CHAPTER VII
7.1 LIMITATIONS IN AVAILABILITY OF MAN-POWER;

In Nagaland, rural development programmes were taken up only from the year 1963 after attaining Statehood. Before that, the state was constantly under disturbed conditions. Even after 1963 till the shillong Accord in 1975, the state departments could not effectively implement any development programme. Only in the last ten years i.e., after 1975 many of the development schemes, especially in rural area, have been introduced. In the implementation of these schemes, Nagaland Government adopts the model available in the neighboring states; but there are a number of limitations in adopting these development models. While a new system is introduced in development programmes, the old system is to be discarded and the new ones get introduced with suitable methods of application. To make this process effective, suitably trained personnel must be available. In most of the development departments in the initial stages trained manpower have been borrowed from other states as the local manpower for new jobs were not readily available. But this borrowed manpower cannot effectively implement the programmes for the following reasons. One is, the personnel
who have come: from other states cannot freely mix with the local Naga people due to varied dialects used by different groups of people. The Naga tribal groups do not have a developed common language. A common dialect called 'Nagamese' is being developed gradually. This is a mixture of local dialects with other neighbouring languages, such as, Hindi, Nepaleo, Bengali and Assamese. Anybody who comes from outside will find it difficult to converse with the local people especially in rural areas. Secondly, there is a wide spread feeling of local and non-local differentiation among the Nagas, and therefore, the outsiders hesitate to go to interior rural areas and stay there overnight. Thirdly, most of the villages in Nagaland are located on hill-tops. And more than ninety two percent of such villages are not connected by road transport. The fourth and the most important limitation is that there is a vast cultural difference between the Nagas and Non-Nagas. Owing to these limitations availability of personnel for rural development work also is limited.

7.2 VILLAGE LEVEL WORKERS:

There are only three village level workers in each block in the study area. In other states, in the plains a
Gram Sevak (in the place of a Village Level Worker) will have to attend to six to ten thousand population. Generally in a hill-state the population coverage for a Gram Sevak would be around two to three thousand. In Kohima block the average population is 20367 which is the maximum for a block in the district and in Tseminyu block the coverage in the average is 10267 which is the minimum.

These Village Level Workers mainly attend to the agricultural development work in villages and they also coordinate the work of the village Development Boards (VDBs) and the Village Councils (VCs). As they have to attend to a cluster of villages, the day-to-day work of the Village Development Boards and the councils are attended by the secretaries of Village Development Boards.

As per the Table 5.3, a Village Level Worker needs to cover 13 to 29 villages and the overall district average is 19 villages per Gram Sevak (VLW). Invariably all the Village Level Workers have expressed that it is difficult for them to visit a village at least once a month, because of lack of transport facilities. They need to walk from village to village. Only 32 per cent of villages i.e., 74 out of 230 in the district are connected by road transport. A
Village Level Worker works for 20 to 22 days in a month and on an average he needs to cover 19 villages, which means a village a day. He can have only a common meeting of villagers or household heads and discuss their problems. It will not be possible for him to meet the household heads individually in their farms and homes as is expected of him. In such a case it is the opinion of the researcher that a community organiser should be made available at the Village Level for individual contact and guidance in day-to-day affairs of the village.

At the village level, like village panchayats in other states, there are Village Development Councils. These councils are constituted with traditional village leaders based on the consensus of the whole village and the village assembly nominates a Chairman for the village council. By tradition, the people of the village recognise him as the judicial head of the village. He is also the head of the Village Development Board which is a village level body for planning, co-ordination, implementation of all development programmes sponsored by the state and Central Government. The Chairmen of Village Development Boards are collectively given an orientation for a period of one week at Kohima by the Directorate of Rural Development with the assistance of
The Village Level Workers (VLWs) who attend to agricultural development work are trained for a period of two years at the Rural Extension Training Centre, Ghaspani (Medzephma). In the training programme they are taught subjects such as agriculture, horticulture, animal husbandry, community development, tribal welfare, hill area development programmes, village industries suited to hill area, and economic development of tribal communities with particular reference to hill regions. Under the subject community development they learn techniques of community organisation, social education methods, tribal sociology and village council administration.

The field men who are assisting the Village Level Workers are trained at the Rural Extension Training Centre (Medzephema) for a period of one year. They are taught only the improved agricultural techniques and horticultural methods. They look after Government farms, experimental plots, orchards and Government nurseries. They are not given any other programme except agriculture. Therefore, agriculture alone is taught to them. At the Block level there is a fieldman who is called Agricultural Demonstrator. As far as the training is concerned, there is no difference
between the field man and the agricultural demonstrator. The Agricultural demonstrator mainly helps the Extension Officer (Agriculture) in conducting demonstrations in the experimental plots organised by the Block Agency.

