Non - Governmental Organisations in India

A Profile of their Organizational Features

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**Behavioural Science Centre
St. Xavier's College
Ahmedabad 380 009**

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PREFACE

This study was born out of a need by an Indian NGO, the Behavioural Science Centre, to find out the marketability of a proposed course in Management for Not-For-Profit Organisations (NFPOs). During the first stages of the design it became evident that this was a good occasion to analyse at some depth the present organizational characteristics of Indian NGOs. Though restricted by the primary goal of the market, the study has moved beyond it and it has explored other areas of greater academic and practical relevance.

The study has had a long gestation period. The first phase was completed after we had analyzed the result from about 100 responses to the questionnaire. We were convinced that the number of responses was unfortunately poor but on that basis one chapter and part of another were prepared and the entire study finalized in October 1996. Little we knew that this was going to be only the "first edition".

About six months later we came to know that more than 600 envelopes bearing our postal address were lying down in the Post Office. There was a mixture joy, and frustration. Joy because the statistical quality of our conclusions and predictions would now become more robust. Frustration because of the additional work to be done: the data had to be entered and the statistical analysis done anew.

The study in its present form is, we fervently hope, the "last edition". It incorporates new versions of chapters 4 and 5. The new data have not changed dramatically our conclusions but they have had to be considerably re-worked. With the help of an additional grant new statistical methods were used (contingency tables and mean comparison analysis) to examine in more depth the relationships among various variables. We have also taken the opportunity to revise minor editorial errors and to make the text more readable and clear at a number of places. In the meantime, the content and the name of the proposed Postgraduate course have changed. After careful reflection and consultation the new course will be on Development Management. One of the aims of the new course is to prepare managers for the NFPOs. To this extent, many of the conclusions about the course made in the present study remain valid.

This study has been the outcome of participative work. James Dabhi, Prasad Chacko, and Fernando Franco prepared the design. During the first phase, Prerna Bindra provided research assistance and Robert Arokyaswami helped with the computer programme design and the entry of the data. Tara Sinha prepared the review of the literature in Chapter 3. James Dabhi and Prasad Chacko conducted the interviews analyzed in chapter 5. The "second round" of statistical analysis undertaken in chapters 4 and 6 has been the joint work of Hiren Parikh, Anita Dixit and Prasad Chacko. Lalitha Saptagiri and also Sushmita Lal were involved in the final editing. Fernando Franco and Anita Dixit were responsible for the present form of the study. Beena Christian has played an invaluable role in designing the graphs and in giving the manuscript its final shape.

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CHAPTER 1
INTRODUCTION

1.1   CONTEXT

During the decades after independence, the NGO sector in India grew and diversified in a significant way, so as to occupy a crucial position in the development scenario of the country. Initially, the sector was made up of organisations with a charitable approach. In the course of time, the NGO sector has undergone a long ideological transition from a Gandhian phase of rural reconstruction during the post-independence decades, to a left-leaning activist phase which gained momentum during the emergency/post emergency decades, and finally to a 'professionalisation phase' since the 70's through the 80's. The 80's have seen the emergence of 'support' and 'training' organisations providing specialized management and training support to other NGOs, and the rise of 'green' organisations focusing on environmental issues. Special notice must be taken of a number of NGOs occupying a special place in the sector and engaged in the defense and protection of consumer and human rights.

The complexity of functions and the diversity of issues that the NGOs have to handle are so vast at present, that they demand very high and diverse levels of competencies. This is in sharp contrast with the earlier milieu, where just the charisma, skills and personality of a few individuals sustained the NGOs. This is not to imply that the present NGO leadership is less eminent, but the roles and functions are such that only efficient and professionally oriented organisations can fulfil them.

In the recent past, the demand for competent professionals has gone up. In the 70's and 80's committed professionals (doctors, engineers, agriculturists, architects, lawyers, veterinarians, management graduates, professors, teachers, trained social workers, economists, rural management experts,) moved into the NGO sector for lesser-than-market-rate remuneration. This is no longer the case. Professionals trained in reputed institutions like the Institute of Rural Management, Anand (IRMA) are now lured into the corporate and government sectors.

In general, the Colleges of Social Work have also been unequal to the task due to a number of reasons:
- an industrial bias, with personnel management and labour welfare as the most feasible career options offered; and
- a rigidity in the pedagogy and content of the course making it less amenable to the changing needs of the NGOs.

It has, however, to be conceded that these institutions do provide trained personnel to NGOs in the social welfare (health, aged, handicapped, family welfare and counseling) and educational sectors.

One may also mention a certain crisis of values and identities among many NGOs. Sometimes professionalisation is equated with an uncritical acceptance of the values and practical attitudes connected with "globalization" and a "market-approach." Some urban-based and large NGOs have left the field and have become consultants or financial intermediaries. In the process many have lost contact with the reality of the poor. They may find it difficult to look at the world also from their perspective. In these moments of rapid change, the hardest hit is the NGOs in urban and urban development work, and the poor people's organisations at the grassroots level.

1.2 BSC'S EDUCATIONAL INTERVENTIONS

The Behavioural Science Centre (BSC) has been working for the organization and development of Dalit, Adivasi and other poor, oppressed communities in different regions of Gujarat over the past 20 years. In this effort, it has developed and employed an educational pedagogy to increase the awareness and to strengthen the organizational power of these communities. The experience it has gained in this field has been conceptualized and communicated through various courses and training programmes organized regularly by the BSC since 1982. The most comprehensive of these programmes has been the Fellowship Programme in Social Management (FPSM), intended to train professionals for development action.

The strength of the FPSM has been its ability to formulate and implement a pedagogy integrating into the process of learning three different components: situational analysis, an awareness of the self and an understanding of the importance of an organization (Organizational Behaviour) for the development of oppressed communities. Thus, the course has enabled its participants to use its rigorous theoretical basis as a tool to critically and sensitively understand the Indian situation. It has made it possible to utilize its practical fieldwork and group exercises as methods to enhance the understanding of the self, groups and organisations. Every participant develops her own long-term strategies to deal with complex issues in a mature, sensitive and informed manner.

The FPSM course has been delivered in various modes: long-term intensive (1-2 years), tutorial (with emphasis on directed private study and reflection, and short-term intensive (6 months). The FPSM has trained 90 people over the past 14 years. With the introduction of the Gujarati version of the course in 1988, the BSC has been able to reach out to a much larger constituency, overcoming the limitations imposed by the English language.

1.3 RATIONALE OF THE NEW COURSE

The FPSM is in its 15th year now. The scenario in the sphere of development action has changed phenomenally. The NGO sector as mentioned elsewhere, has witnessed major changes in values and ideology. Many new areas have been incorporated into the sphere of voluntary action. There has been a tremendous breakthrough with the introduction, into the strategies adopted by NGOs, of the issues of managing the environment, sustainable development, law, and advocacy.

In order to respond to the fast changing situation, the BSC has been contemplating a new course, a Postgraduate Programme in Development Management which would draw on the strengths of the FPSM, assimilate and conceptualize the new challenges facing the NGO sector. This Programme will consist of three sections:

(i)   Postgraduate Certificate in Development Management (4 months)
(ii)   Postgraduate Diploma in Development Management (4 months).
(iii)   Advanced Diploma (Master) in Development Management (4months)

This course would have the following characteristics:

(i)   To address it self primarily to marginalised communities like Dalits, tribals, OBCs, minorities and women across these groups.
(ii)   Providing a single degree, the course aims at producing three types of persons:
  * dedicated grassroots organizers capable of strengthening and establishing organisations of the poor;
  * competent managers of NFPOs dealing with these communities;
  * micro-entrepreneurs, with a solid foundation in business entrepreneurship and committed to finding new employment opportunities for these marginalised groups[1].

1.4   AIM OF THE STUDY

The present study has been undertaken in the context of BSC's plans to design a new course on the above-mentioned lines. The BSC considers essential to understand the significant characteristics of the present-day NGO sector, the way in which they perceive their HRD needs and their perception regarding the relevance of a course of the type mentioned above. The study, therefore, would provide a profile of the existing NGO sector, and some indications as to the need, relevance and viability of such a course.

Chapter 2 describes in detail the methodology followed in this study. Chapter 3 provides an overview of the literature on the NGO sector with special reference to India. Using the results of the questionnaire, chapter 4 analyses the general profile of the NGO sector in India: age, size, areas of operation, the target groups covered, the main activities undertaken, and finally its ideological orientation. Based on the result of the in-depth interviews, Chapter 5 examines some of the organizational features of the NGOs, while Chapter 6 discusses the viability of the proposed course.

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[1] When the study was designed, the course we had in mind concentrated only on the second type of product: competent managers for NFPOs. Subsequent discussion led to a reformulation of the goals, objectives and content of the proposed course. We believe that this change in perspective does not alter the nature of this study and its conclusions. The change, on the contrary, reflects some of the preliminary conclusions reached by the study.

CHAPTER 2
METHODOLOGY

2.1 INTRODUCTION

The study was designed to have two distinct stages. The first stage was a survey covering about 6,000 NGOs. The instrument used was a questionnaire, which was mailed to the Chief Executives of these NGOs with a covering letter explaining the context and aims of the study, and a tentative outline of the proposed course content. The second stage comprised interviews with the staff of 17 organisations selected from across the country. The interviews were structured, with the interviewer following a pre-designed interview schedule.

2.2 SURVEY APPROACH

The survey was intended to cover as many organisations as possible. The selection of organisations was a difficult task since there exist about 30,000 to 40,000 organisations registered under the Charitable Societies Registration Act which are broadly referred to as Non-Governmental Organisations. Methodologically, this should be the universe for the study; but it is common knowledge that while a sizeable number of them are societies furthering religious purposes, many more are dormant and fraudulent ones. Hence choosing a sample from a list of registered charities would endanger the study. In the absence of any information or method to distinguish the genuine from the spurious, the active from the dormant, and the secular from the religious, we decided to select the 'population' from certain directories and address lists prepared by authentic sources. The following are the sources used to prepare our final list:

(i)   directory of NGOs published by the Council for Advancement of People's Organizational and Rural Technology.(CAPART), an organization promoted by the Government of India;
(ii)   address lists compiled by the Indian Social Institutes (ISIs) of Delhi and Bangalore;
(iii)   list of partner organisations of BILANCE (formerly CEBEMO) in India; and
(iv)   directory of organisations working with the disabled.

The directories were chosen in such a way that the selected organisations would represent a variety of spheres: rural development, health, education, work with the disabled, and training and support. A scientific classification of the organisations based on their activities could not be done. Hence it could not be ascertained in quantitative term s the representation of each type of NGOs in the final list of NGOs selected.

One may raise the question of representativeness. How far does this list of 6,000 NGOs represent the entire country? To this question one may add the one on the percentage of responses received. The response has been very average. We received 603 filled questionnaires, that is, around 10.06 % of all questionnaires sent out. There are serious

questions that may arise regarding the validity of a study based on such a low level of responses. Though in general validity cannot be established on a priori basis we would like to submit that the responses cover fairly well all the Indian states. Moreover, except in a few cases, the proportion of questionnaires sent to a state is similar to the proportion of questionnaires received from each state. Though the number of questionnaires received is small relative to the number sent, we may regard the responses as fairly representing NGOs in all states of India.

