Indicators of Effective Management of Development Work by Non Government Organizations in Nagaland, India

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ABSTRACT

A study was conducted to identify the indicators of effective management of development work by Non-Government Organizations in Nagaland, India. In this study 120 employees (45 from higher level and 75 from lower level) of 45 NGOs from six districts have been purposively selected as respondents. Data were collected by personal interview method. For analysis of data 'Factor Analysis' using Principal Component Method was followed. Out of 53 variables, 16 factors have been extracted through varimax rotation technique. Factors similar in nature were grouped together and indicators were named on the basis of similarity of variables representing the factors in the group and arranged on the basis of total percentage of variance explained by the factors. In this way five indicators of effective management of development work by NGOs in Nagaland have been identified. According to importance these indicators are: Coordination and Communication; Rural Infrastructure Development and Promoting Group Approach; Controlling; Natural Resource Management and Capacity Building.

Key words : *Indicators, Indicators of Effective management, Development work, Factor Analysis and NGO*

Nagaland State was inaugurated as the sixteenth State of India on 1st December, 1963. The State lies between 250600 and 270400 latitude North of Equator and between the Longitudinal lines 93020'E and 95015'E, having geographical area of 16527 sq km (Govt. of Nagaland, 2006) and total population is 1,980,602 (Census, 2011). Density of population is around 120 per sq km. Average annual rainfall ranges from 2000-3000 mm and temperature ranges from 40C to 310C. The topography of the state is undulating, full of hill range which breaks into wide chaos of spurs and ridges. The altitudes vary between 194 to 3840 meters above the mean sea level.

The State is sub-divided into eleven districts. Each district has unique culture and ethnicity. The state being a tribal dominated population has sixteen major tribes and a few sub-tribes. Majority of the population (around 90 %) are Christian by religion. More than 80 per cent of the population is living in rural areas and about 70 per cent of the total population is directly involved in agriculture and allied activities.

In India, Non Government Organizations (NGOs) are playing an important role in development sector. The term (NGOs) and voluntary organizations (VOs) are used interchangeably but they are different in various dimension. According to Mohanty and Singh (2001), VOs and NGOs are used interchangeably; however, they differ widely in their objectives, methodology, style of functioning, motives, legal status, socio-political orientation, ideological affinity, economic strength etc.

In this study, NGOs means the organization which are outside the direct control of government agencies or autonomous bodies and are engaged in providing financial and non-financial services to the community. In India and particularly in Nagaland, NGOs are playing major role in development sector since time immemorial.

In India, especially states like Nagaland, the role and contribution by NGOs, VOs and/or Non-profit Institutes (NPIs) are very prominent. According to the Central Statistical Organization's (CSO) Survey Report (2012),The 'non-profit sector' has been defined as consisting of a) organizations that, b) not-for-profit and, by law or custom, do not distribute any surplus they may generate to those who own or control them, c) are institutionally separate from government, d) are self-governing and e) are non-compulsory. According to them 'non-profit sector' includes NPIs that meet those five basic criteria. "NPIs are legal or social entities created for the purpose of producing goods and services whose status does not permit them to be a source of income, profit, or other financial gain for the units that establish, control or finance them. In practice their productive activities are bound to generate either surpluses or deficits but any surpluses they happen to make cannot be appropriated by other institutional units (CSO Survey Report, 2012)". As a result, NPI includes NGOs and VOs which also meet those five criteria.

Various government regulatory frame works are present to regulate the NGOs. The most common regulatory mechanisms are The Society Registration Act, 1860 and Foreign Contribution Regulation Act (FCRA), 1976. Registration of NGOs under 'Society Registration Act, 1860' is commonly accepted as a mandatory regulatory act for all NGOs. Whereas, registration under FCRA act is compulsory for NGOs, those are utilizing foreign contribution. Patra et al. (2012), reported that in Nagaland 93 per cent NGOs are registered under Society Registration Act-1860 and around 44 per cent NGOs are registered under FCRA.

According to the CSO Survey Report (2012), in India around 31, 74,420 registered NPIs and in Nagaland around 7330 NPIs are present respectively. CSO (2012) further distributed all the NPIs by location and around 58.7% of that is located in rural areas. Simultaneously, all the NPIs were distributed into 12 categories according to their activities viz., i) culture and recreation, ii) education and research, iii) health, iv) social service, v) environment, vi) development and housing, vii) law advocacy and politics, viii) philanthropic intermediaries and voluntarism promotion, ix) international activities, x) religion, x) business and professional associations, unions and xii) others. In this way, 41% of NPIs are under 'social service activities', 19 % under 'education and research', 12 % under culture and research and so on.

The Foundation for Organizational Research (1984) defined effective management as the process of achieving organizational goals by optimizing resources, maintaining and improving the internal health of the organization, while contributing to national growth. They used the term 'effective management interchangeably with 'organizational effectiveness'. Indicators are the principal means by which a monitoring unit keeps track of extension's capability, effectiveness and efficiency.