The Extension Officer (Agriculture) is a graduate possessing a B.Sc. Degree in Agriculture. Nagaland has an agricultural college in Medzephema. Every year 15 to 20 candidates are admitted to the B.Sc. Agriculture. In addition to the 20 candidates, 15 more are recommended by the Government to be admitted in various agricultural colleges in the country. In total, the average turnout of agricultural graduates in the state is 30 to 35 candidates annually. This number is adequate to meet the needs of the Department of Agriculture. Therefore, there is no need to produce more agricultural graduates than the present intake in the Agricultural College.

7.3 VILLAGE DEVELOPMENT BOARDS:

All the Villages come under their respective Village Development Boards (VDBs). Each Village Development Board has a part-time secretary to maintain the records and to function as a contact person. Normally, the Village Level
Workers and other officers approach the Villagers only through the Secretary of the Village Development Board. The Secretary of Village Development Board is the one appointed either from the teachers or from the employees of local Government/Hon-Government organisations or from among the educated persons in the locality.

The Village Development Boards (VDBs) are mainly concerned with programmes, such as, agriculture, engineering works pertaining to creating civil amenities, animal husbandry and rural health services.

At present all the 235 Village Development Boards are looked after only by the part time secretaries. Most of them (84 percent) are teachers in the local schools. The remaining 16 percent are the educated unemployed persons available in the villages.

The Secretaries of the Village Development Boards do not undergo any special training except periodical instruction meetings and orientation for a day by the Area Councils under the guidance of the State Rural Development Agency.

As in Tamil Nadu and other states, there is no Extension Officer for Panchayats in Nagaland. Panchayat Development work is looked after by the Block Development Officer
(BDO), but there is a need to have a separate officer to guide the functions of the Village Development Councils and Boards. This officer can guide in planning, Co-ordination, resource mobilisation and implementation of the programmes.

The States, Nagaland and Meghalaya do not have the statutory panchayats, but traditional panchayats are found operating there. In Nagaland, every village has a village council which is formed according to the traditions of that village and whose function is governed by a mixture of traditional practices and prescriptions under the Village and Area Councils Act. Since 1980 Village Development Boards have come into existence in all the villages.

Rural Development has assumed great significance in Nagaland during the last few years. The Government have realised that planning in a democratic set up will be meaningful and purposive, if only the people associate themselves with the process of planning and development and also participate consciously in implementation.

It was in recognition of this fact that the concept of the Village Development Board (VDB) was evolved and VDB was established at every recognised village of Nagaland, under
class 12 of section 12 of Nagaland Village and Area Council Act, 1978 as a subsidiary of village council. The village council being the local government has got a wide function concerning all aspects of village life while Village Development Board is concerned only with the development aspect under the overall control of the village council. The Village Council is constituted by village elders. This traditional institution is suitably adopted and strengthened to carry out rural development programmes with participatory planning.

The Village Council Chairmen do not undergo any formal training in rural development except the orientation conducted by the State Rural Development Agency once a year, for a week at Kohima in the district Headquarters. Special orientation in village planning, co-ordination, funds mobilisation would be necessary to these people.

Participatory planning is a process by which a community undertakes to overhaul itself to achieve a given socio-economic goal by consciously diagnosing the problems and charting a course of action to resolve these problems. It is different from the one that carries development to the people. The starting point in this approach is organising and noblising the people with a view to generate development
from within as they plan for themselves.

Participatory planning thus, begins with action and not by a plan formulation using standard techniques and stages. The role of experts here is to enable the people to take rational decision. Experts do not help people by doing things for them. A plan is good only to the extent it is implementable. Implementation of a plan should take place in its real spirit. This is not possible if the people or people's representatives/local leaders are not involved in the planning process. No local person or a local leader would like to participate in something unless he has given his mind to the creation of that thing. Plans prepared by outside experts irrespective of their technical soundness, without full involvement of the people in many places could not enthuse the target population. This is apparent from the statement of the village leaders. Though there are limitations, the requirements of involving local leaders in the planning process has been met in Nagaland by recognising the assembly of elders and formation of the Village and Area Councils. The Village Development Board can be described to be the planning commission of the village council. It is found necessary that the technical staff of the departments working at the grass root level should accept the leadership
of the village elders in the village council as in the case at the higher levels.

The Village Development Board (VDB) can have as many members as the village council decides. The members are selected for a period of three years and there is at least one woman member. The members of the village council can also be the VDB members. The village council acts on the basis of the village people's confidence. The Chairman of the village council is not accepted under the Act 1978 as the Chairman of the Village Development Board. The Chairman of the Village Development Board is the Deputy Commissioner of the District. All money transaction is made through the Bank and the Chairman of the Village Development Board approves and makes the sanction on every proposal approved by the Village Development Board.

According to the Village Development Board Model Rules 1980, every Village Development Board must have a public meeting on a fixed date every month. This is done to ensure that every village plan so drawn up by the Village Development Board will be known to all concerned in the village, thus eliminating the possibility of misutilisation of funds by unscrupulous members of the Village Development Board.
The accounts of the Village Development Board is operated by the Chairman.

