

Non-Government Organizations (Ngos) In India: Organizational Problems And Issues

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Abstract

The Growth of Non-Governmental sector is an ongoing process throughout the world. Various organizations across the world are responsible for growing magnificent figures in employment, revenue, services provided and sheer numbers. Although during the past few years quite a few insufficiencies and business breakdowns have been seen due to failures in management. NGOs dealing in development confront the management of a complex and various ranges of issues. They came across in internal management issues like budgeting, staffing etc. They also face the management of external relationships, relations with government, the private sector, and other NGOs. All of these have something to do with the possibility of NGOs management development. The efficiency of NGOs as performing agents in development and change is based on efficient engagement with both internal and external management questions. It is also based on the successful cooperation between issues of internal and external management.

The various characteristics that differentiate NGOs from other organizations are: legal constraints, revenue sources, types of personnel and the nature of governance. The article aims at providing information to determine the organizational problems of NGOs and arrive at the solutions in order to give a helping hand in the development of a new strategy for the same.

Key words: NGOs, Confront, Legal constraints, Governance, Need, Issues

Introduction:

Non-Government Organizations are the private non-profit, independent and voluntary organizations meant for the benefit and welfare of community and which are created without any government participation. NGOs are agencies of civil society which affect policies and decisions of government. NGOs are the offspring of the globalization that came to the force in the 20th century in order to end exploitation and sufferings from the world, protect interests of poor people, promote human rights provide basic social services, as the problems arriving in the nations remained unsolved like economic institutions WTO, IMF, World Bank all were

perceived as being too centered on the interests of capitalist enterprises¹. In order to overcome this trend NGOs have developed to raise humanitarian issues, aid for development and sustainable development. NGOs need government permission to work and are hence dependent upon government for their operation. Depending upon the area of specialty, NGOs can be categorized into several forms as-Human Rights NGOs, Environmental NGOs. At the present scenario, two important and leading NGOs of the world are Amnesty International (AI) and Human Rights Watch². It has been quite a long time that NGOs become major players in the field of international development. In the second half of the 20th century this sector experienced an exponential growth in developed and developing countries. The aid disbursed by the international NGOs increased ten-fold.

There is a considerable difference the structure of NGOs. They can be global hierarchies or they may be based in a single country and operate internationally.(Willets 2002)

Definition of NGO

The World Bank defines NGOs as "private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development" In wider usage, the term NGO can be applied to any non-profit organization which is independent from government. NGOs are typically value-based organizations which depend, in whole or in part, on charitable donations and voluntary service. Although the NGO sector has become increasingly professionalized over the last two decades, principles of altruism and voluntarism remain key defining characteristics (United Nations Economic Commission for Europe, (2006).

Non-profit literature the term 'voluntary organization' is commonly used for domestic third sector organizations. NGO literature the umbrella term 'non-governmental organization' is generally used throughout, although the category 'NGO' may be broken down into specialized organizational sub-groups such as 'public service contractors', 'people's organizations', 'voluntary organizations' and even 'governmental NGOs' or 'grassroots support organizations' and 'membership support organizations' (Lewis, 2006)

Nongovernmental organizations are a heterogeneous group. A long list of acronyms has developed around the term 'NGO': INGO stands for international NGO, BINGO is short for business-oriented international NGO, RINGO is an abbreviation of religious international NGO, ENGO, short for environmental NGO, and GONGOs are government-operated NGOs.

“Formal (professionalized) independent societal organizations whose primary aim is to promote common goals at the national or the international level” (Chang, 2005). ‘Non-governmental’, ‘third sector’ or ‘not-for profit’ organizations have in recent years become high profile actors within public policy landscapes at local, national and global levels. Around the world, there is an increasing commitment to the delivery of social services through involving neither voluntary organizations which are neither government agencies directed by the state nor organizations committed to the ‘for-profit’ ethos of the business world (Lewis, 2003).

Objectives

The objectives of the research paper are:

- To analyse the role of NGOs and their collaboration with the Government
- To describe the problems of NGOs in monitoring the social problems
- To analyse the governmental approach towards the NGOs in their functioning and discharge of responsibility
- To describe the need of mechanism to promote the NGOs in the delivery of service to public welfare.

Data Collection

For the present study data has been collected through secondary sources. For the purpose printed material, Reference books, Magazines and Internet have been widely consulted to develop the plan of the research paper.