Development management is the proper use of tools, techniques and management functions for further and smooth development through development organizations. Thomas (1996) suggested three ways of approaching development management. The first is termed 'management in development', which is simply management in the context of long term historical change. The second is 'management of development', which is management of the deliberate efforts at progress undertaken within more formal development initiatives. The third is 'management for development' which is management with a specific development orientation, is not the same as just good management.

In Nagaland, inclusion of management tools and techniques by NGOs for smooth functioning of organization was less emphasized. The key element of management are planning, financing, organizing, staffing, directing and leading. The NGOs have been experiencing various types of problems, related to planning, staffing, supervision and financing (Odyuo, 2010).

Internationally, various studies have been conducted on the history, genesis, growth, involvement of Non-Government Organizations (NGOs) in different activities and role played by NGOs in development process. But, very little attention has been given on issues of management of these organizations. The application and adoption of tools, techniques and functions of management in third sector organization (NGOs are the important sub-group of third sector organization) is unavoidable and obvious. According to James (1998), management capacity is the lifeblood of all organizations, irrespective of whether they are private entities, public agencies, not-for-profit concern or non-governmental varieties. Lewis (2001) opined that there was much discussion and debate about different types of roles that NGOs play in development, but relatively little attention generally given to the ways in which these roles can be managed. As a result, importance and application of management tools and techniques in development sector and in NGOs is vehemently emerged out. But degree of application of management tools and techniques and types of tools and techniques are needed or appropriate for smooth functioning of NGOs are relatively less explored.

This paper aims to explore some indicators of effective management of development work by NGOs who are working for all round development of Nagaland, India. The present study was conducted with following objective:

To identify some important indicators for effective management of development work by NGOs in Nagaland.

METHODOLOGY

The state of Nagaland has a beautiful landscape, and it consists of 11 administrative districts viz., Kohima, Dimapur, Kipheri, Longleng, Mokokchung, Mon, Peren, Phek, Tuensang, Wokha and Zunheboto. Out of the total 11 districts, 6 districts were selected purposively for the present study, namely, Dimapur, Kohima, Mokokchung, Peren, Tuensang and Wokha. In this study 85 NGOs were identified by obtaining information from different sources. Out of 85 NGOs, 45 NGOs were finally selected having experience of development work more than four years. From each NGO, one respondent from the higher level of employees and minimum one respondent from the lower level of employees were selected as respondents. Higher level of employees of NGOs includes the top level of functionaries, like Director, Secretary, and topmost functionaries of sub-office of the large NGOs. Lower level employee of NGOs includes those personnel who are not designed in higher level of position, and are directly involved at grass root level implementation of works. Accordingly, 45 higher level of employees and 75 lower levels of employees totaling 120 respondents were selected as sample for the study (Brief profile of the employees/respondents is appended in Table 1 & 2). The functions and activities of NGOs at lower level are more important since they are directly implementing their work at grass root level. In contrast, higher level functionaries are mostly involved in administrative and managerial activities. For this reason, large numbers of lower level functionaries were included as respondents than higher level of functionaries.

Table 1
Educational qualification of respondents

Status of the respondents	Total	Educational qualification of respondents													
		X		XII		Graduate		P.G.		Ph.D.		Technical		Others *	
		F	%	F	%	F	%	F	%	F	%	F	%	F	%
Higher	45	1	2	4	9	17	38	19	42	2	4.4	2	4.4	5	11
Lower	75	5	7	8	11	34	45	19	25	3	4	3	4	3	4

**'Others' qualification included as extra* *F - Frequency* *% - Percentages*

Table 2
Work experiences of the respondents

Status of the respondents	Total	Work experiences in NGO sector							
		Upto 5		Upto 10		Upto 15		Above 15	
		F	%	F	%	F	%	F	%
Higher	45	10	22.22	15	33.33	10	22.22	10	22.22
Lower	75	52	69.33	21	28	2	2.66	0	0
		Work experiences in present NGO							
Higher	45	13	28.88	16	35.55	9	20	7	15.55
Lower	75	58	77.33	16	21.33	1	1.33	0	0

F - Frequency *% - Percentages*

Data were collected by personal interview method with the help of structured interview schedule. To find out the indicators of effective management of NGO, 'Factor Analysis' applying Principal Component Method and Varimax rotation technique was done with the responses obtained from the total number of respondents (i.e., 120).

At the outset, statements (variables) relating to management of development work by NGOs in Nagaland were collected from different sources. Initially, 61 items relevant to the study were collected. The statements were edited as per criteria set up by Edwards (1963). The items were pretested in the field situation and after discussion with the experts and NGO personnel, 53 items were finally selected for the study. Each item was provided with 3-points response categories- 'very important', 'important' and 'not so important' with weights 3, 2 and 1 respectively. The 53 items are presented below.