Table 2.1
State Wise Distribution of Questionnaires

STATE (1)	NO. OF QUESTIONNAIRES SENT (2)	NO. OF RESPONSES RECEIVED (3)	RESPONSE RATE (4)
GUJARAT	181 (3.02)	34 (5.65)	18.78
RAJASTHAN	122 (2.04)	20 (3.32)	16.39
MAHARASHTRA	394 (6.58)	66 (10.96)	16.75
KARNATAKA	350 (5.84)	30 (4.98)	8.57
DELHI	225 (3.76)	18 (2.99)	8.00
ANDHRA PRADESH	361 (6.02)	46 (7.64)	12.74
TAMIL NADU	1899 (36.69)	130 (21.59)	6.84
KERALA	246 (4.11)	33 (5.48)	13.41
MADHYA PRADESH	163 (2.72)	11 (1.83)	6.75
UTTAR PRADESH	357 (5.96)	26 (4.32)	7.28
BIHAR	379 (6.33)	34 (5.65)	8.97
PUNJAB	23 (0.38)	2 (0.33)	8.7
HARYANA	22 (0.37)	3 (0.50)	13.64
HIMACHAL PRADESH	30 (0.50)	5 (0.83)	16.67
MANIPUR	48 (0.80)	9 (1.50)	18.75
MIZORAM	8 (0.13)	1 (0.17)	12.5
ASSAM	86 (1.44)	9 (1.50)	10.47
NAGALAND	7 (0.12)	4 (0.66)	57.14

STATE (1)	NO. OF QUESTIONNAIRES SENT (2)	NO. OF RESPONSES RECEIVED (3)	RESPONSE RATE (4)
GOA	10 (0.17)	1 (0.17)	10.00
ORISSA	288 (4.81)	71 (11.79)	24.65
WEST BENGAL	369 (6.16)	43 (7.14)	11.65
TRIPURA	15 (0.25)	2 (0.33)	13.33
PONDICHERRY	12 (0.20)	1 (0.17)	8.33
ARUNACHAL PRADESH	361 (6.02)	1 (0.17)	2.77
MEGHALAYA	14 (0.23)	2 (0.33)	14.28
JAMMU & KASHMIR	12 (0.20)	0	0.0
TOTAL	5982 (100)	602 (100)	10.06

- Figures in brackets in column 2 are percentages of total number of questionnaires sent.
- Figures in brackets in column 3 are percentages of total number of responses received.
- Figures in brackets in column 4 are percentages in relation to the number of questionnaires sent to that state (column 3 ÷ column 2 x 100).

The information contained in the questionnaire has been analyzed in two chapters: Chapter 3 dealing with the general characteristics of the existing Indian NGOs and Chapter 5 dealing with the viability of the proposed course.

2.3   INTERVIEW APPROACH

The interview approach was followed to elicit information regarding the organizational characteristics of the present NGOs. We also expected to obtain insights and in-depth information regarding the management practice and culture of a selected number of NGOs. This would add a qualitative dimension to the study, which might, otherwise, be limited to the quantitative approach of the survey. The results of the interviews have been discussed in Chapter 4.

The 17 organisations were not selected through a sampling process. In the beginning, 60 organisations were short-listed based on information we obtained from the directories or through direct contact. From this preliminary list, 20 NGOs were chosen taking into consideration their geographical location, their target groups and their activities.

The following geographical regions were covered North (Delhi and suburbs), West (Gujarat, Rajasthan and Maharashtra) South (Bangalore and Madras). The Eastern region

could not be covered due to difficulties in obtaining confirmation of dates in time. Special attention was given to select NGOs engaged in activities like rural development, urban development, training and support, funding, environmental action and vocational education. From the point of view of the target group, we considered those NGOs working with high priority target groups like Dalits, Tribals, women, disabled and children. Accordingly, 17 organisations who agreed to our request for an interview were visited, and interviews were arranged with selected staff members. Although it was planned to have interviews at 3 levels, that is with the Chief Executive Officer (CEO), with any one at the managerial level and with any one at the operational (field) level staff, it was not possible to do it in this manner in all organisations.

Table 2.2 provides information about these 17 organisations. The study will use only the acronyms to refer to them.

Table 2.2
Organisations Interviewed

ACRONYM	NAME & PLACE	TYPE
1. BMA	Blind's Men's Association, Ahmedabad.	Rehabilitation of the disabled and also supporting NGOs working for the disabled at the community level
2. AWAG	Ahmedabad Women's Action Group, Ahmedabad.	Empowerment of women and fighting atrocities against women
3. DEEP	Deepalaya, New Delhi	Working for children in urban slum in Delhi
4. CRY	Child Relief and You, New Delhi.	Fund raising and providing support to NGO's working for deprived children all over India
5. PHD	Progress Harmony and Development, New Delhi.	Rural Development and family welfare
6. SEARCH	Search, Bangalore	Support and training organization
7. CHC	Community Health Cell, Bangalore.	Community Health and Development
8. SKIP	Skills for Progress, Bangalore	Imparting income generation skills and co-ordinating and supporting organization for NGOs working for formal and non-formal vocational training
9. DPG	Development Promotion Group, Madras.	Facilitating Development of weaker communities in Rural, Urban and Tribal areas in Southern India
10. CIF	Concern India Foundation, Bombay.	Fund raising and supporting organization to help the vulnerable section of society become self-reliant

ACRONYM	NAME & PLACE	TYPE
11. APNA	Apnalaya, Bombay	Urban Slum Development
12. ASTHA	Astha, Udaipur.	Facilitating grass roots organizing, training and action on issues in Rajasthan with focus on Dalits
13. TRU *Ashraj r Nimitta*	Trust for Reaching the Unreached, Baroda	Health care education and training
14. NSK	Nirmala Samaj Kendra, Baroda.	Economic self reliance through non-formal education, health care
15. JVEC	Jan Vikas Ecology Cell, Bhuj (Gujarat)	Rural Development and Environment
16. KMVS	Kutch Mahila Vikas Sangathan, Bhuj-Kutch	Empowerment of women through health, literacy and economic self reliance
17. IID	Institute of Integrated Development, Nagpur.	Promotion of Primary Health Care
18. CHETNA	Centre for Health Education & Nutrition Awareness, Ahmedabad.	Empowerment of women through health education and awareness
19. NAV	Navsarjan, Ahmedabad	To organize Dalit communities in order to fight in atrocities and injustice

2.4   MEASUREMENT OF INDICATORS

2.4.1 Ideological Orientation

This was measured using a scale devised for the purpose.   Two contrasting ideological orientations were conceptualized viz. 'The status-quoist, charity' orientation (Y-orientation) and the 'Radical' social change orientation (X-orientation).

Four pairs of statements were framed, with each statement in a pair being of contrasting ideological position to the other; the respondents were required to agree or disagree with these statements.   Four of these statements were affirmative of X-orientation and hence negative to Y-orientation, and the other 4 affirmative of Y orientation (and hence negative to X orientation). Hence ideological consistency demanded that the organisations agreeing with statements affirmative of X would necessarily disagree with those affirmative of Y and vice versa. A scheme for scoring the response was devised as follows.

Table 2.3
Ideological Orientation Scores

IDEOLOGICAL ORIENTATION				IDEOLOGICAL ORIENTATION			
Statements		Response consistent to X	Score	Statements		Response consistent to Y	Score
Affir.	Neg.			Affir.	Neg.		
A	-	Agree	+1	-	A	Disagree	-1
B	-	Agree	+1	-	B	Disagree	-1
C	-	Agree	+1	-	C	Disagree	-1
D	-	Agree	+1	-	D	Disagree	-1
-	E	Disagree	+1	E	-	Agree	-1
-	F	Disagree	+1	F	-	Agree	-1
-	G	Disagree	+1	G	-	Agree	-1
-	H	Disagree	+1	H	-	Agree	-1

Affir. = Affirmative Neg. = Negative

Table 2.4
The Statements

A.	The disadvantaged, i.e. the disabled, the poor, the destitute, etc. need our care and compassion. We as an organization must extent all possible support and aim to make their lives as comfortable as possible.	E.	Work with the disadvantaged i.e. the poor, the disabled, the destitute, etc. should be aimed at enhancing their capacities and feeling of self-worth to the maximum.
B.	As an organization, we provide training, support and infrastructural facilities to those organizations which are working at the grassroots level.	F.	As an organisations we are directly working with our ultimate target group i.e. at the grassroots level.
C.	As an NGO, we try to serve all sections of society regardless of whether they are well-off or not.	G.	As a NGO, we concentrate on serving the poor, the disadvantaged, and the underprivileged sections of society.
D.	We have to accept society as it is today. Our organization must try to solve the problems and issues faced by society and its people within the given social, political and legal framework.	H.	To solve the problems faced by society and its people our organization must strike at the root of social problems. For this, we are prepared to work for basic changes in the social, political and legal framework.

Score for Non-response to any statement

It is obvious from the above scheme that the maximum possible scores for fully consistent responses are +8 for X orientation and -8 for Y orientation. Any inconsistency in responses would reduce the absolute value of the scores; to say 6 or 4 or 3, up to 0.

The ideological orientation score of a particular organization would be obtained by adding up the scores of each statement response. Subsequently a range of orientations with X and Y at the extremities could be represented as follows:

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 ┌───────┬───────┬───────┬───────┬───────┬───────┬───────┬───────┐
-8      -6      -4      -2       0       2       4       6      +8
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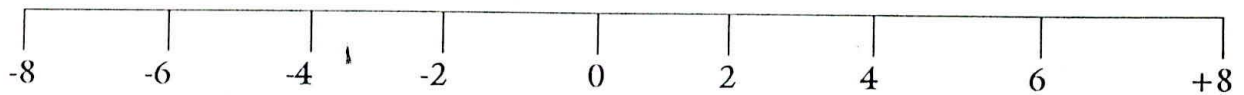
The middle range from -4 to +4 signify a considerable extent of ideologically inconsistent responses from both orientations. "This indicates a tendency for gradual social change"

[Please note that the term 'inconsistent' is used only with reference to the scale devised. It is not a word used to qualify the respondent organisations.] In general, the middle range would indicate reluctance of organisations to be associated with extreme ideological positions and a tendency to combine attributes of both orientations in varying measures.

[Statements B and F denoting the opposing characteristics of 'distancing from' and 'immersion in' the grassroots, on perusal of the responses, were found to be, perhaps not sufficiently contrasting statement B need not necessarily mean a 'distance from the grassroots; supporting other organisations at the grassroots could also enhance effectiveness at that level. Hence analyses of the ideological orientation scale both with and without the scores of these statements have been presented.]

2.4.2 Qualifications Preferred

A list of six qualifications likely to be looked for by NGOs during recruitment were presented to the respondents. They were asked to prioritize three of them in their order of preference, giving '1' to denote 1st preference '2' for 2nd and 3 for 3rd preferences. But most of the respondents indicated without specifying preference, the qualifications they would look for. Hence the analysis of this aspect has been done in two methods :

(i)   Ranking of the qualifications based on the frequency of organisations citing each qualification.
(ii)   Ranking of qualification based on the priority given to each of them (although the no. of respondents who have prioritized are low.)

2.4.3 Competency Levels

The respondents were asked to rate certain selected competencies on a 5-point scale. '1' - denoted excellent '2' - good '3' - satisfactory '4' - insufficient and '5' - poor, on this scale. For analysis 'excellent' rating was attributed a score of 5 'good' - 4 'satisfactory' - 3 insufficient' -2 and 'poor' - 1. The 7 competencies stated were rated both for the Managerial and Operational level, of the respondent organisations. Subsequently competencies were ranked according their overall average score; and the minimum and maximum composite competency scores were worked out. The minimum composite competency score would therefore be 7 and the maximum 35.

