainable return on investment; and third, is ensure active participation of
users and members. NGOs generally focus on bottom up approach that prioritizes community participation, grassroots movements, and local decision making (Finger, 1994). Contrary to the bottom up approach, the top down approach emphasizes lobbying and bargaining with decision making authorities at different platforms, obtaining support from government, building up pressures through various campaign mechanisms, actively engaging in advocacy activities, etc. It is observed that large NGOs follow top down approach and small NGOs give more importance to bottom up approach.

The activities of NGOs can be divided into operational and campaigning activities. As discussed previously in this chapter that NGOs in Kangra are implementing projects linked with skill up gradation and income generation. Some NGOs serve as guides for self-help group formation for women.

**Campaigning Activities of NGOs**

NGOs in Kangra are very much inclined towards campaigning activities. Awareness campaigns are an effective way of spreading the message across the masses. They are among the most effective mechanism to make people realize their role and responsibility for various development activities meant for them. Hence, awareness building efforts of the NGOs have been considered an important indicator of the bottom up approach. To actively carry out awareness campaigns, NGOs employ different measures. NGOs organize street plays, cultural shows, puppet shows, audio-visual shows, debates on relevant themes in schools and colleges, training camps, workshops, rallies etc. They build local popular institutions and support groups such as village committees, youth clubs, etc., to ensure a lasting awareness campaign. Campaigning NGOs require an efficient and effective group of professional staff that are able to keep masses informed, and motivated. NGOs campaign often about the issues relating to human rights, women’s rights, children's rights etc. In Table 5.3, the efforts of the NGOs of Kangra in involving people in their awareness-building campaigns seem to have been reasonably successful, as NGOs are reaching out to the masses by sensitizing them with multiple issues.

Table 5.3 depicts that eight NGOs campaign mostly about awareness of women’s rights. Three NGOs work for the cause of legal empowerment of women in region. Two NGOs sensitize women against domestic violence and about identical totality of NGOs
aware women regarding health awareness. And one NGO crusades for strengthening women participation in democracy.

Table 5.3

<table>
<thead>
<tr>
<th>Campaigning Activities of NGOs</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotion of Human Rights for the Grassroots Women</td>
<td>8</td>
</tr>
<tr>
<td>Enhanced Women’s Participation in Democratic Process</td>
<td>1</td>
</tr>
<tr>
<td>Legal empowerment</td>
<td>3</td>
</tr>
<tr>
<td>Stop violence against women</td>
<td>2</td>
</tr>
<tr>
<td>Health awareness</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>14</strong></td>
</tr>
</tbody>
</table>

Case II: Jagori

A campaign by Jagori NGO in district Kangra influenced huge gathering. Year 2013 saw an immense energy for campaigning in masses of Kangra. The Jyoti gang rape of Delhi, 2012 was the impetus behind world renowned ‘One Billion Rising’ started by NGO V-Day. In April, 2013, an international review meeting was held in New York attended by V-DAY, the global organizers as well as by some of the national organizers of the OBR (One Billion Rising) campaign of the V-DAY. There were two general consensuses: one that volunteers need to take the campaign forward to 2014; and second that this time society need to focus on the theme of RISE FOR JUSTICE as far as women are concerned. It is in this context, that Jagori organized Himachal Pradesh State Level OBR, 2014 preparatory meeting on 18th of October, 2013 at NGO’s TARA campus in Rakkar Sidhbari, Tehsil Dharamshala, and district Kangra. Jagori participated and involved masses of district in this huge campaign. OBR Campaign comprises of public hearing in Panchayat about public health and violence in which justice, accountability and equality will be main concern, demand of a toll free number from police department where women can report incidence of any kind of violence; inviting street play group for performance in Shahpur and
Glimpses of this biggest women’s movement are displayed ahead in Image 1.

Glimpses of ‘One Billion Rising Campaign’ by NGOs in Kangra

Case III: Gunjan- NGO Gunjan of Dharamshala conduct awareness through songs, street plays to mobilize the community on the various issues i.e. Drug Abuse, HIV/AIDS etc. To make community aware, a well-equipped song and drama team goes to sensitize community time to time with street plays and songs on various community issues. Gunjan team also participate in fairs like Shri Renuka State level fare of district Sirmour, Lavi State level fare at Rampur of district Shimla to sensitize huge gathering about social issues. Another NGO Nishtha campaigns on International Women’s Day every year in Rakkar Village on 8th March. (International Women’s Day). They impart information on social issues linked with environment, health and hygiene etc. Dr. Kishwar native of Sidhbari, usually addresses the crowd, talk about the importance of kindness and love.
Case IV: TWA - Tibetan Women Association of district Kangra usually organize campaigns on multiple issues linked to women empowerment. A recent one was the one organized by Tibetan Women’s Association at India International Centre, New Delhi on February 3 and 4, 2014. The main theme of the campaign was about Legal rights and other significant issues of Tibetan women. The gathering of over 50 people: legal experts, law students, women activists, grassroots leaders, stakeholders, representatives of civil society and institutions, were a significant culmination of TWA’s year-long project titled ‘Legal Empowerment of Tibetan Women in Exile.’ (LETWIE).

Dignitaries spoke about ‘How Improving Rights Awareness and Legal Education Strengthens Women’s Intellectual Growth in the Society,’ and ‘Challenging Attitudinal Differences towards Sexual Harassment against Women in India. Tsering Choedon, Advocate and Program Coordinator of TWA’s LETWIE presented the results of the quantitative research survey participated by 500 women in 16 settlements in India. Tsering also presided over a large group discussion on the grave social issues affecting women, such as sexual harassment, marital rape and domestic violence. Dignitaries present a sharing session during which they interpreted the case studies gathered out of the in-depth field survey they conducted in sixteen Tibetan settlements in India. The participants of the campaign and the sign of Tibetan women uprising movement can be seen in picture shown above.