X1 Assessment of financial utilization, X2 Promotion of small savings (i.e. micro finance), X3 Promotion of family welfare program, X4 Organize adult literacy programme, X5 Arrangement of drinking water facility, X6 Construction of community centre, X7 Construction of rural houses, X8 Creation of rural assets, X9 Maintenance of rural assets, X10 Development of small scale industry, X11 Development of cottage industry, X12 Promotion of cooperative approach, X13 Promotion of SHG, X 14 Provision of bank credit to poor people, X15 Promotion of marketing facilities, X16 Promotion of afforestation, X17 Control deforestation, X18 Distribution of inputs, X19 Distribution of inputs, X20 Preparation of long term plan, X21 Preparation of short term plan, X22 Fixing of developmental work target, X23 Maintenance of project area record and maps, X24 Maintenance of demographic records, X25 Maintenance of records in NGO office regarding physical resources (Land-cultivated, uncultivated, forest area, hilly area etc), X26 Discussion with govt. officials during development planning, X27 Discussion with Block Development Officer (BDO) during planning, X28 Discussion with funding agency during planning, X29 Discussion with village level different organization during planning (SHG, Youth group, farmers group), X30 Participation of lower level functionaries in planning, X31 Coordination between NGO and funding agency, X32 Coordination between NGO and Govt. department, X33'Coordination among NGOs' X34 Coordination between NGO and VDB, X35 Coordination between NGO's superior and subordinate, X36 Coordination between NGO and bank official, X37 Supervision of NGO's work by funding agency, X38 Supervision of activities of field worker by NGO's higher authority, X39 Supervision of field works by 3rd party, X40 Training of beneficiaries for implementation, X41 Training of NGO's staff, X42 Combined training of beneficiaries and field level staff, X43 Field level regular training, X44 Holding regular meeting with beneficiaries, X45 Provide upto date information to the field level worker, X46 Monitoring of work, X47 Evaluation of work, X48 Provision of computer based information system in NGO, X49 Registration of NGOs under the statutory act, X50 Registration of NGOs under the Foreign Contribution Regulation Act (FCRA), X51Conducting regular audit of the NGOs, X52 Regular maintenance of account and records by the NGOs, and X53 Disaster management.

To find out the indicators of effective management of development works by NGOs in

Nagaland, Factor Analysis using Principal Component method and Varimax rotation technique (Harman, 1976) were adopted. Factor analysis is a very useful method for extracting minimum number of meaningful reference variables or factors from a multivariate data matrix; accounting for most of the data variance of the original sample set. Factor analysis involved i) computation of inter-correlation of variables, ii) eigenevalues, iii) extraction of factors iv) rotation of factors and finally v) interpretation of factors.

For the present study, the eigenevalues which were greater than 1 were retained (Kaiser, 1958). The numbers of factors extracted from 53 variables were 16.

For interpretation of factors, variables with high factor loadings (large absolute values in rotated factor matrix) and high communality were taken into consideration. In the present investigation, variables with factor loading 0.50 and above and communality 0.60 and above were selected.

To find out the indicators of effective management of development work by NGOs in Nagaland, factor similar in nature were grouped together. The indicators were named on the basis of similarity of variables representing the factors in the group. The indicators were arranged on the basis of total percentage of variable explained by the factors in the group.

RESULTS & DISCUSSION

At the outset, the correlation matrix with 53 variables yielded 618 positively significant correlation coefficients. The 16 eigenevalues were 5.07, 3.679, 3.501, 2.712, 2.488, 2.421, 2.352, 2.328, 2.031, 1.925, 1.853, 1.825, 1.801, 1.674, 1.566, 1.401.

The cumulative percentage of the eigenevalues were –

9.565, 16.51, 23.11, 28.23, 32.92, 37.49, 41.93, 46.32, 50.15, 53.78, 57.28, 60.72, 64.12, 67.28, 70.23, 72.88 It could be observed that the 16 factors represented 73 per cent of the total data variance.

The indicators of effective management of development work by NGOs in Nagaland derived from the factors and percentage of variance explained by them are presented below.

Sr. No.	Indicators of effective management of development work	Percentage of variance
1.	Coordination and communication	22.82
2.	Rural infrastructure development	19.36
3.	Controlling	15.14
4.	Natural resource management	09.50
5.	Capacity building	06.04
	Total	**72.88**

Indicator-I: Coordination and communication

Indicator I consisted of 4 factors which explained 22.82 per cent of the total data variance. Factors 1, 3, 11 and 14 jointly comprised indicator I are explained below.

Factor 1

Factor 1 accounted for 9.56 per cent of the total data variability. Eight variables having high factor loadings and high communality were chosen to interpret the factor 1. The factor loadings were all positive. The variables and their factor loadings (in parenthesis) in respect of factor 1 were as follows:

X36 Coordination between NGO and bank official (0.78); X34 Coordination between NGO and VDB (0.71); X35 Coordination between NGO's superior and subordinate (0.63); X28 Discussion with funding agency during planning (0.61); X32 Coordination between NGO and Govt. department (0.59); X25 Maintenance of records in NGO office regarding physical resources (Land-cultivated, uncultivated, forest area, hilly area etc) (0.56) and X29 Discussion with village level different organization during planning (SHG, Youth group, farmers group) (0.51).