2.4.4 Career Advancement Indicators

Each respondent was asked to state the extent to which career advancement could be offered, by indicating it a 4-point scale ('1' indicating greatest extent and '4' the least extent.) Four indicators of career advancement were developed viz. increased responsibility, reasonable level of remuneration, opportunity for creative tasks and promotional avenues. The scores were worked out on the basis of various parameters determining the possibility of career advancement of staff within an organization. The score was not taken separately for each parameter; rather the individual score for each parameter were summed up to give an individual career advancement score. For each the extent was indicated on the scale. The greatest extent on the scale for each indicator was given a score 4, followed by score '3' on the scale and score 1 for 4 on the scale. The scores for all indicators were added up to obtain a career advancement composite score. The indicators were also ranked according to their individual score (added up across organisations.)

Score - classes	Extent of career advancement
4-7	Low
8-11	Satisfactory
12-16	High

An average composite career advancement score also could be computed.

2.4.5 Importance of the Proposed Course Modules

The respondents were required to rate the importance of each stated module on a 4 point scale. The scale ranged as follows:

1 - very important	(score-4)
2 - important	(score-3)
3 - Not so important	(score-2)
4 - Not at all important	(score-1)

The modules were subsequently ranked on the basis of their aggregate 'importance' scores.

A high score therefore showed a higher importance for each module for the organization. Apart from this composite score which was the summation of scores for each individual module was also worked out. The limits for this composite score would therefore be minimum 7 and maximum 28.

2.4.6 Representation of Priority Communities

A score was worked out for each priority community on the basis of its representation within the NGO. The proportion of MS and OS level staff belonging to each community were grouped into different percentage classes. Each class was attributed a primary score value (PSV) with the increased in percentage value. Each of these PSVs were given a weighted score which was different for MS, OS and AS. In deciding the percentage classes,

an implicit assumption was that representation of more than 50% to any one community in any category (MS, OS or AS) has no added value. Therefore the last percentage class was simply listed as '>50'. E.g. percentage classes for SC :

0
$>0 - \leq 10$
$>10 - \leq 15$
$>15 - \leq 20$
$>20 - \leq 30$
$>30 - \leq 50$
>50

The maximum score for each priority community was worked out on the basis of the above classes and the given weightage.

Apart from this an optimum score for each community representation was worked out on the basis of the government policy of reservation, which is different for each community. In the case of minorities, the optimum score were based on the population proportion of minorities in India.

2.4.7 Training Friendliness of Organizations

The score was worked out on the basis of percentage classes depending on the proportion of staff at each level (MS and OS) in the organization which were sent for training during the specified time period. Training was divided into short term and long-term training. Again the assumption was made that up to 40% training (sending 40% of the staff for training) in the case of short term training and up to 10% staff sent for long term training is practical and desirable for any organization. A composite score was also worked out which was a total of staff sent for short-term training and those sent for long-term training.

CHAPTER 3
ISSUES OF NON–GOVERNMENTAL ORGANIZATIONS :
A REVIEW OF THE LITERATURE

3.1 INTRODUCTION

NGOs have come to occupy a highly visible position today. While voluntary groups have been active for several decades, recent years have witnessed a marked escalation in NGO activity. Much of this escalation has occurred due to the increased involvement of NGOs in 'development' activities in the less developed countries. With this growth in the NGO sector, there has been much discussion about the specific role of NGOs in society, their relations with the state, their performance and their effectiveness.

Before we go on to discuss the findings of our study, it would be useful to briefly review some of the current debates surrounding NGOs. The focus in this review is on what are commonly known as Southern NGOs, which differ from Northern NGOs in terms of their activities, organizational features and modes of operation. The issues confronting the two are therefore quite distinctly different.

This chapter is organized as follows. The following section discusses the recent growth in the NGO sector, and is followed by a section on the new roles envisaged for NGOs. Section 4 looks at the distinctive characteristics of NGOs and some typologies that have been used. Section 5 examines the relationships between NGOs and other players in the field. Section 6 and 7 look at the strengths and weaknesses of NGOs and at some evaluations of NGO performance. With this background, we finally move to Section 8, and discuss some central issues pertaining to NGO management.

3.2 NGOs AND RECENT GROWTH

NGOs today command significant resources, are growing rapidly in number, and have a widening range of activities. By one estimate, funds channelled through NGOs to the developing world amounted to $6 billion in 1991 (Riddell and Robinson, 1995). In terms of reach, the 1993 World Development Report judges that approximately 250 million people were being touched by NGOs, and that the number would continue to rise.

Garilao (1986) says that we can today rightfully talk of a NGO sector, which is characterized by three distinct characteristics:
- layers of different types of organizations;
- development of horizontal linkages between NGOs, leading to a strengthened identity; and
- development of areas of expertise which are strengthening their position in the social system.

In India, an exact count of NGOs is difficult to establish. There are 20,000 non-profit organisations registered with the Ministry of Home Affairs for foreign funding, about half of which are engaged in development activity. The other half are mainly religious organisations, commercial bodies and a melange of other voluntary organisations. In additions there are many others which derive their financial support from domestic funding sources. "A realistic estimate of the number of NGOs actively engaged in rural development in India would be in the 15-20,000 range, including local and regional branches of national organisations which operate as NGOs in their own right." (Riddell and Robinson, 1995 : 138).

The NGO sector has grown dramatically in India in the last 10-15 years. According to a survey done by FAIR in 1989, about half the NGOs are less than 10 years old (Ghulati, 1995). Recent estimates suggest that the amount of foreign funds for Indian NGOs are about Rs. 9 billion ($520 million), and another Rs.500-700 million are provided by the government.

Several factors have contributed to the expansion of NGO activity worldwide. In part, the failure of national governments to make significant dents in poverty has focused the optimism of donors on NGOs (Bowden, 1990). NGOs are increasingly being seen as primary agents of democratic development, poverty alleviation and empowerment, and even as more efficient deliverers of government services. They are able to do this because of their strong presence in rural areas, intimate knowledge of the poor, their small scale and flexibility (Farrington and Lewis, 1993 : 6). NGOs can build local people's institutions to enable their active participation in the war against poverty (Fernandez, 1987). The growth has also been due to an impetus from within NGOs, because as Edwards and Hulme point out, "All serious NGOs want to increase their impact and effectiveness, and to maximize their own particular contribution to the development of people around the world" (1995). Judging by current trends, this sector is expected to grow in the foreseeable future (Riddell and Robinson, 1995).

3.3   NEW ROLES FOR NGOs

This rapid growth of the NGO sector has brought fresh focus on the role NGOs should play in a society. Several persons have voiced the need for NGOs to play a more active role in policy formulation, through advocacy. (Ghulati, 1995; Korten, 1990; Fernandez, 1987). It is increasingly being realized that policies at the macro level effect the interventions of NGOs, and sometimes macro policies pertaining to trade, interest rates, militarisation etc. can nullify the work done by a development organization at the micro level. NGOs are therefore beginning to redefine their role to have wider impact. Many NGOs have already made the switch to becoming advocacy organisations; several others have incorporated the advocacy function, while continuing to work directly with grassroots groups.

There is also a call from some quarters for NGOs to play an active role in strengthening civil society (Tandon, 1996). According to Lisa Veneklausen, "Development NGOs and PVOs (Private Voluntary Organisations), like other voluntary associations, are institutions of civil society with the potential for creating social capital and fostering civic action"

(1994: 4). She feels that there is a need for creating human infrastructure of a participatory democracy, and NGOs can play a critical role in this regard.

3.4   DISTINCTIVE CHARACTERISTICS OF NGOs

A variety of terms have been used to refer to the sector that is of concern to us here. Non-governmental organisations, not-for-profit organisations and voluntary agencies are three that are commonly used. What characterizes primarily this sector is its separation from the state and the market. "NGOs are institutions in neither the public nor the private sectors, whose goals are primarily value driven rather than profit driven." (Salmen and Eaves, 1989).

Traditionally, NGOs have shared certain characteristics. "The sector has a tradition of working selectively with the poor (and has the ability to exclude the non-poor in ways that the government - with more universal responsibilities- cannot); it has a relative emphasis upon small-scale projects; and it has a tradition of voluntarism and ethics as a basis for its activities" (Riddell and Robinson, 1995: vii.).

At the same time, we recognize that there is much variation among NGOs. A basic distinction is commonly made between membership or grassroots NGOs, and intermediary NGOs. The latter act as support organisations for grassroots NGOs and often are the conduits for funds. Besides this basic categorization, NGOs vary greatly in terms of other criteria, and several typologies of NGOs are available in the literature. The criteria include size (Robinson, 1993), stage of growth (Korten, 1990), ideological orientation (PRIA, 1991) and most commonly, type of activity carried out. Almost all the authors state that no pure types exist, and often a single NGO has characteristics of more than one category. Sometimes, though not always, there is a correlation between criteria, for example, age and size tend to be positively correlated.

The majority of NGOs in India are small in size and localized (Nath, 1996). Two main approaches characterize Indian NGOs. One is that of small scale integrated rural development, which is premised on support for specific programmes and projects organized sectorally and implemented through grass roots organisations. The other is a social action approach, which concentrates on mobilizing the poor to demand better services from the government, tenurial reforms, and other common issues. Recently many NGOs have tried to use both approaches in the belief that material improvement (achieved through integrated rural development), and empowerment (achieved through the social action approach) are complementary. (Riddell and Robinson, 1995: 34).

3.5   NGOs AND 'OTHERS'

Operating, as they do, in a socio-political context, the activities and modes of operating of NGOs are affected by other players in the field. Three important entities that influence the functioning of an NGO are the State, the donor agencies, and other NGOs. In this section we briefly examine some elements of the relationships of NGOs with these three types of Organisations.

3.5.1 NGOs and the State

There has been much discussion on the relationship between the State and NGOs. Often the developmental objectives of NGOs are shared by the governments, and relationships between the two ranges from co-operation to conflict. There is significant overlap in the types of development activities carried out by NGOs and by the government, and the literature also discusses the relative strength of the two sectors in dealing with these problems.

(a)   Type of relationship preferable between NGOs and the state

As mentioned above, the relations between NGOs and the State vary in different countries. Even within a country, the relations may go through different phases, as in the case of India. Irrespective of what the actual relations between these two sectors are, there is some disagreement about what the type of relationship between the two sectors should be. One group including persons from NGOs and the government feels that there should be no formal collaboration by NGOs in government programs. They also feel that taking funds from the government will compromise their autonomy (Fernandez, 1987).

There are others, however, who feel that NGOs should actively co-operate with the government in poverty eradication. Edwards and Hulme feel that NGOs need to work with the government because the latter "remains the ultimate arbiter and determinant of the wider political changes on which sustainable development depends"(1992:16).

(b)   Relative strength of the two sectors

Given the broad similarities in the objectives of development NGOs and the development programs of the government, there is some discussion on the relative strength of the two sectors in meeting these objectives. Fowler, based on his work in East Africa, feels that "NGOs do not possess an innate comparative advantage over government institutions: rather, they have a potential comparative advantage which can be realized only if they consciously adopt management tools that are appropriate to small-scale development projects in an uncertain external environment." (Riddell and Robinson, 1995:38).