Description:

Organizational problems of NGOs

The present study tries to bring out the most common problems and dilemmas experienced by the NGOs:-

- **Problem of Staff recruitment and assignment:** The problem deals with the recruitment of staff, assignment and dismissal of volunteers as well as human resource development and administration, and also **everyday** management of staff. NGOs were found to be weak at staff career development. Furthermore, paid staff members were given lower pay than in the commercial private sector (M.M. Ahmad, 2002).
- **Problem of Governance of the organizations and the relations between Board members and staff:** the second common problem stemmed mostly from the **Board’s inefficiency** to carry out their responsibilities of governing the organizations effectively (Lewis, 2006).

- **Problem of fund raising activities:** These activities often remained the source of tension in organizations. Needs were often felt to raise funds from the public to compromise the nature of the work done by other staff members, and eventually beneficiaries were often depicted as helpless **victims** (Mukasa, 2006).
- **The problem of decision making process:** This the most mentioned problems related to tensions that often occurred between staff and senior managers (Mukasa, 2006).
- **Problem of Governance of the organizations and the relations between Board members and staff:** the second common problem stemmed mostly from the **Board's inefficiency** to carry out their responsibilities of governing the organizations effectively (Lewis, 2006).
- **Problem of managing NGOs with operations in several countries:** The difficulties concerning the management of NGOs with operations also raised **concern**. It was due to the inability to define proper lines of autonomy on policy issues. Field staff feeling isolated, found that there was a lack of understanding of the issues they were dealing with at field level. They also found it difficult to remain loyal to head quarters the staff **in turn** felt that field staff had too much power which needed to be controlled (**Mukasa, 2006**).
- **Problem of limited financial and management expertise:** This was the most commonly identified weakness of the sector. It also included limited institutional capacity, low levels of self-sustainability, lack of inter-organizational communication or coordination, lack of understanding of the broader social or economic context (Wikipedia, 2006).
- **Problem of Structural Growth:** This problem was faced being successful this dealt with replacing one-person management with a more institutionalized structure. It was difficult to create independent management or expert roles. Severe challenges were given by the **formally** and the bureaucratic discipline that is imposed by variety of external funding from public organizations (Moore and Stewart, 1998).
- **The Problem of Accountability:** This problem is quite clear and repeatedly articulated as to 'Who are these people accountable to'? (Moore and Stewart, 1998).
- **The Problem of Evaluation:** This is a problem of donors. Performance evaluation is relatively easy in 'Post-office' type organizations which are only

a few in organizations like NGOs. Many others are different: their activities are experimental and their goals are often intangible and they may be operating in the face of official obstruction and hostility (Moore and Stewart, 1998).

- **Problem of Governance of the organizations and the relations between Board members and staff:** the second common problem stemmed mostly from the **Board's inefficiency** to carry out their responsibilities of governing the organizations effectively (Lewis, 2006).

Solution of Organizational problems of NGOs

- **Supporting Regional Corporation:** Focus should be placed on fostering the participation of all sectors of society in environmental decision making and in supporting regional **cooperation**. Services offered are: information exchange and publications, training and capacity building, and grants programmes for NGOs with access to local resources. Construction of network of national offices and a head office to act as a co-ordination and information centre with financial authority. (Rec, 1995)
- **Contribution in Decision Making:** In order to develop the organization individuals have to be able to contribute in the decision making process. For this participants need to understand their responsibility to represent their particular stakeholders and to support the implementation activities. (Inglis and Minahan, 2006).
- **Formation of Voluntary National Professional Associations:** NGOs should form associations like those of Engineers, Accounts or Insurance companies aimed at promoting the sector. (Moore and Stewart, 1998).
- **Decentralization:** This is a tendency to **offer some** power to **devalue** to field level. It provides a solution to the problem of tensions between field offices and headquarters. It can, however effect the increasing bureaucracy as organizations **devolving** power trend to set up all control measures.
- **Making Strategic Choices:** NGOs have to make strategic choices between strategic relationships with government. This process gives rise to internal tensions concerning expenditure priorities, the conflicting demand clients and donors that should result in agreements over and appropriate balance between utility services **and fund** raising targets. Voluntary organizations should act as a mediator between donor and client. (Norrel, 2006)

- **The Solution List can be Included:** Timeless of issuing of annual reports; employment, recruitment and staff development policies and practices; arrangement for the evaluation of organizational performance.

Conclusion:

Increased examination of NGOs helps us to describe fully the field of organizational types, their communicative characteristics and dynamics. It provides us with opportunities to validate or question our current assumptions based on the empirical picture presented in corporate organizations. It also helps us to do a systematic research on internal organizational processes and management (Lewis, 2005). The growth of participatory planning techniques, the integration of gender concerns into mainstream development thinking and the continuing advocacy of human rights and environmental concerns should be associated with the increased role and profile of NGOs. There is every reason to believe that NGOs of various kinds will continue to play important roles as actors in development process (Lewis and Madon, 2004).

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