Factor 3

Factor 3 accounted for 6.605 per cent of the total data variability. Six variables having high factor loadings and high communality were chosen to interpret the factor 3. The factor loadings were all positive. The variables and their factor loadings in respect of factor 3 were as follows: X19 Distribution of inputs (0.74); X22 Fixing of developmental work target (0.71); X21 Preparation of short term plan (0.59); X23 Maintenance of project area record and maps (0.58); X20 Preparation of long term plan (0.52) and X24 Maintenance of demographic records in NGO office (population, poverty, strength and weakness of local people etc) (0.50).

Factor 11 and 14

Factor 11 and 14 accounted for 3.496 and 3.158 per cent of the total data variance respectively. One variable having high factor loadings and high communality was chosen to interpret factor 11; whereas, two variables with same considerations were chosen to interpret factor 14. The factor loadings were all positive. The variable X33'Coordination among NGOs' was the only variable of factor 11 with factor loading of 0.77. Similarly, in factor 14 two variables were included viz. X26 i.e, Discussion with govt. officials during development planning (0.77) and X27 i.e., Discussion with Block Development Officer (BDO) during planning (0.56).

Planning means selection of best strategy and objectives from various alternatives to accomplish the organizational goal and involvement of stakeholders/beneficiaries in development planning is

Table 3
Rotated Component Matrix

	Component																Communality
Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
X1	0.29	0.15	0.12	0.20	0.38	-0.09	0.03	0.17	**0.44**	0.18	0.03	-0.13	-0.37	-0.14	-0.11	0.04	0.756
X2	0.08	0.13	0.09	0.15	0.01	0.01	0.14	0.01	**0.77**	0.05	0.03	0.26	0.06	0.08	0.06	-0.02	0.743
X3	-0.15	0.03	0.01	-0.04	0.24	0.02	-0.05	0.13	0.02	0.12	-0.07	0.05	0.05	0.12	**0.80**	0.05	0.783
X4	0.08	0.02	0.05	0.18	0.01	0.04	-0.03	**0.44**	**-0.43**	0.18	0.22	0.16	0.22	0.11	0.28	-0.03	0.671
X5	0.00	-0.04	-0.02	0.25	0.08	-0.04	0.16	**0.72**	0.18	0.03	0.04	0.18	-0.03	0.00	0.06	-0.09	0.700
X6	-0.02	0.00	-0.01	0.05	**0.78**	0.00	0.10	-0.02	-0.02	-0.05	0.22	-0.05	0.00	-0.03	0.21	-0.21	0.756
X7	0.00	0.01	-0.08	0.12	**0.78**	0.09	0.01	0.17	0.00	0.14	-0.13	0.17	-0.03	0.08	-0.02	0.08	0.748
X8	-0.18	-0.06	0.22	0.02	**0.56**	0.05	0.15	-0.13	0.07	-0.02	-0.07	0.49	0.20	0.11	0.18	0.16	0.794
X9	0.17	0.14	0.10	0.14	0.15	-0.07	0.09	0.11	0.12	-0.04	-0.05	**0.79**	0.05	0.00	0.04	-0.08	0.779
X10	0.25	0.08	0.06	0.18	0.15	0.04	**0.76**	0.16	0.11	-0.11	-0.09	0.11	0.04	-0.02	-0.14	-0.08	0.799
X11	0.06	-0.09	0.16	0.33	0.15	-0.04	**0.72**	0.00	-0.02	0.15	-0.10	0.06	0.09	0.19	0.01	0.06	0.775
X12	0.08	-0.07	0.41	0.06	-0.09	0.01	**0.44**	0.17	0.18	0.17	0.20	0.18	-0.13	0.12	-0.06	0.06	0.587
X13	0.02	0.11	0.11	-0.01	-0.14	0.27	**0.52**	0.25	0.34	-0.03	0.32	-0.17	0.04	-0.14	0.20	0.10	0.769
X14	**0.48**	0.22	-0.08	0.20	-0.09	0.07	0.36	0.33	0.24	0.11	-0.09	-0.09	0.05	-0.03	0.14	-0.01	0.685
X15	0.13	0.27	0.06	**0.60**	0.01	-0.07	0.18	0.11	0.46	-0.01	-0.08	-0.13	0.16	0.15	-0.02	-0.14	0.792
X16	0.02	-0.03	0.05	**0.85**	-0.02	-0.05	0.15	0.09	-0.01	0.01	-0.02	0.13	0.03	0.05	-0.01	0.13	0.797
X17	0.10	0.05	0.13	**0.75**	0.22	0.01	0.15	0.15	0.10	0.05	0.13	0.06	0.09	-0.05	0.00	-0.07	0.737
X18	0.16	-0.07	0.38	-0.05	**0.44**	0.17	-0.04	-0.08	0.00	0.05	-0.20	-0.42	-0.03	-0.01	0.26	-0.20	0.727
X19	0.24	0.21	**0.74**	0.20	0.09	-0.04	0.14	0.05	0.04	0.00	-0.02	0.03	-0.08	0.11	0.02	0.00	0.742
X20	0.37	0.21	**0.52**	0.06	0.14	0.14	0.08	0.06	0.04	-0.20	0.21	0.06	-0.10	-0.22	0.01	-0.29	0.730
X21	-0.03	0.38	**0.59**	0.33	-0.11	-0.06	0.03	0.06	-0.08	0.00	-0.08	-0.04	0.10	-0.05	-0.03	0.00	0.649
X22	-0.07	0.21	**0.71**	-0.03	-0.01	-0.05	0.02	0.04	0.00	0.11	0.03	0.00	0.23	0.03	0.06	0.19	0.663
X23	0.34	0.15	**0.58**	-0.09	0.01	0.21	0.02	-0.02	0.23	0.29	0.07	0.10	-0.06	0.02	-0.13	0.10	0.715
X24	0.39	0.03	**0.50**	-0.02	-0.02	0.16	0.13	0.08	0.24	0.28	0.12	0.07	-0.09	0.05	0.03	-0.07	0.620
X25	**0.56**	0.12	0.16	0.37	0.13	0.16	-0.05	0.11	0.16	0.14	-0.01	0.18	0.00	0.10	-0.25	0.05	0.695
X26	0.15	0.12	0.12	0.09	-0.02	0.13	0.09	0.20	0.04	-0.08	0.18	0.07	-0.01	**0.77**	0.11	0.02	0.771
X27	0.26	0.06	-0.05	0.02	0.19	0.49	0.08	-0.13	0.03	0.07	-0.14	-0.05	0.07	**0.56**	0.03	-0.14	0.740
X28	**0.61**	0.22	0.02	0.03	0.06	0.03	0.33	0.19	0.06	0.09	-0.08	-0.07	0.25	0.24	-0.18	0.12	0.753