7.4 BLOCK DEVELOPMENT PERSONNEL;

There is one Extension Officer at the block level for Agriculture who is concerned with supply of inputs such as seeds, fertilizer, pesticides and agricultural credit to the farmers.

There is one Civil Engineer in the block who is concerned with formation of link roads, constructing steps on hill slopes, formation of streets and construction of houses under the rural housing scheme.

Land reclamation, terrace forming and minor irrigation works are attended by the co-ordinated effort of the Department of Agriculture and Department of Soil conservation.

In each block three maternity centres have been opened and one maternity assistant has been located in each centre to attend to pregnant mothers i.e., to render pre-natal and post-natal services. These maternity assistants also maintain health statistics of the village. They are guided periodically by health visitors in organising health
programs including health education, immunization, primary health check-up and referral service.

The overall work in the block including agriculture, animal husbandry/veterinary, civil engineering and health, are co-ordinated by the Block Development Officer (BDO).

Most of the field staff appointed for rural development work are not trained in conceptual framework of the schemes, methods of extension and evaluation techniques. They are trained only as to how to implement the schemes according to the guidelines received from the Department of Rural Development, Government of India. Only key personnel undergo the training in the above subjects in specialised institution like NIRD. (National Institute of Rural Development)

Some of the persons trained at the time of appointment have not updated their knowledge to suit the requirements of their jobs in a changing technological situations.

Most of the staff who have responded to the questionnaire have expressed that they need more training in statistical methods, project planning, community organisation, resource mobilization, project administration and project evaluation.
At the Block level, a block level Advisory Board is now formed. Ton Block Development Officers, Extension Officers and village level workers have an important role to play in the formulation and implementation of various rural development programmes. They help the beneficiaries and villages in preparing the proposals under the schemes and in submitting them to the District Planning Board and Sub-Divisional Planning Board according to the nature of project proposals.

As found in other states there is no post of Divisional Development Officer in Nagaland. At least at the District level there should be a Divisional Development Officer (D.D.O) or a District Development Officer to Co-ordinate the Rural Development Programmes.

At present there is no District Officer exclusively for rural development. As the State Headquarters are located in Kohima district, the vacuum, is not so apparent as found in other districts of Nagaland.

7.5 DISTRICT DEVELOPMENT COUNCIL:

The District Development Council or the District Planning Board headed by the Deputy Commissioner is a vital
organ which co-ordinates the activities of all the development departments.

Each district for the administrative or developmental purpose is divided into several sub-divisions and each such sub-division is headed by an Additional Deputy Commissioner assisted by a Sub-Divisional Officer or an Extra Assistant Commissioner. Under the Extra Assistant Commissioner there are circle officers to attend to the co-ordination work in the field.

In the Kohima district, at the headquarters in Kohima there is a Deputy Commissioner. The district is divided into three sub-divisions viz., Kohima, Paren and Dimapur. Each sub-division has a Additional Deputy Commissioner.

In Kohima sub-division there are three circle officers, in Paren sub-division there are three circle officers and in Dimapur two circle officers.

The Deputy Commissioner and Additional Deputy Commissioner in their respective jurisdiction conduct co-ordination meetings through the District Planning Board and the Sub-Divisional Planning Board, and plan, implement, supervise the development programmes. The actual work of
implementation of the schemes are attended by the subject-departments such as Department of Agriculture, Animal Husbandry, Industries, Health Education, Public Works, Rural Development, Social Welfare etc.

The Deputy Commissioners at the District Level Co-ordinate the programmes of rural development. They are officers of Indian Administrative Service (IAS). Every year new programmes are introduced by the Centre and the State Government. It can not be ensured that all the Indian Administrative Service Officers are well oriented in rural development programmes. Therefore, as soon as a Deputy Commissioner is appointed, he may be deputed to attend a ten-day orientation at the National Institute of Rural Development (NIRD), Hyderabad. This will improve the efficiency of rural development administration. They will be able to effectively plan, co-ordinate, monitor, and evaluate the scheme.

The implementation of the rural development programmes at the Sub-Divisional level is headed by the Additional Deputy Commissioner. The Sub-Divisional Planning Board has also representatives of all the development departments at the Sub-Divisional level, M.L.As, Chairmen of Area Councils and Bank representatives. The meeting of the Sub-Divisional
Planning Board is held once a month on a fixed date.

At the District level, the implementation of the rural development programme is decided by the District Planning Board which is the District Level Advisory Committee headed by the Deputy Commissioner of the District. The Board is represented by the heads of the development departments at the district level, M.L.As, Chairmen of Area Councils and Bank representatives. The meeting of the District Planning Board (Advisory Committee) is held once a month on a fixed date.