(c)   NGOs and the state in India

Relations between the state and voluntary agencies in India have swung from one of partnership to one of antagonism. The 7th and 8th five year plans, have accorded formal recognition to NGOs in their development plans, and allotted funds for this sector. In the mid-80's, the relations between the two were marked by hostility. Much of this had to do with a proposal that was put forth in 1986 with the support of the government to have a code of conduct and norms for performance and accountability for NGOs (Poonam Smith-Sreen, 1995) While there was no concrete outcome of this proposal, it led to a lot of ill-feeling between NGOs and the government. In March 1994, the Planning Commission met 100 NGOs, to facilitate co-operation between the state and voluntary organisations. One may add that "...the latest influence in this relationship is the international aid agency, who finds NGOs more effective conduits of sending aid to the poor". (NCB Nath, 1996).

3.5.2 Southern NGOs and Northern Funding Agencies

A large share of NGO funding in the South come from Northern NGOs and state agencies. For a long time, it was felt that the NGO priorities were determined more by the funding agencies' agenda than by the NGOs and their target group. This resulted in a relationship of paternalism and dependence between the two.

It is increasingly being felt that the relationship between Northern and Southern NGOs should be one of partnership and not one of paternalism and mistrust. There should be greater co-operation between the two on various fronts, such as information sharing, educating the public and advocating against the anti-poor policies of the North. (Drabeck, 1987).

In India, ninety per cent of the funding comes from foreign sources. Like the country's government who is seen to impose restrictions when it provides financial support, foreign funding agencies also appear to exert an influence on the activities of indigenous NGOs while providing for their financial support.

3.5.3 NGOs among themselves

The general impression is that the record of co-operation and collaboration among NGOs is poor. Co-operation between NGOs is often hampered by differences in organizational ideologies and personality differences. The costs involved in maintaining active links between NGOs, and the competition between different NGOs, also act as a deterrent to building horizontal ties among them.

In India, Tandon notes that the most common type of collaboration between NGOs has been in information-sharing and input exchange, and less in joint advocacy. PRIA's study reiterates the importance of forging links among NGOs and between NGOs and others involved in the development process for NGOs to realize their full potential and have a significant impact.

3.6 STRENGTHS AND LIMITATIONS OF NGOs

NGOs, as distinct from private organisations and state agencies, are seen to possess certain distinct features that give them an edge over other types of organisations. The strengths of NGOs, i.e. their comparative advantage, are often drawn from these unique characteristics:

(i) Flexibility. Unlike bureaucratic structures, which tend to operate with cumbersome and inflexible systems, NGOs are seen as non-rigid organisations. This quality also enables them to be more innovative and adaptive in their approach.

(ii) Value-based organisations. NGOs are value-driven organisations and are thus able to attract highly committed staff.

(iii) Close association with people at the grassroots. This enables them to successfully win the trust of the people and to mobilize popular participation. Sheth sees the emergence of community action groups as a response to the perceived failures of

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what he calls 'modern politics'. "Just as the logic of the market-place leads to a failure of the benefits of Western-style economic growth to 'trickle-down' to the poor and the disadvantaged, so the growth of the modern state fails to extend effective citizenship rights to the masses" (Eldridge, 1984-85: 402). According to Cernea, the "organizational capacity that comes to life through NGOs and becomes engaged in development action represents its fundamental strategic resource and crucial contribution".(1988:7) Cernea feels that NGOs are uniquely effective as capacity building agents for local development.

(iv)   Concentration on just a few activities and low operational costs. Even as NGOs are recognized for the above-mentioned advantages, question has been raised about their effectiveness. The limitations of NGOs discussed in the literature pertain mostly to the nature and effectiveness of their interventions. Sheldon warns that what NGOs consider their uniqueness and strength may well be their weakness. Thus, ""small scale" can merely mean "insignificant"; politically independent can mean "powerless" or "disconnected"; "low cost" can mean "under financed" or "poor quality"; "innovative" can simply mean "temporary" or "unsustainable" (Sheldon, 1987).

One of the most commonly mentioned limitations of NGO interventions is their limited impact. For instance, it is felt that there is limited replicability of projects. NGO activities are based on highly committed and sensitive staff which is hard to replicate. The challenge for NGOs is to widen the impact of their work which is predominantly done on a small scale. A study done by AID found that many NGO activities are too narrow in reach to have any regional or national impact. (Cernea, 1988). "Small scale NGO projects by themselves will never be enough to secure lasting improvements in the lives of poor people" (Edwards and Hulme, 1992:14) NGO projects are felt to lack a broad programming context, and are also unsuccessful at linking up of local projects with other programs.

It is also felt that NGO projects do not reach the poorest of the poor. "It is easier to work with people who start assets, some confidence and some skills..."(Clark, 1990: 47) In particular, too little attention is paid to the need of women.

In addition, some people state that most NGO interventions have limited sustainability independent of the NGO's support. The activities are not able to sustain themselves on local resources.

Besides the limitations of interventions made by NGOs, some organizational weaknesses of NGOs are also discussed in the literature. According to some analysts, NGOs have limited technical capacity. They also suffer from the limitations of inadequate feasibility analysis of projects, a weak databases, and insufficient managerial or economic resources. Further, there is insufficient learning from project experience in NGOs. Partly due to the genuine difficulty in defining performance criteria, and also due to the lack of outside pressure, NGOs do not give enough attention to evaluating projects and incorporating the learning from these into future activities. Clark feels that it is one of the weaknesses of NGOs that "... survival of NGOs has become delinked from their performance" (1990:61). Lack of attention to leadership training in NGOs is another concern. There are some who feel that while leadership can often be crucial to NGO impact, fostering of leadership skills is not

given enough importance. This is partly due to the leader's focus on activities outside the organization, viz. the programmes of the NGO (PRIA, 1991). Another reason for NGOs not developing leadership potential within the organization is because they are poor at delegation. (Riddell and Robinson, 1995:38).

While NGOs are credited for their participatory style of functioning, Clark feels that NGOs which favour the participatory method of decision making, " ... are prone to slow response resulting from cumbersome decision making, are susceptible to paralysis arising from power struggles between competing factions, and can evolve conflicting aims as different departments perceive a freedom to interpret their own role without reference to a strongly defined overall mission." (1990: 57).

3.7 *EFFECTIVENESS OF NGOs*

An issue closely related to the strengths and limitations of NGOs is the more specific issue of programme effectiveness. In this section we discuss three evaluations of NGOs that were carried out recently. There is no easy way to measure the success of NGO programmes. As Drabeck points out, both donors and recipients are struggling with criteria of effectiveness of activities carried out by NGOs. The problem of measuring effectiveness is further compounded by the immense variety in the types of NGOs, in their activities and in the environments in which they function (Edwards and Hulme, 1992). However, despite this difficulty, we feel that the following discussion will be useful in giving us some indication about factors that contribute to success in NGO interventions.

Based on their evaluation of 16 poverty alleviation programmes in several developing countries, Riddell and Robinson discuss the factors that led to programme efficacy. The three factors most important for project success were, beneficiary participation, effective management and leadership, and skilled and committed staff. A favourable external environment, in terms of expanding local economy, plentiful resources and a supportive local elite, was found to be conducive to project success. Also, projects designed with care were among the more successful ones.

Jain conducted a study of 11 'successful' Asian NGOs to understand their organization design and management practices. He finds that a critical determinant of the success of development programs is the organisation's concern with its operational performance, which prompts it to adopt certain management practices. Some of the important practices adopted by these successful NGOs were:
- defined and specific systems for eliciting beneficiary participation;
- information management systems;
- routinization of procedures;
- regular and frequent review of field activities;
- ongoing training of staff on strategic and ideological dimensions.

In his study of Indian NGOs, Datta (1996) identifies a variety of features that contribute to improved performance. The first 4 pertain to the goals of the NGO, the 5th to its structure and the 6-13 to its functioning.

The important ones are:

- having clear objectives and being aware of the objectives' limitations;
- having standard operating procedures for carrying out tasks to meet their objectives while remaining cautious about bureaucratization;
- having wider public support for the NGO's objectives;
- providing physical inputs instead of process inputs. (i) and (ii) were made easier if this was the objective;
- having specific systems and fora for participation of representatives of beneficiaries rather than non-specific open participation;
- learning from one's own experience and incorporating that learning in the functioning;
- getting regular input from staff for decision-making;
- including intensive interaction among team members and volunteers as part of the design;
- well developed system of regular monitoring;
- well developed system for documenting relevant information;
- long range planning;
- considerable time spent by the leadership in inducting new members into the culture and mission of the organization.

Based on the evaluations cited above, four broad factors that are important to NGO effectiveness emerge. One is participation of beneficiaries in the programme process. Second is the presence of committed staff. Both of these have been recognized as traditional strengths of NGOs, as mentioned above. Two other factors are a supportive external environment including wider public support and the adoption of certain systems to enhance efficiency in organizational functioning. To gain wider public support, it is being increasingly felt that NGOs need to step up their advocacy and networking activities. Finally, the above evaluations underline an increasingly felt need for NGOs : The adoption of improved management practices and systems. NGOs need to develop more professionalism, which "...essentially implies a more efficient and productive utilization of resources in pursuit of the mission set by organisations themselves" (Tandon, 1996:12). This brings us to the final section, where we discuss some central issues in the debate on management in NGOs.

3.8 NGO MANAGEMENT

There is much discussion in the recent NGO literature pertaining to NGO management. It is being increasingly realized that capital and technology is not enough for development to happen, and that there is a need for effective institutions to manage sustainable development (Billis and McKeith, 1993). It is felt that "the management implications of organisational growth have been overlooked because of the assumption that nobility of the organisation's objectives and individual commitment will ensure that management factors do not become an obstacle" (Hodson, 1987).

Korten says that the increased role of NGOs requires them to enhance their technical and strategic competence. Traditionally NGOs have relied upon moral purpose, good will, hard

work and common sense to carry out their work; this can be described as a pre-bureaucratic stage where the organization lacked basic management systems and procedures.

The increasing pressure on these organisations to provide sustained and large scale service delivery has also necessitated a closer look at the management of NGOs (Korten, 1991 in Datta, 1996: 4). The management of NGOs is critical also because as NGOs scale-up their operations, "the challenge for NGOs is to maintain, and even improve the quality of their interventions while at the same time scaling-up the impact of such interventions" (Edwards and Hulme, 1992:38).

In the case of India, Datta feels that in the last 10 years or so, the growth in NGO activity has been accompanied by a 'plebianization' of such activity, whereby many persons of ordinary competence have joined the field. At the same time the tasks of the voluntary sector have increased in complexity, resulting in a situation where "... a much more complex task remains to be handled by people of less managerial abilities. This necessitates strengthening of the management systems of these organisations much more today than when they were manned by a handful of people with high levels of competence" (1996: 3). Though the need for enhancing management competence in NGOs has been recognized for a long time, the emphasis has been on evaluating the development efforts of these organisations rather than on their functioning as organisations.

NGO management and specific characteristics of NGOs

While there is a generally shared feeling of the need to enhance the management skills of NGOs, it is also recognized that NGOs have certain distinct characteristics, and management practices of the corporate sector may need to be modified for these organisations (Oster, 1995).

Paton and Cornforth list six characteristics which are considered distinctive about non-profits. These are:

(i)   Non-profits have social goals that are not always easy to measure. In non-profits, objectives are set in terms of values and not in terms of profits, which often leads to ambiguous criteria of success (Oster, 1995:12) .