X29	**0.51**	0.06	0.19	0.06	-0.03	0.23	0.06	0.14	0.32	-0.02	-0.18	-0.19	0.17	0.01	0.09	0.38	0.732
X30	**0.42**	-0.07	0.26	-0.03	-0.18	-0.09	0.03	0.17	0.35	0.04	0.22	-0.01	0.04	-0.07	-0.12	0.39	0.671
X31	0.35	0.28	0.15	-0.22	0.19	0.01	0.22	-0.06	0.08	0.04	**0.44**	-0.34	-0.01	-0.11	-0.12	0.20	0.740
X32	**0.59**	0.27	-0.09	-0.09	0.21	0.05	0.05	-0.04	-0.08	0.09	0.26	-0.04	0.14	0.39	0.09	-0.06	0.748
X33	0.31	0.04	0.02	0.11	-0.02	0.04	-0.11	0.19	-0.02	0.03	**0.77**	0.00	0.05	0.15	-0.03	-0.05	0.788
X34	**0.71**	-0.12	0.11	0.06	-0.04	0.08	0.24	0.11	-0.05	0.15	0.19	0.15	0.02	0.11	0.05	0.03	0.711
X35	**0.63**	0.21	0.23	-0.06	-0.08	0.12	0.06	-0.01	0.02	-0.34	0.08	0.01	0.01	0.07	-0.08	0.08	0.666
X36	**0.78**	0.09	0.06	0.12	-0.02	0.08	-0.06	-0.01	0.04	-0.05	0.11	-0.01	0.21	-0.01	-0.08	0.06	0.709
X37	0.19	0.02	0.15	-0.06	0.23	**0.56**	-0.10	-0.16	0.24	-0.05	-0.01	-0.22	0.20	0.22	-0.02	0.05	0.657
X38	0.05	0.24	0.08	-0.10	0.16	**0.58**	0.14	-0.05	-0.12	-0.23	0.17	-0.21	-0.04	0.11	-0.08	0.29	0.699
X39	0.11	0.09	-0.04	-0.01	-0.09	**0.81**	0.01	0.10	-0.05	0.23	0.02	0.10	0.07	0.04	0.05	0.02	0.769
X40	0.29	**0.47**	-0.17	0.34	0.03	0.29	0.07	0.10	-0.16	-0.18	0.00	0.11	-0.02	-0.28	0.03	0.16	0.720
X41	0.29	0.39	0.09	0.08	-0.08	0.17	0.02	0.04	-0.06	-0.06	-0.01	0.00	-0.06	-0.07	0.09	**0.65**	0.740
X42	0.21	0.03	-0.10	0.18	0.17	0.38	0.14	-0.02	0.02	0.03	-0.08	0.00	**0.62**	0.07	0.03	-0.09	0.676
X43	0.39	0.11	0.15	0.18	-0.14	-0.02	0.04	-0.01	0.01	0.12	0.17	0.07	**0.69**	0.00	0.09	0.07	0.768
X44	0.34	0.11	0.15	-0.04	0.11	0.01	-0.31	0.18	0.17	0.22	0.31	0.20	**0.41**	-0.13	-0.17	0.02	0.721
X45	**0.36**	0.33	0.25	-0.14	-0.01	0.30	0.03	0.18	0.08	0.10	-0.08	0.04	0.32	-0.01	-0.27	-0.11	0.650
X46	0.17	**0.71**	0.13	0.18	-0.12	0.22	0.10	-0.01	0.07	0.08	-0.09	0.02	0.00	0.17	-0.20	0.20	0.785
X47	0.12	**0.72**	0.21	0.04	-0.02	0.11	0.02	0.12	0.12	0.24	0.01	-0.08	0.07	0.12	-0.20	0.07	0.750
X48	-0.13	0.09	0.36	-0.11	0.10	-0.09	0.07	0.51	-0.09	0.16	**0.39**	-0.22	0.20	0.20	-0.17	0.13	0.802
X49	0.06	0.40	0.17	0.01	0.08	-0.08	0.14	0.16	0.01	**0.70**	0.14	0.01	0.13	-0.04	-0.09	-0.07	0.792
X50	0.00	0.10	0.19	0.09	0.07	0.29	-0.03	-0.17	0.04	**0.69**	-0.04	-0.09	0.06	0.01	0.26	0.03	0.727
X51	0.10	**0.76**	0.22	0.03	0.02	0.01	-0.07	-0.07	0.11	0.20	0.12	0.07	0.03	0.07	0.09	0.12	0.752
X52	0.02	**0.69**	0.19	-0.10	0.09	-0.01	-0.03	0.02	0.03	-0.09	0.08	0.11	0.03	-0.04	0.29	-0.13	0.658
X53	0.28	0.07	0.12	0.08	0.02	0.04	0.09	**0.75**	-0.05	-0.12	0.08	-0.02	-0.05	0.06	0.04	0.14	0.718
Eigene value % of	5.07	3.679	3.501	2.712	2.488	2.421	2.352	2.328	2.031	1.925	1.853	1.825	1.801	1.674	1.566	1.401	
Variance	9.565	6.941	6.605	5.116	4.694	4.568	4.437	4.392	3.832	3.633	3.496	3.444	3.398	3.158	2.954	2.644	
Cumulative %	9.565	16.51	23.11	28.23	32.92	37.49	41.93	46.32	50.15	53.78	57.28	60.72	64.12	67.28	70.23	72.88	