Speakers on Legal Empowerment of Tibetan Women (2014) and Sign of Tibetan Women Uprising
NGOs Methods of Mass Mobilization

Voluntary organizations are well known social foci for mobilizing people to participate both in internal organizational governance and in the affairs of the local community (Knoke, 1982, 1990). NGOs use various ways such as silent protest marches, and staging dharnas, gheraos etc. to sensitize communities. Though, most NGOs in Kangra prefer peaceful ways of protesting and more often involve themselves in awareness campaigns. While some of the NGOs adopt aggressive ways to mobilize the masses against the government decisions. They have faced government oppression in their demonstrations.

Figure 5 illustrates about the measures that NGOs in Kangra usually take to mobilize masses. Based on the data collected, observation shows that six NGOs are successful in engaging the people’s mobilization process with rallies/foot marches etc. Peaceful methods like silent protest, dharnas, and hunger strikes are adopted as methods to mobilize people by five NGOs. Two NGOs tried Gheraos as a way to mobilize society and make them alert regarding burning issues of society, whereas one NGO go for strikes too if the seriousness of the issue is really great.

<table>
<thead>
<tr>
<th>Method</th>
<th>Count</th>
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<tr>
<td>Other (silent protest)</td>
<td>5</td>
</tr>
<tr>
<td>Rallies/ Foot March</td>
<td>6</td>
</tr>
<tr>
<td>Gheraos</td>
<td>2</td>
</tr>
<tr>
<td>Strikes</td>
<td>1</td>
</tr>
</tbody>
</table>

Figure 5

NGOs’ Ways to Mobilize Masses

Staffing of NGOs

NGOs in Kangra face internal management issues like staffing, recruitment of new staff, payment of their salaries, disinterest of people joining the NGOs, lack of self-motivation amongst the staff etc. The volunteers usually make up the staff in NGO, however it is not always the case and therefore not all the people working for NGO are
volunteers. Also, volunteer do not always work in NGO for purely altruistic reasons. Figure 6 depicts that eight NGOs have proper staff and six NGOs are being run on single handed management basis where all the tasks are to be accomplished by 2-3 people. In staff management NGOs face number of problems. One of the representative said that release of project budget is often inconsistent.

There is a problem of delay in salaries and lack of funds. NGOs are not able to recruit proper staff unless and until they have a strong financial background. She further asserted that sometimes they pay salaries of staff from their own pocket. And she added that because of self-management of salaries, “Daane bikne ki naubat aa jati hai” (on the verge of bankruptcy). Often NGOs lack setting in which staff could develop. In addition they are not good at budgeting for staff grooming training. In this context, very few NGOs in Kangra topped the staff management aspect. Most of the NGOs lack proper office staff because of low financial status and lack of training.

Figure 6
Staffing of NGOs in Kangra

Influence of NGOs on Women of Kangra

Non-governmental organizations are playing a significant role in the empowerment of disadvantaged women. They help them stand on their own through socio-economic programmes, vocational trainings and other capacity building programmes. It is believed that NGOs methodologies are able to sensitize women in their process of strengthening. Thus this study is an attempt to study the impact of NGOs’ interventions on the empowerment of women. Figure 7 shows that six NGOs believe that they have helped in an enhancement of aptitude level of women. Five NGOs expressed that they facilitated
women in becoming self-dependent. Whereas two NGOs found that they were successful in disseminating health awareness among women and one NGO strengthened women in political representation.

**Figure 7**

*Influence of NGOs on Women of Kangra*

It can be concluded saying that majority of NGOs helps in community integration by training women in skill development for livelihood generation. NGOs in Kangra aids in problem identification aspect by using use mixed grass root approaches. Participatory Rural Appraisal method is popular amongst most of the NGOs for identifying problems of society. According to NGOs, economic instability and gender based disparity evolved out as major problems of women of Kangra. Majority of the representatives of NGOs view corruption and struggle for existence as the prime issues in their working.

NGOs of this study evaluate their projects after completion. It is also asked from the beneficiaries about post project evaluation; most of them asserted that there is a communication gap between them and NGOs in post project period. NGOs try to mask some of their weak points. NGOs activities in district Kangra are mainly divided in to operational and campaigning activities. It is observed that NGOs in district Kangra is more of campaigning types. They are active in emancipating campaigns for various serious social issues. NGOs of district Kangra always prioritize social movements linked with women strengthening. Peaceful methods like silent protest, *dharnas*, and hunger strikes are adopted as methods to mobilize masses by more than one fifth of NGOs. Few NGOs tried aggressive methods like *Gheraos* etc. as a way to mobilize people. In staffing aspect, majority of the NGOs have proper staff and less than half of the NGOs are being
run on single handed management basis. Majority of the NGOs perceived that they have largely helped hilly women in an enhancement of aptitude level.

\[\text{\textsuperscript{1}}\text{ See Wang, 1999} \]
\[\text{\textsuperscript{ii} See Korten, 1992} \]
\[\text{\textsuperscript{iii} Editor of Famous Feminist Old Journal Named “Manushi”} \]
\[\text{\textsuperscript{iv} The Tibetan Women’s Association (TWA) is the second largest Tibetan Non-Governmental Organization (NGO) based in exile India and the only Women’s NGO in Tibetan history. They are today a 16,000 member organization with 56 chapters in four continents; Asia, US, Europe and Australia. TWA’s slogan is ‘Advocacy for Home, Action in Exile} \]