(ii)   Non-profits have different pattern of resource acquisition. Unlike trading organisations, they are not forced to maintain a balance between inputs and outputs

(iii)   These organisations have a complex system of stakeholders. There are multiple stakeholders including the staff, the clients, the funders and the board. Control of the organization can become a tussle between the various stakeholders in the absence of shareholders.

(iv)   Often, non-profit organisations are marked by a distinctive culture. The difference is not always in **what** they do but **how** they do it. There is an emphasis on participatory decision-making and on certain values.

(v)   The scale of operations in most non-profits is small or medium sized. Even large NGOs operate through modest units.

(vi)   Non-profit organisations are usually people-centered and work in the absence of complex technological systems.

Further, Oster feels that human resource management is especially important in non-profit organisations, because they are labour intensive organisations (1995:7). Datta mentions one feature that is especially pertinent to development NGOs. There is <u>no</u> technology of development, "...which can assure that if certain steps are followed, development with equality and growth will take place". (Datta, 1996:24).

Because of these distinctive features of NGOs, even as there is enthusiasm for enhancing the management skills in the NGO sector, there are concerns about the infusion of management techniques without adequate thought to the particularities of NGOs and to their existing strengths.

Brown and Korten feel that in their concern for strategy and impact, NGOs may lose sight of their human concern for other individuals (Brown and Korten, 1989). According to Dartington, voluntary organisations already have many strengths for effective management and these must be taken into account when planning management inputs into NGOs. "The voluntary sector is complex and many voluntary sector managers are more experienced in the complexity of representation in a context of multiple accountability more than they are in the nuts and bolts of 'management'. Exposure of voluntary sector managers to issues of autonomy and accountability occurs early in their careers compared to other sectors where such areas are considered strategic and of concern to senior management. This should be recognized and acknowledged instead of simply their lack of knowledge about the nuts and bolts of management."

Similarly, "group leadership is a traditional strength of much voluntary sector management. This should not be neglected in favour of the recent emphasis on leadership". Comparing two Indian NGOs, Gupta observes that one is characterized by systematic planning, professional competence and technical expertise, the other by an ability to **work with** (as against **manage**) the resourceless and landless persons in the target group. "When a voluntary agency seeks to professionalise itself without a clear vision of the people it wishes to serve and develop, the approach changes, wittingly or otherwise, from developing the people to 'managing them'.

3.9   CONCLUSION

Clearly, there has been a dramatic growth in the NGO sector in the last 10-15 years. The failure of the state to successfully deal with poverty and its associated problems, has directed attention to NGOs to address these problems. This growth has also been accompanied by a discussion of the strengths and limitations of NGOs. The flexibility and value-orientation of NGOs are seen as important strengths, as is their ability to mobilize popular participation. It is felt however, that the interventions of NGOs are limited in scope and are not always sustainable independent of the NGO. Further, NGOs generally lack systems and procedures, which hampers both programme success and organizational efficiently. Increasingly, concerned persons are cautiously voicing the need for the adoption of management systems and procedures to improve NGO performance.

CHAPTER 4
GENERAL PROFILE OF THE ORGANISATIONS

4.1 INTRODUCTION

This chapter provides a general picture of the 'average' NGO in India. It examines the following aspects :

(i)   Age of the organizations
(ii)   Size of the organizations
(iii)   Area of operation
(iv)   Target groups covered
(v)   Activities taken up
(vi)   Ideological orientation

This information is important to understand the development of the NGO sector in India during the past 40 years as well as to clarify the profile of the clientele for the new course.

4.2 AGE OF THE ORGANIZATIONS

This aspect deals with the year of establishment of the organization. Based on the 'age' of organizations, we have introduced 4 phases viz. initial, growth-oriented, consolidative and renovative phases[1].

The average age of the NGOs which have responded is 16.98 years. There are not many organizations much younger or much older than this. The most frequent respondent of this study is one which has crossed the uncertainties of the initial phase (3 years) and has entered the growth phase (4-10 years), or the 'consolidation' phase (11-20 years). This is obvious from the table 4.1 below.

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[1] The first 3 years of an NGO are fraught with uncertainties; The ensuring 6 years (4-10 years) is the phase of growth (in activities, functions staff and so on). The next phase is one of consolidation (11-20 years) of organizational learning and achievements, which is communicated to the outside world through training, publication, consultancy etc. The renovative phase (21-30 & above) is the phase where the danger of extreme institutionalization and stagnation is the highest. Hence it calls for creative organizational change or 'renovation'.

Table 4.1
Classification of NGOs into Age Groups

AGE GROUP (YRS)	NUMBER & PERCENTAGE OF ORGANISATIONS
UP TO 3	24 (4.0)
4 -10	180 (30.1)
11 - 20	254 (42.5)
21 - 30	74 (12.4)
31 - 40	34 (5.7)
41 -50	12 (2.0)
51+	20 (3.3)
TOTAL	598 (100)

- Figures in brackets indicate percentage to total respondents.

CLASSIFICATION OF NGOs ACCORDING TO AGE GROUPS

6% 2% 3% 4% 12% 30% 43%

UP TO 3
4 to 10
11 to 20
21 to 30
31 to 40
41 to 50
51 +
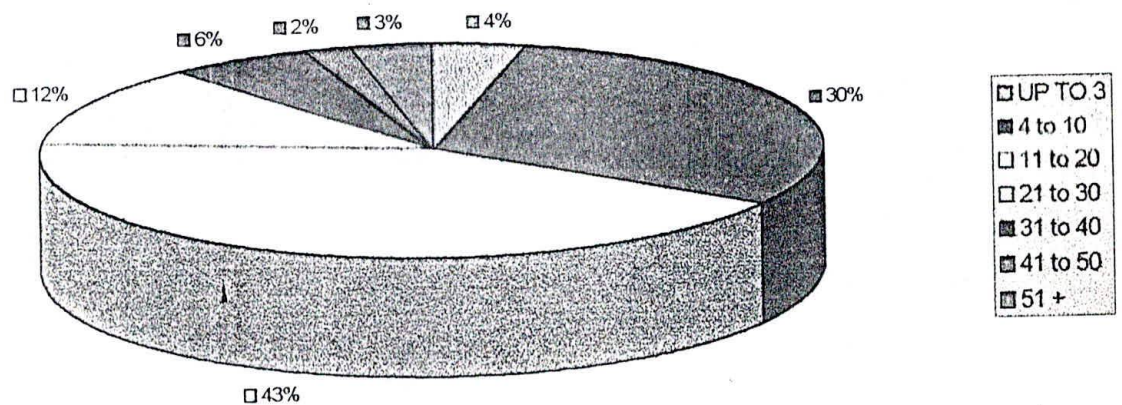
About a third (30.1%) of the respondents are in the 'growth' phase and 42.5%, in the 'consolidation' phase. Combined, the two phases encapsulate 72.6% of the respondents.

If we consider the decade of establishment, it is observed that a majority of the organizations were founded during the 70's and the 80's. This is in keeping with the general understanding that the year immediately preceding and succeeding the emergency period saw the formation of a large number of NGOs; the NGO-friendly policy environment of the 1980-90 decade also encouraged a high rate of formation of NGOs. As Fig. 4.1 shows, 42.5% of the organizations were established in the eighties, and 12.4% in the 70's. This means that over half (54.6%) of the total respondent organizations, were founded during the two decades 1970-90.

4.3   AREA OF OPERATIONS

The majority of respondent organizations work in rural areas. While 59.9% of the organizations work exclusively in rural areas, only 5.87% work exclusively in Urban areas. About a third (34.23%) of the organizations work both in rural and urban areas. If we incorporate organizations having this dual presence in rural and urban areas, the rural presence of NGOs rises to 94.13%, while the urban presence rises to 40.1%.

Analyzing table 4.2 there appears to be remarkable difference in the area of operation of NGOs in the various zones. The east zone, appears to have one of the lowest number of NGOs working in urban areas. It has only 2 NGOs working exclusively in urban areas while central zone has none. In the other hand, the west zone seems to have the highest number of NGOs working exclusively in urban areas. The north zone boasts of highest number of NGOs operating in both rural and urban areas i.e. 48.08 percent of the total NGOs in north. If we add this figure to the figure for rural and urban NGOs respectively (i.e. 48.08 + 48.08 and 3.85 +48.08) it is revealed that in terms of area of operation only about half of NGOs concentrate on urban areas (52.93) as compared to rural areas (96.16). The south zone maintains the trend of concentrating more on rural areas and so does north east. The central zone however has the highest percentage of NGOs concentrating exclusively in the rural areas in comparison with all other zones, almost 80%. However none of the respondent NGOs worked exclusively in urban area. Thus the central zone is the epitome of the trend of preference and concentration of NGOs in rural areas. (For a state wise analysis of the area of operations, see appendix table 4.2).

Table 4.2
Classification of NGOs by Area of Operation & Zone

ZONE	OPERATIONAL AREA			TOTAL
	Rural	Urban	Both	
EAST	101 (68.71)	2 (1.36)	44 (29.93)	147 (100)
WEST	46 (36.02)	21 (17.36)	54 (44.63)	121 (100)
NORTH	25 (48.08)	2 (3.85)	25 (48.08)	52 (100)
SOUTH	161 (67.36)	9 (3.76)	69 (28.87)	239 (100)
NE	16 (59.26)	1 (3.7)	10 (37.04)	27 (100)
CENTRAL	8 (80)	0	2 (20)	10 (100)
TOTAL	357 (59.9)	35 (5.87)	204 (34.23)	596 (100)

- Figures in brackets are percentage of respondents from each zone.

Classification of NGOs by Area of Operation & Zone
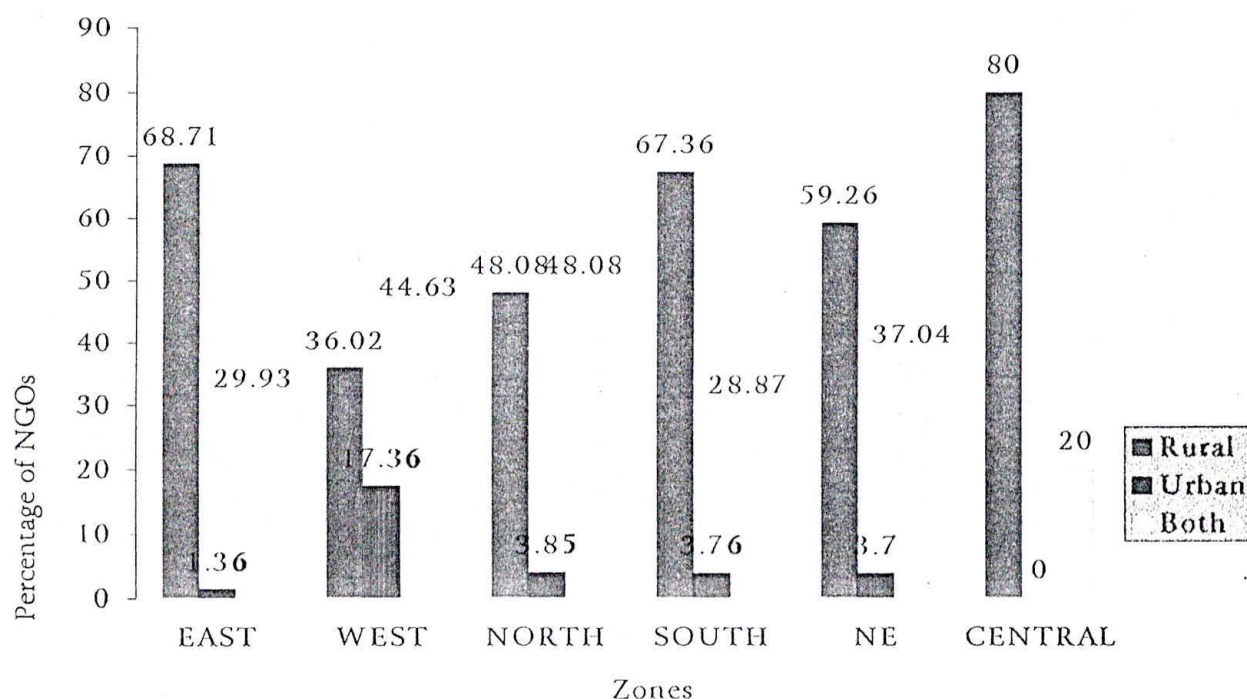
4.4   SIZE OF THE ORGANIZATIONS

The data do not show any decisive pattern as regards the size of NGOs. The average staff strength is 57.39. However the size of the organizations varies greatly, indicated by the high degree of dispersion (S.E. = 226.21) in the data. Table 4.3 has classified organization into 'very small', 'small', 'medium', 'large' and 'very large' types. About two thirds of the NGOs (64.8%) is more or less uniformly distributed among the small and medium types.