With regard to the Integrated Rural Development Programme as a special case for Nagaland, the Government of India has agreed with the recommendation of the State Government to have one State Level Agency known as State Rural Development Agency with headquarters at Kohima under the Chairmanship of the Agricultural production commissioner. He is guided by the Minister for Rural Development, Government of Nagaland.

7.6 NAGALAND RURAL DEVELOPMENT COMMITTEE:

The implementation of the rural development programmes at the state level is co-ordinated by the Nagaland Rural
Development Committee headed by the Minister of Rural Development as Chairman. The Commissioner and Secretary to the Government of Nagaland for Rural Development is the Member-Secretary. A representative of the Ministry of Rural Development, Government of India is also a member in the State level Co-ordination committee. The committee includes the Members of the Parliament, Members of the Legislative Assembly and senior officials of the various related development departments. Meetings of the co-ordination committee are held from time to time. Lead Bank representatives are also associated in the committee.

Next to the Minister of Rural Development the entire administration of the department comes under the Commissioner and Secretary to the Government for Rural Development Department. All policy matters of the department are decided by him in consultation with or on the advice of the Minister. He is assisted by an Additional Secretary (who is in the IAS cadre), a Deputy Secretary, an Under Secretary, a Superintendent, and two Assistant Superintendents.

At the Directorate level, the Commissioner and Secretary to the Government for Rural Development Department acts as an Ex-officio Director. Therefore, the Joint Director of
Rural Development is the real head of the office at the Directorate for the day-to-day administration. He is assisted by a Deputy Director, a Research Officer, an Assistant Research Officer, an Accounts Officer, an Executive Engineer, two Assistant Engineers, a Superintendent, a Senior Accountant and two Research Assistants. The researcher would like to make it explicit that there should be a full time Director of Rural Development with adequate authority at the state level for effective direction.

7.7 STATE RURAL DEVELOPMENT AGENCY (SRDA)

The special programmes sponsored by the Government of India in rural development are looked after by the State Rural Development Agency (S.R.D.A.) of Nagaland. This is a Quasi Government Institution registered under the Societies Registration Act of 1860 (Act 21 of 1860). The business of the Agency is governed by an Executive Committee, otherwise known as 'Governing Body'. The Commissioner and Secretary to the Government, Rural Development Department is the Chairman of the Agency. The institution has a General Body having officials and non-officials as members. The day-to-day administration is looked after by a Project Director who is a full time officer of the Nagaland State Government. He
is assisted by two Deputy Project Officer, six Assistant
Project Officers and one Accounts Officer. The Agency's
work in Kohirna District is attended by one Deputy Project
Officer and two Assistant Project Officers. They implement
the programmes in co-ordination with Block Development
Officers.

The Project Officers of the State Rural Development
Agency are trained for a period of one month at the National
Institute of Rural Development (NIRD) Hyderabad. Every year
they attend a ten-day training and orientation either at the
NIRD or at the Regional centre of the National Institute of
Rural Development at Gauhati. Refresher training is ar-
ranged every year by Ministry of Rural Development at Nilek-
eri training centre in Kurhsetra District, Hariyana. At the
state level there is only one Project Officer and under him
there are two Deputy Project Officers at the State Rural
Development Agency. Of them, one looks after National Rural
Employment Programme, Integrated Rural Development Programme
and Hill Areas Development Programmes. He had undergone
training and orientation in all these programmes when they
were introduced in the state. Another Deputy Project Offi-
cer who looks after only Women's programme i.e., DWCRA
(Development of Women and Children in Rural Areas) has
undergone training in DWCRA organised by the Ministry of Rural Development at the National Institute of Rural Development, Hyderabad. To assist the women's programme there is also an Assistant Project Officer (Women) who is also trained in NIRD (Hyderabad).

When new schemes are introduced by the Government one day orientation is arranged for the field staff by the concerned development department or by the State Rural Development Agency. And the Key-personnel attend the orientation either at Gauhati or at New Delhi arranged by the Department of Rural Development.

In all other states there are District Rural Development Agencies, but in Nagaland as it is a small state with 12.15 lakh population, this agency functions only at the state level. This agency is headed by a Director who is a senior IAS Officer. This agency calls for meetings of the Chairmen of Village Development Councils/Village Development Boards periodically and orient them with the programmes of the Government.

7.8 DEMOCRATIC PROCESS:

At the Block level, there is no democratic structure in Nagaland. The Village Development Boards are directly
administered and supervised by the Deputy Commissioner who is the administrative head of the district. Therefore, all developmental matters related to the Village Development Boards are directly discussed and decided by the District Development Councils. This is the reason why the block level structure is not strengthened.

7.9 SOCIAL SECURITY AND WELFARE:

for Social Security and Welfare Schemes, the District Welfare Officer co-ordinates the programmes at the district level. Mainly Child Development Projects, Recreation Centres, Children's Park, Women's Welfare Centres for destitutes, Schools for Blinds, Welfare Extension Projects and Border Area Projects are run by the Department. Each project has a separate team of staff which is adequate to carryout the volume of work of the project.