Extraction Method: Principal Component Analysis. Rotation method: Varimax with Kaiser normalization. Rotation converged in 19 iterations.

Table 4
Indicators of effective management of development work by NGOs

Variables and factors	Percentage of variance explained by the factors	Indicators of effective management of development work by NGOs/ names of indicators
Indicator-I		
Factor 1	9.565	
X_{36} Coordination between NGO and bank official		
X_{34} Coordination between NGO and Village Development Board		
X_{35} Coordination between NGO's superior and subordinate		
X_{28} Discussion with funding agency during planning		**Coordination and communication**
X_{32} Coordination between NGO and Govt. department		
X_{25} Maintenance of records in NGO office regarding Physical resources(Land-cultivated, uncultivated, forest area, hilly area etc)		
X_{29} Discussion with village level different organization during planning(SHG, Youth group farmers group)		
Factor 3	6.605	
X_{19} Distribution of inputs		
X_{22} Fixing of developmental work target		
X_{21} Preparation of short term plan		
X_{23} Maintenance of project area record and maps		
X_{20} Preparation of long term plan		
X_{24} Maintenance of demographic records in NGO office (population, poverty, strength and weakness of local people etc)		
Factor 11	3.496	
X_{33} Coordination among NGO		
Factor 14	3.158	
X_{26} Discussion with govt. Official during development planning		
X_{27} Discussion with Block Development Officer during planning		
	22.824	
Indicator-II		
Factor 5	4.694	
X_6 Construction of community centre		
X_7 Construction of rural houses		
X_8 Creation of rural assets		
Factor 7	4.437	**Rural infrastructure development and promoting group approach**
X_{10} Development of small scale industry		
X_{11} Development of cottage industry		
X_{13} Promotion of SHG		
Factor 9	3.832	
X_2 Promotion of small savings (micro Finance)		
Factor 12	3.444	
X_9 Maintenance of rural assets		
Factor 15	2.954	
X_3 Promotion of family welfare programme		
	19.361	