Table 4.3
Classification of NGOs According to Size

SIZE OF THE NGO	OPERATIONAL AREA			TOTAL
	RURAL	URBAN	BOTH	
UP TO 5 (Very Small)	27 (7.7)	8 (24.2)	11 (5.5)	46 (7.9)
6 – 15 (Small)	108 (30.8)	10 (30.3)	65 (32.7)	183 (31.4)
16 – 40 (Medium)	130 (37)	7 (21.2)	59 (29.6)	196 (33.6)
41 – 100 (Large)	50 (14.2)	4 (12.1)	33 (16.6)	87 (14.9)
101 – 500 (Very Large)	32 (9.1)	4 (12.1)	29 (14.6)	65 (11.1)
501 + (Very Large)	4 (1.1)	0	2 (1.0)	6 (1.0)
TOTAL	351 (100)	33 (100)	199 (100)	583 (100)

- Figures in brackets are percentage of total respondents in each area of operation.

The table shows some differences in the size of the organisations with respect to their area of operations. Of the organisations working purely in rural areas, more than a third (37%) are medium sized ones, while only 21% of the purely urban based organizations fall into this category. In general, it appears that urban based NGOs have a smaller staff than rural based ones. Almost a fourth (24%) are 'very small' while this category makes 8% of the purely rural based organizations. On working out the average (65+59/199) it was found that 62% of NGOs working in both rural and urban areas together are of 'small' or 'medium' size.

4.5   SET OF ACTIVITIES

The percentage of organisations which have cited 'general' and 'non-controversial' activities is much higher than those which have cited 'specialized' or 'controversial' activities. Activities such as health, environmental issues, basic amenities, institutional care for vulnerable groups, educational/ vocational training, co-operative and cottage industries are considered to be 'general' or non controversial activities. On the other hand provision of training and research support, countering injustice, advocacy, gender issues, local self government are activities which we have considered as 'specialized' or 'controversial'.

Education and vocational training (73.96%), health (73.49%), environmental action (66.67%) and alleviation of poverty (61.19%) are the 'general' and 'non-controversial' activities that engage the highest number of NGOs.   When it comes to 'controversial' activities like countering injustice and atrocities, gender issue-based action or advocacy, the percentage of organisations reduces. This same trend is visible in specialized activities like, training & support, co-operatives & cottage industries, promotion of local self-government and provision of basic amenities.   Many of the activities included in 'others' are also specialized - drug abuse prevention, youth development.

An analysis of the activities taken up by organisations working in rural and urban areas do however reveal some differences (see table 4.4).

Table 4.4
Types of Activities in Relation to Area of Operation of the Organisations

ACTIVITY	OPERATIONAL AREA			TOTAL
	Rural	Urban	Both	
Alleviation of poverty	241 (68.66)	10 (30.3)	118 (59.3)	369 (61.19)
Providing training, research, evaluation and infrastructural support to NGOs	140 (39.89)	10 (30.3)	111 (55.78)	261 (43.28)
Countering injustice	143 (40.74)	11 (33.33)	71 (35.68)	225 (37.31)
Advocacy	124 (35.32)	13 (39.39)	97 (48.74)	234 (38.81)
Health	272 (77.49)	15 (45.45)	156 (78.39)	443 (73.49)
Gender issues	144 (41.02)	10 (30.3)	86 (43.21)	240 (39.80)
Environmental issues	264 (75.21)	9 (27.27)	129 (34.17)	402 (66.67)
Basic amenities	107 (30.48)	4 (12.12)	66 (33.17)	177 (29.35)
Institutional care for vulnerable groups	80 (22.79)	9 (27.27)	68 (34.17)	157 (26.03)
Local self-government schemes	151 (43.01)	4 (12.12)	70 (35.18)	225 (37.31)
Educational and vocational training	273 (67.52)	21 (63.63)	152 (76.38)	446 (73.96)
Co-operative/cottage industries	131 (37.32)	5 (15.15)	68 (34.17)	204 (33.83)
Other than these	90 (25.64)	11 (33.33)	60 (30.15)	161 (26.70)
TOTAL	357 (100)	35 (100)	207 (100)	596 (100)

- Figures in brackets are percentage of total respondents in each operational area – rural, urban or both.

Purely urban-based organizations are mostly concentrated in activities like education/ vocational training (63.63%) and health (45.45%). They are least involved in specialized areas like local self-government and basic amenities (12.12% each), and co-operative industries (15.15%). Among the purely rural based organizations 43% work for local self-government and about a third each (30.48% and 37.32% respectively) are involved in the other two activities viz. provision of basic amenities and co-operatives/ cottage industries. A slightly higher proportion of purely rural based organizations (41.02%) than those working only in urban areas (30.3%) are involved in gender issues; similarly 40.74% rural based as against 33.33% urban based organization work for countering injustice. However about the same proportion of exclusively rural and exclusively urban organizations work in the field of advocacy.

The trend indicates that specialized activities are leased indulged in by the urban based NGOs. Also individual rural based organizations have diversified their activities much more than those NGOs working exclusively in urban areas. A number of questions could arise in relation to the classification of activities according to the areas of work of NGOs viz. rural urban or both.

(i)   Are activities decided according to particular need of the rural environment?

(ii)   Does the above trend mean that taking up specialized or controversial issues finds more support in the rural populace in comparison to the urban populace?

(iii)   Is it that NGOs tend to categorize operational area in terms of activities?

4.6 TARGET GROUPS

The NGOs work for a multiplicity of target groups.

Table 4.5
Distribution of NGOs According to Target Group

TARGET GROUP	OPERATIONAL AREA			TOTAL
	Rural	Urban	Both	
The poor	290 (82.6)	18 (54.55)	162 (81.41)	470 (77.94)
Disabled	101 (28.77)	11 (33.33)	77 (38.69)	189 (31.34)
Women	302 (86.04)	22 (66.67)	160 (80.4)	484 (80.23)
Children	237 (67.52)	18 (54.55)	138 (69.35)	393 (65.17)
Schedule tribes	187 (53.27)	2 (6.06)	100 (50.25)	289 (47.93)
'minorities'	78 (22.2)	5 (12.12)	56 (28.14)	139 (23.05)
Scheduled caste	256 (72.93)	4 (12.12)	114 (57.29)	374 (62.02)
Other Backward Castes	183 (52.13)	3 (6.06)	91 (45.73)	277 (45.95)
Others	83 (23.65)	16 (48.48)	79 (39.7)	178 (29.52)
TOTAL	351 (100)	33 (100)	199 (100)	583 (100)

- Figures in brackets are percentage of total respondents from each operational area.

DISTRIBUTION OF NGOs BY TARGET GROUP & OPERATIONAL AREA
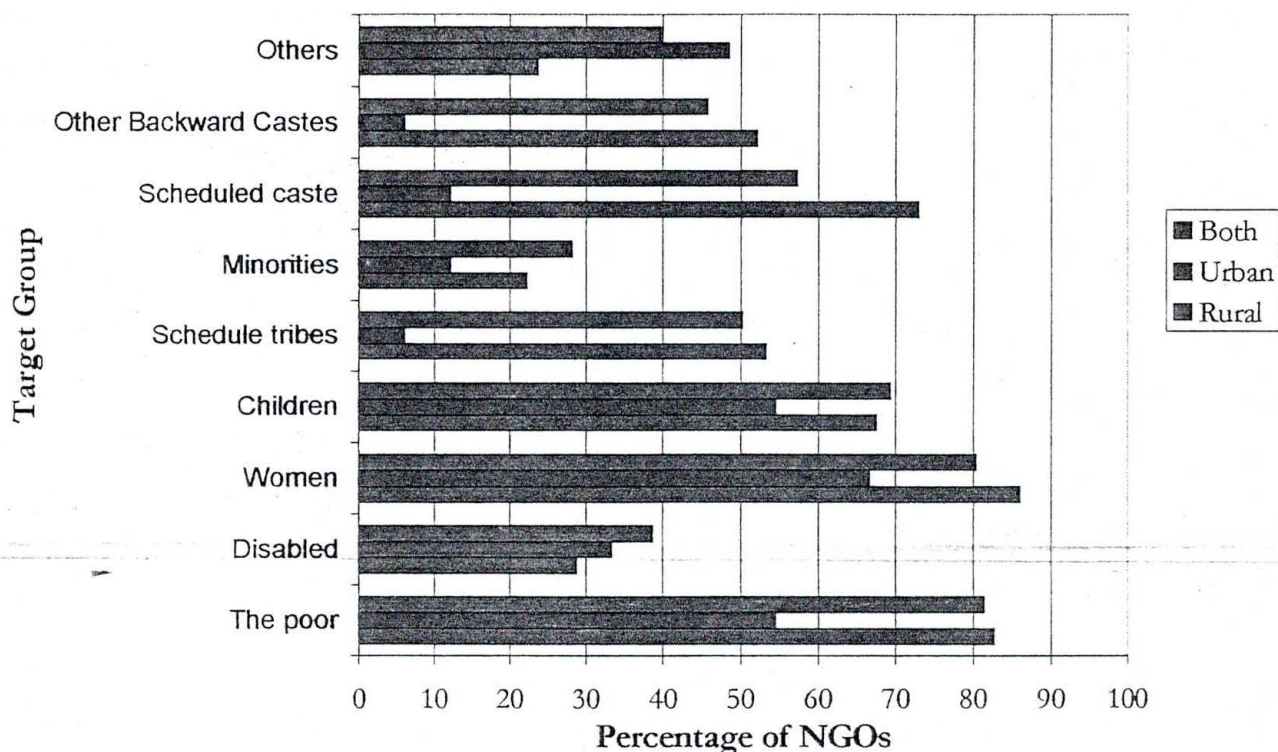
(i)   A very high percentage (80.23%) of the organisations work with the women the poor (77.49%) and children (65.17%).

(ii)   The proportion of organisations which have opted to focus on the SC, ST, OBC & 'minorities'[2] are much lower in comparison to the groups in (i) above (see Fig. 4.4). SC (62.02%) ST (47.93%) OBC (45.95%).

(iii) 31.34% of the organisations work with the disabled.