The efforts of the Department of Social Security and Welfare are supplemented by the Nagaland State Social Welfare Advisory Board (NSSWAB), Kohima through the centrally sponsored schemes and their staff. The Social Welfare Advisory Board runs 6 Welfare Extension Projects in the state, out of which 3 are known as Border Area Projects.
Each project has five service centres, and each centre is provided with Gram Sevikas, Dhais, Craft Instructors and other field staff. Pre-Primary Education, Social Education, Recreation and Maternity Services are the main activities in the projects. In the Border Area Projects, Crafts are also taught. The Central Social Welfare Board sanctions 50 percent of the total expenditure as matching grant to the State Social Welfare Advisory Board.

For Social Welfare Programmes, voluntary institutions are the most ideal agencies for implementing the programmes. The voluntary institutions must be encouraged to develop man-power for identifying people's need, surveying the social infrastructure, formulating need oriented projects, and executing them to the taste of the people. The evaluation of such schemes should be based on the satisfaction of the beneficiaries, not on the utilisation of funds and financial targets.

For implementing Women's Welfare Programmes at the village and block level no Gram Sevikas/Mukhya Sevikas are found in the block level administrative set up in Nagaland.

There is only a social welfare officer at the District level without supporting staff at the block and at village
level. There is an urgent need to make provision in the staff pattern of the Rural Development Department or Social Welfare Department for appointment of trained Gram Sevikas and Mukhya Sevikas. Such training programmes are to be arranged by the State Government to suit the requirements of Nagaland. Mostly the staff of the Development Departments are trained only in Gauhati, the state Headquarters of Assam, owing to the fact that the Regional Centre of the National Institute of Rural Development (NIRD) is located at Gauhati. In the National Institute of Rural Development the background of the resource persons are different. They cannot imagine the conditions of a hill state and train them. Instead, the key personnel trained in NIRD should organise training at the local level to suit to the local conditions.

At present no training centre for Bala Sevikas is available in the State though the State Social Welfare Board implements the ICDS (Integrated Child Development Scheme). On mere oral and informal instruction form the higher officers, the Balasevikas run the Balawadis. As the major brain development of child takes place in the first five year period of the childhood and the services of the Balasevika is expected towards the development of the child, her training is the immense need in shaping new generations.
It was found that adequate steps have not been taken to organise and promote women's clubs in villages either by the Government or voluntary institutions. Especially in case of women's programmes, the women's clubs can play a vital role, for which, in each village one or two enthusiastic educated women are to be oriented in schemes related to Development of Women and Children in Rural Areas (DWCRA) and schemes of Social Welfare Boards. There is an immediate need to organise training and orientation to the women leaders in villages on development schemes. The concept of voluntary institution has not much influenced the Naga people. In Kohima District, there are only three registered voluntary institutions; but their personnel also are not adequately trained in techniques of social welfare administration, community organisation, social education, and organisation of development programmes of the Government. Most of the schemes intended for the voluntary institutions have not reached them. Therefore, the Social Welfare Department and the Rural Development Department should plan in such a way that more and more voluntary institutions are organised and promoted to take up welfare programmes in interior villages.

The Nagaland Peace Centre as a voluntary agency has taken up some rural development schemes sponsored by the
Council for Advancement of People's Action and Rural Technology, according to the nature of schemes are appointed as instructors in the Rural Development Training Centre at Chumkedima. This, voluntary organisation as it cannot pay the instructors on par with the Government Staff, faces the difficulty in getting experienced staff. The situation is the same with all the voluntary agencies in the state. On the other hand the voluntary agencies have the facility to depute their staff for training in rural development at the Regional Centre of the National Institute of Rural Development, Gauhati. The National Institute of Rural Development meets the training cost. The Institution has no financial commitment in sending the staff for training except the regular monthly salary.

7.10 RKI.IKF AMD REHABILITATION:

The relief work in the case of persons who were affected by some natural calamities or disabled are attended by the district administration i.e., by the office of the Deputy Commissioner assisted by the Additional Deputy Commissioners, Sub-Divisional Officers (Civil) and Circle Officers. In the case of grant-in-aid to the voluntary institutions who are engaged in peace work and rehabilita-
tion of former underground persons the Department at the State level makes provisions in the budget itself. At the state level the department is manned by a full time secretary to the Government for Relief and Rehabilitation assisted by a Deputy Secretary, a Superintendent and ministerial staff. All policy matters are decided by the Minister of State (Independent charge) for Relief and Rehabilitation.

The department does not maintain a separate cadre of staff at the district level or at the field level and the Department holds the opinion that there is no need for a separate cadre of staff at the field level as the function of relief and rehabilitation cannot be separated from the civil administration of the district.