Indicator-III **Factor 2** X_{51} Conducting regular audit of the NGOs X_{47} Evaluation of work X_{46} Monitoring of work X_{52} Regular maintenance of account and records by the NGOs **Factor 6** X_{39} Supervision of field work by 3rd party X_{38} Supervision of activities of field worker by NGO's higher authority X_{37} Supervision of NGO's work by funding agency **Factor 10** X_{49} Registration of NGOs under the statutory act X_{50} Registration of NGOs under the F.C.R. Act	6.941 4.568 3.633 **15.142**	**Controlling**
Indicator-IV **Factor 4** X_{16} Promotion of afforestation X_{17} Control deforestation X_{15} Promotion of marketing facilities **Factor 8** X_{53} Disaster management X_5 Arrangement of drinking water facility	5.116 4.392 **9.508**	**Natural resource management**
Indicator-V **Factor 13** X_{43} Field level regular training X_{42} Combined training of beneficiaries and field level staff **Factor 16** X_{41} Training of NGO's staff	3.398 2.644 **6.042**	**Capacity building**

also key factor for achieving organization's objective. Similarly, coordination means establishing harmonious relationship between the efforts of individuals and groups for the accomplishment of enterprise/ organization objectives (Ray, 2006).

For smooth running of an NGO coordination is necessary within the organization as well as with outside organizations. So, for smooth functioning of organization and implementation of developmental work, the NGO should maintain good coordination and communication with their office staff, environment and surrounding and should involve all the stakeholders in plan formulation. For this reason 'coordination and communication' emerged as the most important indicator of effective management of development work by NGOs in Nagaland.

Indicator II: Rural infrastructure development

Indicator II consisted of five factors which explained 19.361 percent of the total data variance. Factor 5, 7, 9, 12 and 15 which comprise indicator II are explained below:

Factor 5

Factor 5 accounted for 4.694 per cent of the total data variance. Three variables having high factor loadings and high communality were chosen to interpret this factor. The variable and their factor loadings were: X6 Construction of community centre (0.78); X7 Construction of rural houses (0.78) and X8 Creation of rural assets (0.56).

Factor 7

Factor 7 accounted for 4.437 per cent of the total data variance. Three variables having high factor loadings and high communality were chosen to interpret this factor. The factor loadings were all positive. The variable and their factor loadings were:X10 Development of small scale industry (0.76); X11 Development of cottage industry (0.72) and X13 Promotion of SHG (0.52).

Factor 9, 12 and 15

Factor 9, 12 and 15 were accounted for 3.832, 3.444 and 2.954 per cent of the total data variance respectively. Further, all three factors consisted by individual variable i.e. X2, X9 and X3 respectively. Variable X2 Promotion of small savings (i.e. micro

finance) had the factor loading of 0.77 whereas X9 Maintenance of rural assets and X3 Promotion of family welfare program had the factor loading of 0.79 and 0.80 respectively.

According to Odyuo et. al.(2014), in Indian context, basic infrastructural facilities like schools, health care centre, means of transport and communication, electricity, all weather roads, drinking water facilities etc., are lacking in village areas and these infrastructural facilities are important determinants of development. In this connection, Government of India has initiated various infrastructure development programmes viz., Minimum Need Programme (MNP), Bharat Nirman Programme (BNP), Rural Infrastructure Development Fund (RIDF), National Rural Health Mission (NRHM) and others to make available the basic minimum infrastructure. In spite of that there are millions of people living in remote hilly, rural and tribal areas where required and targeted infrastructure has not been achieved. Therefore, it is very much essential to improve the rural infrastructural conditions and facilities from pitiable state to desirable condition.

So, 'development of rural infrastructure' emerged as the second important indicator of effective management of NGOs in Nagaland.

Indicator III: Controlling

Indicator III consisted of 3 factors which explained 15.142 per cent of the total data variance. Factors 2, 6 and 10 jointly comprised indicator III are explained below.

Factor 2

Factor 2 accounted for 6.941 per cent of the total data variance. Four variables having high factor loadings and high communality were chosen to interpret this factor. The factor loadings were all positive. The variable and their factor loadings were: X51Conducting regular audit of the NGOs (0.76); X47 Evaluation of work (0.72); X46 Monitoring of work (0.71) and X52 Regular maintenance of account and records by the NGOs (0.69).

Factor 6

This factor accounted for 4.568 per cent to the total data variance. Only three variables were chosen to interpret this factor. The variables and their factor loadings were: X39 Supervision of field works by 3rd party (0.81); X38 Supervision of activities of field worker by NGO's higher authority (0.58) and X37 Supervision of NGO's work by funding agency (0.56).

Factor 10

This factor accounted for 3.633 per cent to the total data variance. Only two variables were chosen to interpret this factor. The variables and their factor loadings were: X49 Registration of NGOs under the statutory act (0.70) and X50 Registration of NGOs under the Foreign Contribution Regulation Act (FCRA) (0.69).

Supervision is a most important and effective method of indirect control and hastens the development of personnel and it also upscale the performance of personnel. According to Benor and Baxter (1984), the purpose of extension supervision is not merely to check that the personnel do their work in a correct, timely manner; more important is the objective of assisting and guiding them to do their assigned tasks effectively. So, supervisory staff of NGOs should focus on the quality of the work and on ways to improve the effectiveness of individual staff.