(iv)   'minorities' as a target group has been taken up by the lowest proportion of NGOs (23.05%)

(v)   The organisations have predominantly opted for target groups with 'general' labels like the 'women', the children and the poor; The specific communities like 'SC' 'ST' 'OBC' and 'minorities' have been comparatively opted for by lesser number of NGOs.

Again, target groups for rural and urban-based organisations are different. More than 80% each of rural based organizations and those working in both areas work with the poor as

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[2] The term 'minorities' includes religious communities forming a relatively small proportion of the Indian population. In general all religious communities except Hindus are included under this category. Muslims and Christians consist the two largest religious 'minorities' in India. This is not a term legally recognized in the Constitution of India.

their target group. However only about half (54.55%) of urban organizations work with the poor. Again work with scheduled castes and tribes is much less for urban based organizations (12.12% and 6.06% respectively) than for purely rural based organizations (72.93% and 53.27% respectively). However a slightly higher proportion (33.33%) of urban based than rural based (28.77%) organizations work with the disabled. About half (48.48%) of the purely urban based organizations state with 'other' target groups.

4.7   IDEOLOGICAL ORIENTATION

The methodology and the scale devised for the purpose of measuring ideological orientation of an organization has been explained in section (2.4.1) of Chapter-2. The scale has been devised with two contrasting orientations at the two extremities.   While ideological orientation could have different dimensions, this scale has assumed only two opposing dimensions to define the orientation of any organization.   And these opposing dimensions have been related to any organization's approach to 'social change'. While one extreme position could be stated as 'status-quo-ist', the other extreme could be 'Radical social change'. The 'status-quo-ist' position has the following characteristics:

(i)   A charity orientation
(ii)   Distancing from the grassroots
(iii)   Lack of specificity in target groups/ issues.
(iv)   Unquestioning acceptance of the given socio-political context.

The 'radical social change' orientation, has characteristics which are diametrically opposed to the above.

(i)   Empowerment, justice orientation
(ii)   Full immersion in issues and communities at grassroots.
(iii)   Specific target groups as emerging from contextual analysis.
(iv)   Commitment to change the existing socio-political framework.

Based on the above assumptions regarding the opposing dimensions of 'social change' and their defining characteristics, a set of eight statements was prepared. The respondents were administered these statements to agree on disagree with them, the responses were scored according to the scale as explained in section (2.4.1) of Chapter-2 (Methodology).

The analysis has revealed the following pattern of ideological orientation.

(a)   Analysis considering all the 8 Statements

The overwhelming majority of the respondent organisations has adopted a gradual social change orientation. As shown in table 3.5 below, 90% of the organisations are clustered in the interval between -4 and +4, which means that most of their responses have not been consistent enough to qualify for either extreme orientation. At the same time, the interval from -4 to -8 being totally unpopulated shows that the organisations have steered clear of the status quo-charity orientation; and have certainly opted for a 'change' orientation.

Table 4.6
Classification of Organisations on the Basis of Ideological Orientation

IDEOLOGICAL ORIENTATION	NUMBER & PERCENTAGE OF ORGANISATIONS
Charity – Status Quo Orientation (Scores –8 to –7 and –6 to –5)	2 (0.4)
Gradual Social Change Orientation (Scores –4 to +4)	534 (91.3)
Tendency towards Radical Social Change (Scores +5 to +6)	42 (7.2)
Radical Social Change (Scores +7 to +8)	7 (1.2)

- Figures in brackets are percentage of total respondents.

Only 1.2% of the organisations have a clear 'radical social change' orientation (with score of 7-8) while 7.2% show a clear tendency towards radical change (scores 5-6).

A cross-tabulation of the ideological orientation scores of organization and their decade of establishment shows that the radical social change orientation has been a post-1970 phenomenon see table 4.7 below.

Table 4.7
Ideological Orientation of Organisations in Relation to the Period of Establishment

IDEOLOGICAL ORIENTATION	YEAR OF ESTABLISHMENT					TOTAL
	Before 1948	1948-70	1971-80	1981-90	After 1991	
Charity – Status Quo Orientation (Scores -8 to -7 and -6 to -5)	0	0	0	1 (0.17)	1 (0.17)	2 (0.34)
Gradual Social Change Orientation (Scores -4 to +4)	22 (3.83)	60 (10.43)	121 (21.04)	253 (44.0)	68 (11.83)	524 (91.13)
Tendency towards Radical Social Change (Scores +5 to +6)	0	3 (0.52)	8 (0.52)	23 (4.00)	8 (1.39)	101 (17.56)
Radical Social Change (Scores +7 to +8)	0	0	0	5 (0.87)	2 (0.35)	7 (1.22)

- Figures in brackets are percentage of total respondents.

Pre-1970 organisations are 100% in the 'gradual social change' slot score (-4 to +4). All the 10 organisations (3 with a clear radical orientation and 7 with a tendencies towards radical change) with scores between 5 and 8 are post 1970 orientation.

The seems to coincide with the slow demise of the Gandhian rural constructive work (Sarvodaya) model which was less confrontationist and the rise of a more Marxian Liberation Theology-based or Neo-Gandhian (inspired by J.P.) ethos in certain quarters of the NGO sector.

(b)   Analysis considering only 6 statements (i.e. excluding statements B & F)

Removal of two statements in relation to grassroots involvement of organisations has caused a perceptible change in the inclusion of organisations in the 'radical social change' sphere. Whereas on the -8 to +8 scale only 5% of the organisations fell in the radial social change orientation, on the +6 to -6 scale this has increased to 17.6% (combining the scores from +4 to +6). This is shown in the following table 4.8 below.

Table 4.8
Classification of Organizations on the Basis of Ideological Orientation
(-6 to +6 Scale)

IDEOLOGICAL ORIENTATION	NUMBER & PERCENTAGE OF ORGANISATIONS
Charity - Status Quo Orientation (Scores -8 to -7 and -6 to -5)	7 (1.5)
Gradual Social Change Orientation (Scores -4 to +4)	442 (75.6)
Tendency towards Radical Social Change (Scores +5 to +6)	102 (17.6)
Radical Social Change (Scores +7 to +8)	32 (5.5)

- Figures in brackets are percentage of total respondents.

Based on this analysis we may conclude many of the organisations professing a radical social change orientation do not necessarily work at the grassroots level. They may be support organisations.

Table 4.9
Ideological Orientation of Organisations in Relation to the
Period of Establishment (-6 to +6 Scale)

IDEOLOGICAL ORIENTATION	YEAR OF ESTABLISHMENT					TOTAL
	Before 1948	1948 - 70	1971 - 80	1981 - 90	After 1991	
Charity - Status Quo Orientation (Scores -8 to -7 and -6 to -5)	0	2 (0.35)	2 (0.34)	4 (0.7)	1 (0.17)	9 (1.57)
Gradual Social Change Orientation (Scores -4 to +4)	19 (3.30)	52 (9.04)	96 (16.70)	208 (36.17)	58 (10.09)	433 (75.3)
Tendency towards Radical Social Change (Scores +5 to +6)	3 (0.52)	8 (1.39)	27 (4.70)	53 (9.22)	10 (1.74)	101 (17.56)
Radical Social Change (Scores +7 to +8)	0	1 (0.17)	4 (0.70)	17 (2.96)	10 (1.74)	32 (5.57)

- Figures in brackets are percentage of total respondents.

There is a difference in pattern of ideological orientation in relation to period of establishment, in this analysis. While the highest number of organisations fall into the gradual social change orientation, unlike in the earlier analysis there is a small percentage of organisations established before 1947 which do fall into 'tendency towards radical social change'. This is not extremely significant. Otherwise the analysis follows the same line as the earlier one in that there are the highest number of organisations in the 'radical change' section with the period of establishment 1971 to 1980 and 1981 to 1990. There is also sizeable percentage of organisations established after 1990 which fall into the extreme category (i.e. score +5 to +6).

Target Groups & Ideological Orientation

The relation between ideological orientation and the target groups has been analyzed in two ways:

(i)   Target groups of NGOs following each ideology
(ii)   Various ideological orientations of NGOs working with each target group

Table 4.10
Target Groups of NGOs in each Ideological Orientation Group

TARGET GROUP	IDEOLOGICAL GROUP			TOTAL
	Gradual Change	Tendency To Radical Change	Radical Change	
The poor	422 (79.03)	31 (73.81)	4 (57.14)	457 (38.39)
Disabled	182 (34.08)	2 (4.76)	0	184 (31.56)
Women	430 (80.52)	34 (80.95)	6 (85.71)	470 (80.62)
Children	358 (67.04)	24 (57.14)	4 (57.14)	386 (66.21)
Schedule tribes	260 (48.69)	16 (38.09)	5 (71.42)	281 (48.2)
'minorities'	124 (23.22)	10 (23.8)	1 (14.29)	135 (23.16)
Scheduled caste	339 (63.48)	26 (61.9)	3 (42.86)	368 (63.12)
Other Backward Castes	225 (47.75)	14 (33.33)	3 (42.86)	272 (46.66)
TOTAL	534 (100)	42 (100)	7 (100)	583 (100)

- Figures in brackets are percentage of organizations in each ideological orientation.

Looking at the target groups of various NGOs in each ideological orientation, the most popular target group for NGOs of the 'gradual change' orientation is 'the poor' (79.03%) support this target group), while the least popular are the 'minorities' (23%). On the other hand most of the respondents with a radical orientation target women (85.7%) and 71% target scheduled tribes. Only 14% target 'minorities', while none of them work with the disabled.

Table 4.11
Ideological Orientations of NGOs having Different Target Groups

TARGET GROUP	IDEOLOGICAL GROUP			TOTAL
	Gradual Change	Tendency To Radical Change	Radical Change	
The poor	422 (92.34)	31 (6.78)	4 (0.88)	457 (100)
Disabled	182 (98.9)	2 (1.1)	0	184 (100)
Women	430 (91.49)	34 (7.2)	6 (1.3)	470 (100)
Children	358 (92.74)	24 (6.2)	4 (1.03)	386 (100)
Schedule tribes	260 (92.5)	16 (5.7)	5 (1.77)	281 (100)
'minorities'	124 (91.85)	10 (7.41)	1 (0.74)	135 (100)
Scheduled caste	339 (92.11)	26 (7.1)	3 (0.86)	368 (100)
Other Backward Castes	225 (82.72)	14 (5.14)	3 (1.1)	272 (100)
TOTAL	534 (91.6)	42 (7.2)	7 (1.2)	583 (100)

- Figures in brackets are percentage of organizations having each target group.

Analyzing the ideological orientation of organizations involved with various target groups, there does not seem to be any major difference from the general trend i.e. the vast majority (at least over 80%) working with each of the target groups are of the 'gradual social change' orientation. The proportion of organizations showing a tendency to radical change is quite

low, but the largest proportion of them (7.4%) works with the 'minorities' and the minimum (1%) with the disabled. Radical change oriented organizations are less than 2% for all the target groups.

For purposes of further analysis, target groups were classed into various categories using the contingency approach. This method clubs together those organizations which are the most close to each other in terms of ideological orientation. The method gave the following main categories of target groups.

- A = women, children and the poor
- B = SC & ST
- C = 'minorities' and OBC

This grouping shows that these activities would generally go together. Category A above, for example, shows that organizations working with women, those working with children and those working with the poor are the nearest to each other in terms of their ideological orientation scores. This means that NGOs working with women are also the most likely to be working with children and / or the poor. The same logic applies to categories B and C.