7.1.1 AGRICULTURAL DEVELOPMENT:

The District Agricultural Officer (DAO) with his supporting staff takes up agricultural extension work and supply of agricultural inputs like improved seeds, chemical fertilizer and pesticides. The field level staff are taught improved agricultural techniques, extension education methods, horticulture soil science and agriculture engineering; but they are further to be given sufficient knowledge and
expertise on community Development, tribal welfare and special hill area development programmes. Knowledge on subjects like community organisation, social education methods, tribal sociology and planning of crop pattern for villages will help them a long way in future development.

Apart from the field level workers and their training, the impact of the programmes are to be periodically measured. More appointment of staff will not help the situation. Periodical crop-based training to the farmers alone can bring results. Therefore, as far as agriculture is concerned it is not only the departmental manpower which is to be equipped further to update their knowledge but the progressive farmers must tour round the country and evolve a revolutionary farmers' power-explosion for agricultural development in the state.

7.12 FORESTRY PROGRAMMES:

The Planning, Co-ordination, Direction, Execution and Evaluation of forestry programmes are under the charge of the Chief Conservator of forests with headquarters at Kohima. He is assisted by a conservator of forests in managing the affairs of the department at the office of the headquarters. A separate post of conservator of forests for social forest-
ry has been created with effect from March 1983 in the IPS cadre of the state government as a temporary addition to the cadre to cope up with the increased work load under social forestry programme. This post is now extended for every two years but may be extended from time to time based on the need.

There are two circle offices under the department, and each is looked after by a circle Conservator of Forests. One is called a functional circle having office at Dirnapur, and another 1B called territorial circle having its office at Kohima started functioning from November 1984.

The Department-, till 1983 has covered 3539 hectares of land under social forestry, 0.963 hectares under farm forestry and 1.650 hectares under production forestry. Till the year 1983, 36.18 lakh seedlings were raised in the nurseries. The state is enclosed with 16000 sq. Kilo Meters of forest area, therefore, there is a vast scope for forestry work in the state, to that extend the manpower also should increase. The increase of manpower will have to be planned gradually according to the increasing workload. As it is, the organisational structure of manpower pattern is enough to meet the present needs of forestry programme.
7.13 SOIL CONSERVATION WORKS:

The programmes of soil conservation at the District level are carried out by the District Soil Conservation Officer assisted by three Sub-Divisional Officers. The field work is attended by the Assistant Engineers. Supervisors and supporting staff are appointed according to the requirements. The work programmes are taken up by these officers, proposed by the Extension Officers (Agricultural Engineering and Soil Conservation). These proposals are forwarded by the Block Office to the Assistant Engineer in the Department of Rural Development and he further would forward the proposals through his Department to the Soil Conservation Department. In each block there is an Extension Officer (Agricultural Engineering and Soil Conservation) and thus in the district there are four such officers. Soil conservation is a matter of primary importance for the State of Nagaland. If soil conservation measures are not adequately taken up Nagaland will have no scope for agriculture after 50 years. Therefore, soil conservation methods are to be carefully planned. "Jhum' cultivation is mainly responsible for soil erosion in Naga hills. To prevent this erosion, dry terraced cultivation including both bund and bench terracing should be expanded
to cover all 'jhum' land on slopes upto 30°. In this perspective, at least 1,25,000 hectares of land may have to be brought under dry terracing during the Seventh and Eighth plan period. This may involve an outlay of Rs.25 crores with a subsidy at the rate of Rs.2000/- per hectare. To encourage more farmers, the subsidy can be raised to Rs.5000/- per hectare in case of wet terracing. For a larger coverage of land which are already under 'jhum' cultivation, dry terracing should be taken up at a wider scale with higher allocation of funds under Government budget.

The soil Conservation Department should be the agency to implement this programme through the blocks by giving sufficient training to the farmers. The Department may have to concentrate more on preparation of soil survey map, dry terracing, management of water-shed projects and land reclamation. The North Eastern Council (NEC) has planned to finance 3 micro water shed projects in Nagaland covering an approximate area of 12000 hectares benefiting about 1800 families, costing about Rs. 360 lakhs. The work of land levelling, terracing of gullies and contour bunding should be covered under land reclamation programmes. The main area of operations should be the gentler slopes for dry terracing and foothills for land reclamation.
The Soil Conservation Department in association with the Agriculture Department should encourage on these gentler slopes plantation crops like tea, coffee or rubber and orchards of fruit bearing trees like pineapple, oranges, guavas, plum and pears.

For this purpose the Department of Soil Conservation will have to use the man power available with the block and the agriculture department with a time schedule of operation. There is no need to have a separate field staff for this work as it is a part of the plan of work of the block and the Department of Agriculture.

