

Research Article

Resource Mobilisation Pattern of Rural NGOs in Nalbari District of Assam

J.K. Sharma

Horticultural Research Station, Assam Agricultural University, Kahikuchi, Guwahati-781017, Assam
agriperson@gmail.com; +91 9435051697

Abstract

A study on the resource mobilization pattern of rural NGOs in Nalbari district of Assam was conducted with 30 rural NGOs selected through a multi-stage proportionate-random sampling plan, following a descriptive research design. Identifying the activities performed by the rural NGOs and assessing their finance mobilization pattern, labour mobilization pattern and land mobilization pattern were the main objectives of the study. Appropriate statistical measures were used to analyze the collected data. Data emanating from the analysis identified 92 different activities performed by the sampled rural NGOs. The findings revealed that economic activities and measures accounted for the lion's share of the gross finance mobilized by the NGOs while the major share of the gross labour mobilized by the NGOs came from the social services activity category. In terms of land mobilization, the findings highlighted that almost the entire quantity of land mobilized was under economic activity and measures. Majority of the rural NGOs fell in the low category of finance and land mobilization while in case of labour mobilization; majority fell in the medium category.

Keywords: NGOs, resource mobilization, finance mobilization, labour mobilization, land mobilization.

Introduction

Non-Government Organizations (NGOs) have a long history both as a concept and as an instrument for social and development action. A NGO or voluntary organization, in its right perspective, is an organization in which, whether its workers are paid or unpaid, is initiated and governed by its members, without external control. Hence the name voluntary organization or Non-Government Organization. The two terms are used interchangeably. NGOs or voluntary organizations based in rural areas/villages, which deal with local issues or are concerned with the all-round development of their immediate neighbourhood, can be termed as rural NGOs. Heggade (1982) while discussing the role of NGOs in tribal development stated that NGOs should play the role of mobilization of support to various programmes and their effective implications and create consciousness among backward classes for their developmental needs.

Sustainability of NGOs depends to a large extent on the efforts made by them to shed the dependence syndrome and devise their own innovative modes of resource generation. This not only would contribute positively to their organizational health, but would also serve a perfect example for the rural clientele with whom they are working. It is imperative to facilitate the functioning of NGOs so that they are able to perform their roles with greater efficiency.

Resource mobilization pattern as a concept and term used in this investigation has been operationalized to mean those distinctive features that are fashioned through purposeful ways and means of procuring or generating specific resources, viz., land, labour and capital, for the purpose of accomplishing various activities. The understanding of the resource mobilization pattern of rural NGOs may help in devising appropriate strategies for the capacity building of the NGOs in the right perspective. Hence, there exists a need to study the resource mobilization pattern of the rural NGOs. In this context, Sahu (2000) stated that majority of NGOs are not financially sound, nor do they have sources for recurring income. The involvement of the voluntary organizations in rural development and allied activities in the state of Assam is still in a stage of infancy. Despite the presence of a large number of rural NGOs in the state, the number of active and successful NGOs is still a handful. It has to be recognized that since the rural NGOs are in direct contact with the rural people, they are in a better position to understand the needs, conditions and pulse of the rural people. Hence the need of the hour is to facilitate the rural NGOs in order that they are in a better position to serve the rural clientele. Hence strategic interventions need to be taken up for the capacity building, need oriented service orientation and motivation levels of these NGOs, in order to reap the maximum benefits out of their efforts.

Table 1. Identification of rural NGO population fulfilling study criteria.

Block	Total no. of NGOs affiliated to NYK	No. of NGOs fulfilling criteria (Population size)	Population size	Sample size
Pub Nalbari	124	45	45	12
Barbhag	81	48	48	13
Barigog-Banbhag	53	22	22	5
Grand total	258	115	115	30

Against this backdrop, the present study was conducted with the following specific objectives:

1. To identify the activities in which the rural NGOs are involved.
2. To assess the finance mobilization pattern of rural NGOs across different activities.
3. To assess the labour mobilization pattern of rural NGOs across different activities.
4. To determine the land mobilization pattern of rural NGOs across different activities.

Materials and methods

Study area and sampling: The study was conducted in Nalbari district of Assam with 30 rural NGOs selected through a multi-stage proportionate-random sampling plan. A descriptive research design following an *ex post facto* approach was adopted for the investigation. Out of the six development blocks of Nalbari district, three development blocks viz., Pub Nalbari, Barbhag and Barigog-Banbhag were selected randomly for the study. Being the unit of investigation for the present study, the following criteria were set for the rural NGOs in order to become eligible for inclusion in the total population of the study:

1. The rural NGOs must be registered under the Societies Registration Act or the Indian Trust Act.
2. The rural NGOs should be in existence for at least five years after registration prior to the date of data collection.
3. Membership should be open for both male and female members.

Accordingly, a list of NGOs fulfilling the above mentioned criteria was prepared for each of the three selected blocks. The office of the district Nehru Yuva Kendra (NYK) was contacted for ascertaining the list of NGOs in the different blocks. The sum of such NGOs of the three selected blocks actually comprised the total population of the study. The total number of NGOs fulfilling the criteria set for the study as well as the actual population figure for the study is presented in Table 1, with respect to the three selected blocks. In order to keep the total number of sample NGOs for the present study at 30, the sample size for the three selected blocks were determined with probability proportionate to size, as per Table 1.