Monitoring basically denotes to maintain observation consistently on an operational level of any activity. Monitoring is the regular collection, analysis and interpretation of data and converts it into meaningful information to assist timely decision making, ensure responsibility, accountability and provide the basis for evaluation and learning. Further we can say that it is a continuous process and a management technique in which collection of information by monitor on indicators repeatedly over time to explore trends and the status of on-going work.

Simultaneously, evaluation is a policy management instrument which collects and analyses information so that the relevance, effect and consequences of activities are determined as systematically and objectively as possible in order to improve present and future activities, such as planning, programming, decision-making, and programme execution to comply with policy goal (Van den Ban & Hawkins, 1998). In development field, both formative and summative evaluations are most appropriate to accomplish the objective and goal.

As a result, for more effectiveness of development organization supervision of staff and work, monitoring and evaluation of activities or projects is crucial. According to Koontz and Weihrich (1988), supervision, monitoring and evaluation are important management functions which come under the per-view of controlling. From this study, 'controlling' also emerged as the third important indicator of effective management of NGOs.

Indicator-IV: Natural resource management

Indicator IV consisted of 2 factors which explained 9.508 per cent of the total data variance. Factors 4 and 8 jointly comprised indicator IV are explained below.

Factor 4

Factor 4 accounted for 5.116 per cent of the total data variance. Three variables having high factor loadings and high communality were chosen to interpret this factor. The factor loadings were all positive. The variable and their factor loadings were: X16 Promotion of afforestation (0.85); X17 Control deforestation (0.75) and X15 Promotion of marketing facilities (0.60).

Factor 8

Factor 8 accounted for 4.392 per cent of the total data variance. Two variables having high factor loadings and high communality were chosen to interpret this factor. The factor loadings were all positive. The variable and their factor loadings were: X53 Disaster management (0.75) and X5 Arrangement of drinking water facility (0.72).

Sustainable development is a development that meets the needs of the present without compromising the ability of future generations to meet their own needs (WCED, 1987). Both economical and ecological/environmental sustainability are the important for planet, development process and sustenance of people and biodiversity. To accomplish economical and ecological sustainability judicious use of resource and resource longevity should be taken into consideration. So, 'natural resource management' emerged as the forth important indicator

Indicator-V: Capacity building

Indicator V consisted of 2 factors which explained 6.042 per cent of the total data variance. Factors 13 and 16 jointly comprised indicator V are explained below.

Factor 13

Factor 13 accounted for 3.398 per cent of the total data variance. Two variables having high factor loadings and high communality were chosen to interpret this factor. The factor loadings were all positive. The variable and their factor loadings were: X43 Field level regular training (0.69) and X42 Combined training of beneficiaries and field level staff (0.62).

Factor 16

This factor accounted for 2.644 per cent to the total data variance. Only one variable (X41) was chosen to interpret this factor. The factor loading was positive. The variable X41 Training of NGO's staff and the factor loading value was (0.65).

Development is a continuous process and implies a positive and desirable change. The term 'capacity development', capacity strengthening and capacity building often used interchangeably in development sector. To implement the development activities capacity development of functionaries is very much important. Side by side development of society/beneficiaries is largely depending on the change in behavior of community. As a result capacity development at functionary level and capacity development of beneficiary is unavoidable to accomplish or achieve development on a sustainable basis. Further, training is worldwide accepted as low cost capacity development tools and NGOs should take initiative accordingly. So, 'capacity building' emerged as the fifth important indicator of effective management of development work by NGOs.

CONCLUSION

The present findings were based on the responses of 120 employees of 45 NGOs spread over 6 districts of Nagaland. To find out the indicators of effective management/organization effectiveness of NGO, factor analysis through principal component method with varimax rotation technique was adopted. Five indicators of effective management of development work by NGO in Nagaland were identified. The indicators according to their degree of importance as reflected by the percentage of variance explained by the factors in the group were Coordination and Communication, Rural Infrastructure Development and Promoting Group Approach; Controlling; Natural Resource Management and Capacity Building.

NGOs are playing an important role in Nagaland since time immemorial. They cannot work in isolation without active support and cooperation of state government and other organizations. So, developing coordination and communication with the state departments and other organizations of development field is crucial for successful implementation of development works or projects. Similarly, progress can be measured by the rural infrastructure created by the state or other agencies and sustainable development is possible by proper management of natural resources. To attain these objectives capacity building by imparting training of development personnel is essential. Proper utilization of government funds allocated for development work may be done by adopting the management functions of controlling.

So, it can be concluded that for organization effectiveness and effective management of development work by NGOs emphasis should be given on all the indicators and if any difficulty faced by the organization to concentrate on all the indicators, they should follow the sequence of indicators respectively i.e., former to later.

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