7.14 VETERINARY PROGRAMME:

At the district level the veterinary programmes are carried out by a District Veterinary Officer and he is assisted by four Sub-Divisional Veterinary Officers, one Senior Farm Manager, one Assistant Disease Investigation Officer, one Research Assistant, One Farm Manager, One Meat Inspector, four Extention Officers of Animal Husbundry.

Nagaland is a hill state and it has enough land for fodder development. And therefore, there is enough scope for
developing animal wealth. For intensifying the programme, in every block an Extension Officer (Animal Husbandry) can be appointed. In the existing agricultural college at Medze-pherna, courses on animal husbandry and veterinary sciences can be started and adequate man-power can be made available to the Department of Animal Husbandry.

The existing veterinary sub-centres at the Block level may have to be upgraded as Veterinary Dispensaries and qualified persons with Bachelor Degree in Veterinary Science may be appointed as Assistant Veterinary Surgeons. The State Government may have to pay sufficient attention on the training and educational aspect of personnel for animal husbandry programme.

7.15 INDUSTRIAL DEVELOPMENT:

At the District level the programmes of industrial development are carried out by the District Industries Officer and the Manager, District Industries Centre. The District level Officers are assisted by Inspectors. The District Industries centre is located at Dimapur within the Kohirna district which is on the border of Assam and Nagaland. The Department has not posted an Extension Officer of Industries at the Block level. There is a need for such an
Officer at the Block headquarters.

The Inspectors of Factories have not undergone any special training in small scale industries, industrial organisation, management and industrial finance. They attend only periodical department meetings to take instructions and guidance. They are sometimes deputed to attend brief courses organised by the Small Industries Services Institutes.

The Project Officers and General Manager of the District Industries Centre have not undergone any special training and orientation in industrial development.

7.16 HEALTH SERVICED;

The Department of Health Services runs a hospital at the District Headquarters manned by a Chief Medical Officer, two Dental Surgeons, one Matron, one Assistant Matron, one Lady Health visitor, Nursing sisters and Auxiliary Nurses. There are three other hospitals at Tseminyu, Jalukie and Ghaspani which are Primary Health Centres. They are manned each by a Medical Officer, One Compounder, one Lady Health visitor, one Nurse and one Assistant.
For the Health programmes only two types of trainings are arranged by the State Headquarters' Hospital, that is, for maternity assistants and for health visitors. The maternity assistants undergo a two-year training programme in the initial stage and every year they are given orientation for a period of three days to update their knowledge in the schemes operated by the State Government. The State Rural Development Agency arranges a two weeks training programme for the maternity assistants in community development, community organisation and socio-economic condition of rural families. They are also oriented in schemes of the Rural Development Department.

Similarly a two year training programme for Health visitors is conducted by the State Headquarters Hospital. And the health visitors are given orientation for 3 days every year on new schemes introduced. The State Rural Development Agency arranges a two week training in rural development schemes.

The Director of Health Services expressed that the infra-structure for basic health training is adequate in the state headquarters hospital. And in all district hospitals sufficiently trained staff have been appointed. They depend on other states only for higher level medical training of
the doctors on specialised fields. The doctors are periodi-
cally deputed to the Indian Council of Medical Research, New
Delhi and to Christian Mission Hospital at Vellore for
advanced training. Though the infra-structure for medical
services in rural areas is not enough to meet with the
needs, man-power as a factor of development is not a problem
in the field of health services. Only building and equip­
ments are to be adequately mobilised for the effective
running of the maternity Sub-centres and Primary Health
centres. As far as health services are concerned in small
and big towns and in larger villages Christian organisation
play a predominant role in securing facilities from abroad.
Only interior villages are yet to be attended.

7.17 ADULT EDUCATION:

For implementing Adult Education Programme in the
district, at the field level for seven projects there are
seven project officers, seven supervisors and for each
centre there is one animator. Each project runs 100 centres
and thus there are 660 centres in the state. While three
projects at Kohima, Mokokchung and Phek are financed by the
centre, other four projects at Tuensang, Mon, Zuraheboto and
Wokha with equal number of centres in each, are functioning
under the state plan. Against the total number of 1,16,995 illiterates in the state the annual target of coverage under the programme is fixed to be 18000 illiterates, of which 8000 will be women illiterates. The Department has only initiated the work with 660 centres all over the State i.e., in all big villages. This Department may expand its work in the coming years with more staff. The Department is planning to involve the school and college students in Adult Education work through the National Service Scheme implemented in schools and colleges. In such a case a large proportion of manpower will be available from schools and colleges for adult education work. According to their plan in each school or college one teacher with 50 to 100 students will be incharge of the adult education programme. These schools and Colleges will implement the proposed plans in the neighbouring villages around the school or the college.