Selection of respondents and data collection: In order to elicit specific and relevant information pertaining to the research objectives, the secretary and the treasurer of each of the sample NGOs were decided to be included as respondents in the investigation. Accordingly, for the thirty sample NGOs, a total of 60 respondents, comprising 30 secretaries and 30 treasurers of the selected NGOs were included for the study.

Data collection was done by personal interview method, using the pretested, structured research schedule and conformed to the total resources mobilized by the rural NGOs during the financial year 2015-16. The collected data was coded, tabulated, analyzed and interpreted in the light of the specific objectives of the present study by using appropriate statistical measures.

Results and discussion

Activities of rural NGOs: Data emanating from the analysis identified 92 different activities performed by the selected rural NGOs. For the purpose of systematic presentation, the said activities were categorized under the following broad categories:

1. *Philanthropic activities*, to broadly include benevolent and charitable activities.
2. *Economic activities and measures*, to include infrastructure development, fund raising measures and SHG formation initiatives and activities.
3. *Extension activities and measures*, to include training, input supply and awareness generation activities.
4. *Social services*, to include activities and measures that contribute to general social well-being.
5. *Cultural activities*, to include activities centered on the performing arts.
6. *Sports activities*.
7. *Educational activities*, that includes activities aimed at formal educational imperatives as well as measures to facilitate the pursuit of education.
8. *Miscellaneous activities*, to include any other activities not included above.

The frequency and percentage distribution of the rural NGOs performing the broad activity categories is presented in Table 2.

Table 2. Frequency and percentage distribution of rural NGOs performing different activities.

Activity category	No. of specific activities identified	Frequency of NGOs performing the activity*
Philanthropic activities	14	08 (28.33)
Economic activities & measures	24	20 (65.00)
Extension activities & measures	28	15 (50.00)
Social services	06	27 (90.00)
Cultural activities	05	19 (61.67)
Sports activities	05	21 (70.00)
Educational activities	09	10 (35.00)
Miscellaneous activities	01	12 (40.00)
Grand total of specific activities	92	

*Figures in parentheses indicate percentage.

Table 3. Percentage distribution of the activity category wise pooled finance mobilized by rural NGOs.

Activity Category	Total fund Mobilized (Rs.)	Own fund (%)	Additionally mobilized			Percentage of gross finance mobilized
			Donated/raised (%)	Loan (%)	Total (%)	
Philanthropic	146200.00	9.06	90.97	0.00	90.97	6.67
Economic	1167150.00	20.70	68.32	10.97	79.30	53.30
Extension	115100.00	26.54	73.46	0.00	73.46	5.26
Social	127500.00	27.25	72.75	0.00	72.75	5.82
Cultural	308000.00	20.45	73.05	6.49	79.55	14.07
Sports	181950.00	38.76	61.24	0.00	61.24	8.31
Educational	53500.00	27.94	72.06	0.00	72.06	2.44
Miscellaneous	90000.00	66.67	33.33	0.00	33.33	4.11

Table 4. Percentage distribution of the activity category wise pooled labour mobilized by rural NGOs.

Activity Category	Total labour Mobilized (Man days)	Own labour (%)	Additionally mobilized			Percentage of gross labour mobilized
			Free/Voluntary (%)	Paid labour (%)	Total (%)	
Philanthropic	1845	49.32	30.87	19.81	50.65	1.99
Economic	14605	90.06	4.66	5.28	9.94	15.72
Extension	2688	81.83	7.85	10.32	18.17	2.89
Social	43977	59.02	40.56	0.42	40.98	47.33
Cultural	3490	63.32	27.43	9.25	36.68	3.76
Sports	21924	97.00	2.96	0.03	2.99	23.59
Educational	4136	95.92	1.30	2.78	4.08	4.45
Miscellaneous	257	73.78	9.32	16.89	26.21	0.28

Table 5. Percentage distribution of the activity category wise pooled land mobilized by rural NGOs.

Activity Category	Total land mobilized (ha)	Own land (%)	Additionally mobilized			Percentage of gross land mobilized
			Rent Free (%)	Leased in/ purchased (%)	Total (%)	
Philanthropic	0.266	100	0.00	0.00	0.00	1.317
Economic	19.63	20.40	72.68	6.95	79.63	97.03
Extension	0.266	100	0.00	0.00	0.00	1.317
Social	0.00	0.00	0.00	0.00	0.00	0.00
Cultural	0.00	0.00	0.00	0.00	0.00	0.00
Sports	0.00	0.00	0.00	0.00	0.00	0.00
Educational	0.06	100	0.00	0.00	0.00	0.328
Miscellaneous	0.00	0.00	0.00	0.00	0.00	0.00

*Corresponding author

Table 6. Categorization of rural NGOs on the basis of quantum of resource mobilization.