It was understood that there was a very good encouragement for this work from the Government of India, and there is a vast scope for expanding the manpower for this programme. The Government is trying to motivate the voluntary agencies to take up adult education work and help the Government in its efforts to eradicate illiteracy in the state.
An office of the Deputy Director for Adult Education is opened at Kohima. The key personnel of the Adult Education Department are trained in New Delhi by the Directorate of Adult Education, Government of India, New Delhi. With these officers the State Government could organise training programme for supervisors and animators. As on date the animators of Adult Education centres have not taken any formal training in methods of conducting literacy programme, psychology of adult learning, preparation of teaching aids and vocational education. The Directorate is planning to take steps in this regard. In every big village there is a school and there are teachers in the regular schools. These teachers can be trained for adult education work and they can be engaged in the evening by paying additional remuneration to them.

Adult Education should have a high priority in rural development programme. It becomes more relevant in under developed hill states. In addition to literacy to the adults, awareness and functional skill are the two important components of adult education programme. These two components are the integral part of the rural development programme, and therefore, adult education functionaries are to
be well trained and equipped with up to date knowledge in rural development. Both, the Rural Development Department and Education Department may have to make a co-ordinated effort in this regard for mutual benefit of the departments and as well as the beneficiaries.

As the state should make a wide coverage of the adult education programme for quicker results of rural development, the State Government must plan for the training of a large number of project officers, and supervisors without depending upon the Central Directorate of Adult Education, New Delhi.

7.18 ARTS / UllJ CULTUKJ::

The Department of Arts and Culture is headed by a full time Director and he is assisted by two senior artists cum designers, seven artists, one dark room assistant, one camera man, one photographer, one cinema operator, one projector operator cum mechanic and one artist cum cameraman. This department with the team of workers prepare cultural performances for important occasions like national festivals and VIP visits. This department also encourages students of schools and colleges to perform cultural activities. Jūrū youths art) trunend in
cultural performance and they are taken to other places outside the state for displaying the cultural heritage of the Naga Community. The Department may run a School of Arts for advanced training of talented youths selected from schools and colleges.

7.19 CO-OPERATIVE DEVELOPMENT:

At the District level, this Department of Co-operation has no officer to register the societies. All the registration work is done by the Registrar's office at the state level.

In other states, at the district level a Deputy Registrar of Co-operative Societies is appointed to carry out the registration, supervision, inspection and audit work.

In the case of Nagaland the number of societies are limited. The Co-operative development in the state is in an initial stage. In other states Co-operative department has a very wide coverage, having societies such as Agricultural Credit Co-operative Societies (Primary Agricultural Banks), Multi Purpose Co-operative Societies, Land Development Banks. Agricultural Marketing Co-operative Societies, Dairy Co-operative Societies, Poultry-keepers Co-operative Socie-
ties, Bee-keepers Co-operative Societies, Industrial Co-operative Societies, Health Co-operatives, Housing Co-operative Societies, Khadi Co-operatives, Handloom Co-operatives, Consumers' Co-operatives and so many other types according to the requirements of the people.

In Narjaland there is only a Co-operative Central Bank which lends loans for agricultural purposes. Co-operation has not entered into the field of industries, housing and consumer needs widely to meet the requirements. The Co-operative Central Bank is headed by a Deputy Registrar and is assisted by Sub-Registrars and Clerks. They do not undertake any field activity such as organising of co-operative societies in villages.

In all district headquarters and sub-divisional headquarters the nationalised commercial banks have opened branches, therefore, co-operatives could not establish themselves in such areas. The reason being, there is no local initiative to organise co-operative societies. This is the opinion of the officers. For this purpose, people will have to be educated on the advantages of co-operation and separate Field Officers/Extension Officers will have to be appointed for this purpose and they are to be attached to
the block office for facilitating the people to contact them.

7.20 BIO-GAS SCHEME;

Introduction of Bio-gas plants is another important programme in rural development. The Nagaland Peace Centre has taken initial effort in introducing the scheme, but, the programme could not continue for want of technical personnel to supervise the scheme. As far as Nagaland is concerned the scheme is a new one about which many are not aware of. Some 20 Bio-gas plants were constructed by the Nagaland Peace Centre in Kohima District, but the owners of the plants are not interested in maintaining such plants as fire wood is freely available to them. In the case of those who have more than four animals (cows), bio-gas will be cheaper. Within five years Nagaland may face the problem of fire wood. ThcrL'foru, the Government must plan now on to prepare manpower to undertake and intensify the scheme in rural areas where animals are available with farmers' households.

7.21 PERIODICAL ORIENTATION TO OFFICERS:

At present there is no special orientation in rural development to the district officers of development depart-
merits who associate with the programmes at different levels in different manner. At least a ten day orientation in rural development would be necessary to the district officers of the Department of Agriculture, Horticulture, Animal Husbandry, Industries, Health, Education, Social Welfare, PWD (Rural Roads), Forestry and Electricity. This orientation can inculcate in them a sense of social responsibility, commitment to the community in which they work. They must be in a position to realise the felt needs of the rural communities.