Category	Finance	Labour	Land
	Frequency	Frequency	Frequency
Low	22 (73.33)	07 (23.33)	19 (63.33)
Medium	07 (23.33)	21 (70.00)	09 (30.00)
High	01 (3.33)	02 (6.66)	02 (6.66)

*Figures in parentheses indicate percentage.

Table 2 depicts that majority (90%) of the NGOs were found to be involved in social service activities, followed by sports activities (70%) and economic activities and measures (65%). In addition, cultural activities and extension activities and measures were found to be accomplished by 61.67% and 50% of the NGOs respectively. Moreover, 35% of the rural NGOs were involved in educational activities, followed by 28.33% in philanthropic activities. The table highlights that as many as 28 specific activities were included under extension activities and measures, followed by 24 under economic activities and measures and 14 under philanthropic activities. Table 1 further reveals that diversity of activity exists in case of philanthropic, economic and extension activities, going by the high number of specific activities identified within these categories. On the other hand although social services, cultural and sports activities were performed by a high percentage of NGOs, there appears to be very less diversity in their activity areas, as indicated by the few specific activities identified against each.

Finance Mobilization Pattern: Table 3 depicts the percentage distribution of the activity category wise pooled finance mobilized by the rural NGOs. It is evident from the table that economic activities and measures accounted for the lion's share of the gross finance mobilized by the rural NGOs, accounting for 53.30% of gross finance mobilized while cultural activities came second with 14.07% of the gross finance mobilized. Significantly, educational activities had the lowest share in gross finance mobilized, accounting for only 2.44% of the gross finance mobilized. Further perusal of Table 3 reveals that with the exception of miscellaneous activities, the percentage of additionally mobilized fund, as compared to the own fund of the NGOs, was higher for performing all the other activity categories.

Labour Mobilization Pattern: The percentage distribution of the activity category wise pooled labour mobilized by the rural NGOs is presented in Table 4. The table shows that the major share of the gross labour mobilized by the rural NGOs came from the social services activity category (47.33%), followed by sports activity category (23.59%) and economic activities and measures (15.72%).

A closer scrutiny of the same table highlights that with the exception of philanthropic activities, the percentage of own labour of the NGOs was higher for performing all the other activity categories.

Land Mobilization Pattern: Table 5 depicts the percentage distribution of activity category wise pooled land mobilized by the rural NGOs. It is apparent from the table that almost the entire quantity of land mobilized was under economic activity and measures (97.03%), out of which 79.63% was additionally mobilized by the NGOs and 20.40% was from their own available land. The table shows that negligible quantity of land was mobilized under philanthropic, extension and educational activities while it was nil for the other activity categories.

Resource Mobilization Pattern: In order to categorize the sample rural NGOs into three categories of low, medium and high based on their pooled resource mobilization (finance, labour and land) data, the following formula was adopted for grouping:

If total number of samples is N, with different weightages of $W_1, W_2, W_3, \dots, W_N$ respectively with an average weight of W_A for all the samples, and the lowest and highest weightages are W_L and W_H within the sample. Accordingly, the three category ranges were computed as under:

Low	$[W_L]$ up to $[(W_L + W_A)/2]$
Medium	$[(W_L + W_A)/2]$ up to $[(W_H + W_A)/2]$
High	$[(W_H + W_A)/2]$ up to W_H

Table 6 shows the category wise frequency and percentage distribution of NGOs with respect to quantum of resource mobilized. As is evident from the table, majority (73.33%) of the rural NGOs had low range of finance mobilized, while only 3.33% of the rural NGOs had high range of finance mobilized with 23.33% of NGOs falling in the medium range. In case of labour mobilization, 70% of the rural NGOs fell in the medium range, followed by 23.33% and 6.66% respectively in low and high range. In case of land mobilization, majority of NGOs (63.33%) had low range of land mobilization followed by 30.00% and 6.66% in medium and high range respectively.

Conclusion

1. Looking into the socio-economically backward status of Nalbari district, which is ravaged by annual floods, it would have been better if more number of NGOs had carried out philanthropic activities to provide the much needed relief and rehabilitation measures to the people. In addition, extension activities and measures should have been geared up for empowering rural people and enabling them to pursue sustainable livelihood activities. Training and sensitizing the NGO functionaries in this aspect are therefore the call of the hour.
2. Rural NGOs, in order to deliver the goods, must be self-reliant and generate their own resources. The fact that forty percent of the rural NGOs did not undertake any kind of fund raising measures, was in itself an indicator of the identified low level of finance mobilization by majority of the rural NGOs. Hence there exists a pressing need to sensitize and train NGOs in fund raising activities that takes care of their sustainability.
3. An overall low and low to medium level of resource mobilization by majority of the rural NGOs presents a poor picture of the attitude and ability of the NGOs to generate resources in order to undertake development activities. Hence, a comprehensive strategy should be formulated to overcome this, which must be multi-pronged to take care of various dimensions like attitudinal change, planning orientation, managerial issues etc. that goes into capacity building of NGOs.

Acknowledgements

The investigator records his sincere thanks to Nehru Yuva Kendra (NYK), Nalbari, Assam, for facilitating the field survey work of the investigation.

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