The analysis comprised a statistical comparison between the average of the ideological orientation scores of all organizations working with each of the target groups. The comparisons were done in two ways :

- General Comparisions : between organizations working with different target group <u>categories</u> (A, B, C above)
- Between organizations working with <u>individual</u> target groups.

General Comparisions

The comparisons were between target group categories in pairs or follows :

- A and A* (those organizations not working with women, children or the poor, but dealing with the rest of the target groups);
- B and B* (the rest working with groups other than SC & ST);
- C and C* (working with groups other than 'minorities' and OBC).

There was found to be no satisfically significant difference between the average ideological orientation scores of B (1.6) and B* (1.3), as also of C (1.5) and C* (1.54). This means that organizations working with SC & ST are not ideologically different from the rest; the same applies to those working with 'minorities' and OBC.

However, the difference between the average scores of A (1.6) and A* (0.6) is statistically highly significant, showing a significant ideological difference between organizations working with women, children and the poor, and the rest. This may be due to the fact that the proportion of organizations in the 'rest' is very small.

Comparisons were made between organizations working with the disabled and those working with the poor, women, children, ST, 'minorities' and OBC. For each of these, the difference in the average ideological orientation scores with the average score of organizations working with the disabled is statistically significant. Appendix 4.3 shows the mean ideological scores for NGOs working with each target group, as well as the degree of dispersion given by the standard error (SE) values.

There is some difference in the results obtained in the rural and urban NGOs. In the rural areas, the difference with NGOs working with STs and OBCs is highly significant, while it is only moderately significant for urban areas. Ideology gaps seem to be more marked in rural rather than urban areas.

The figures below compare mean ideological scores for NGOs working with different target groups. The horizontal axis shows all target groups and the lines in the chart denote mean scores of NGOs working with other target groups as compared to the NGO group which is used as the base for comparison.

Table 4.12
Differences in Ideological Orientation Scores of NGOs having Specific Target Groups with Other NGOs – Rural Areas

PRIMARY TARGET GROUP	MEAN IDEOLOGICAL SCORE	DIFFERENCES IN IDEOLOGICAL ORIENTATION SCORE WITH NGOs HAVING OTHER TARGET GROUPS							
		Poor	Disabled	Women	Children	ST	'minorities'	SC	OBC
Women	1.64	-0.11	-0.92	0	-0.12	-0.17	-0.45	-0.8	-0.17
Disabled	0.72	0.81	0	0.92	0.8	0.75	0.47	0.12	0.75
Poor	1.52	0	-0.81	0.11	-0.01	-0.06	-0.34	-0.69	-0.06

The above table shows the differences between ideological orientation scores of NGOs having particular target groups (which are taken as primary target groups) with NGOs having other target groups. Column 2 lists the mean ideological orientation scores of NGOs with the primary target groups viz. women, the disabled and the poor. Column 3 shows the differences of these scores with the scores of NGOs having other target groups. E.g. the mean ideological score for NGOs with the target group 'women' is 1.64, while that of NGOs with target group 'poor' is 1.53. The first cell in column 3 shows the difference between the two (i.e. 1.53 – 1.64 = –0.11).

RURAL NGOs - DIFFERENCES IN IDEOLOGICAL ORIENTATION

TARGET GROUPS COMPARED WITH

✗ Poor —O— Disabled —△— Women
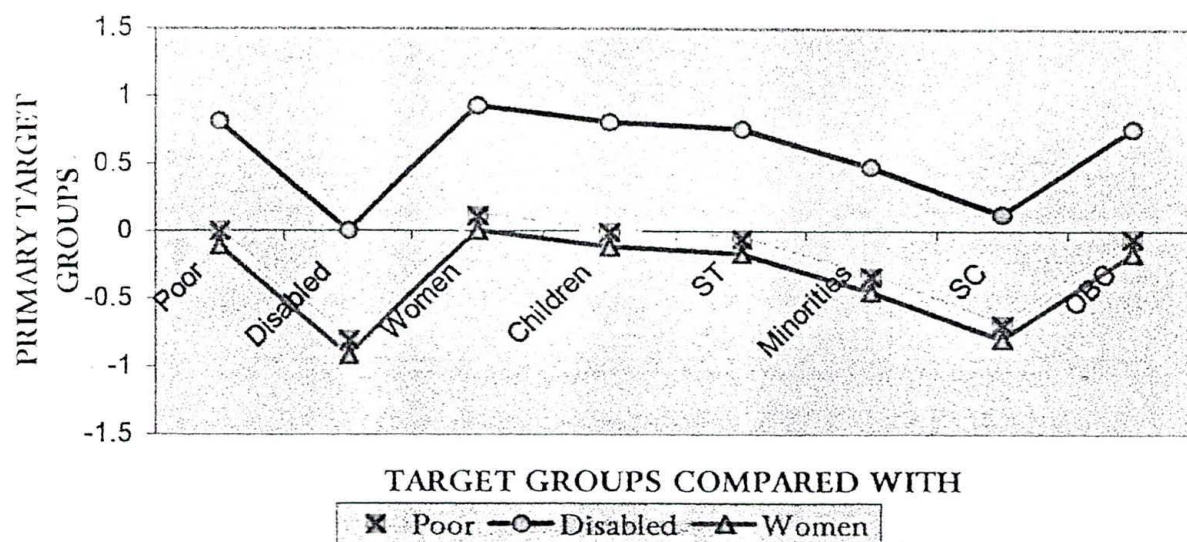
In rural areas, organizations working with women seem to be more radically oriented (score 1.64) than those working with 'minorities' (1.19) and with SCs (0.84); the difference is statistically moderately significant. Again, organizations working with the poor claim to be more radically oriented (1.53) than those working with SCs; the latter target group would perhaps be politically more volatile, so that NGOs prefer to have a more conventional approach.

Table 4.13

Differences in Ideological Orientation Scores of NGOs having Specific Target Groups with Other NGOs – Urban Areas

PRIMARY TARGET GROUP	MEAN IDEOLOGICAL SCORE	DIFFERENCES IN IDEOLOGICAL ORIENTATION SCORE WITH NGOs HAVING OTHER TARGET GROUPS							
		Poor	Disabled	Women	Children	ST	'minorities'	SC	OB
Disabled	0.45	0.88	0	0.78	0.85	0.63	0.57	0.73	0.6

41

Table 4.13 shows the differences between ideological orientation scores of NGOs in urban areas having particular target groups (which as in table 4.12, are taken as primary target groups) with NGOs having other target groups. As in table 4.12, here also, column 2 lists the mean ideological orientation scores of NGOs with the primary target groups viz. the disabled. Column 3 shows the differences of these scores with the scores of NGOs having other target groups. E.g. the mean ideological score for NGOs with the target group 'the disabled' is 0.45, while that of NGOs with target group 'poor' is 1.33. The first cell in column 3 shows the difference between the two (i.e. 1.33 – 0.45 = 0.88).

URBAN NGOs - DIFFERENCES IN IDEOLOGICAL ORIENTATION
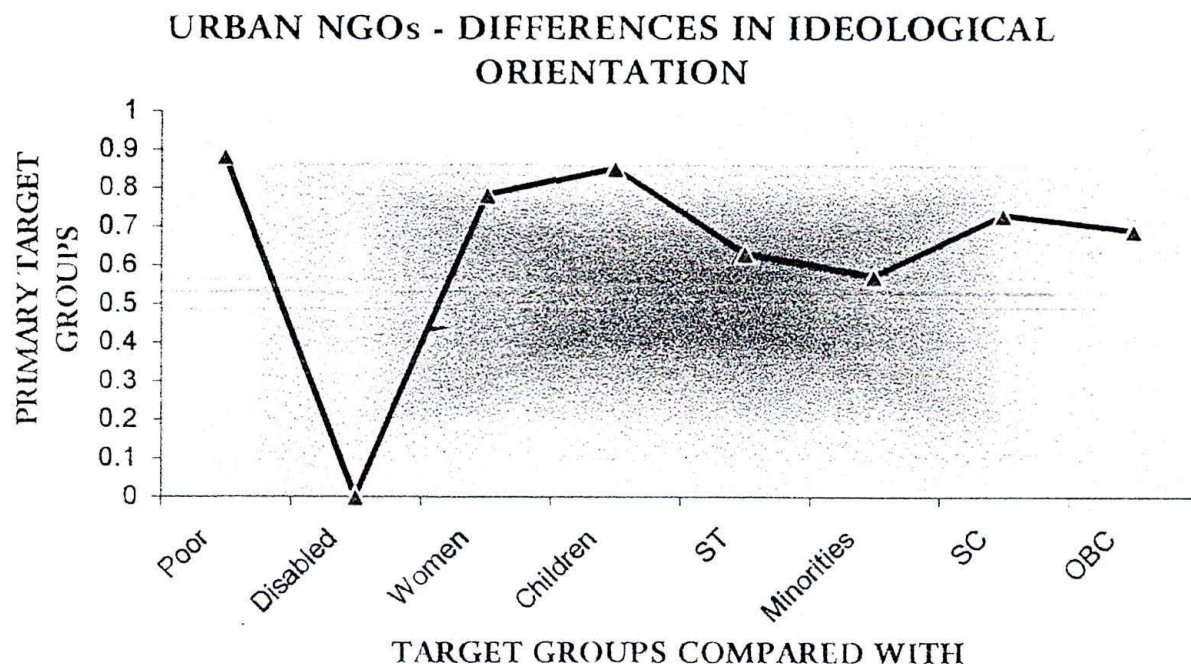
Between rural and urban areas, these is a moderate difference between the ideological orientation scores of organizations working with women the rural based NGOs are more radical in their approach (1.64) than urban based ones (1.23).

Ideological Orientation & Activities of Organizations

Ideological orientation also influences the activities under taken by the organization. Table 4.12 below analyses the impact of ideological orientation on the organisation's activities.

Table 4.14
Activities of NGOs in each Ideological Orientation Group

ACTIVITIES	IDEOLOGICAL GROUP			TOTAL
	Gradual Change	Tendency Radical Change	Radical Change	
Alleviation of poverty	341 (63.86)	18 (42.86)	7 (100.0)	366 (62.78)
Providing training research, evaluation and infrastructural support to NGO	248 (46.44)	14 (33.33)	1 (14.29)	463 (45.11)
Countering injustice	194 (36.33)	22 (52.38)	4 (57.14)	220 (37.34)
Advocacy	201 (37.64)	22 (52.38)	3 (42.86)	226 (38.76)
Health	395 (73.97)	28 (66.67)	7 (100.0)	430 (73.76)
Gender issues	206 (38.58)	23 (54.76)	4 (57.14)	233 (39.97)
Environmental issues	358 (67.04)	26 (61.90)	7 (100.0)	391 (66.07)
Basic amenities	167 (31.27)	7 (16.67)	1 (14.29)	175 (30.01)
Institutional care for vulnerable group	152 (28.46)	6 (14.29)	0	158 (27.10)
Local self-government schemes	201 (37.64)	19 (46.23)	4 (57.14)	224 (38.42)
Education/ vocational training	407 (76.22)	27 (64.29)	5 (71.43)	439 (75.30)
Co-operative/ cottage industries	176 (32.96)	18 (42.86)	5 (71.43)	199 (34.13)
TOTAL	534 (100)	42 (100)	7 (100)	583 (100)

- Figures in brackets are percentages of total organizations with each ideological orientation.

The majority of the organizations of the 'gradual change' ideology are involved in activities like health (73.97%) and education (76.22%). A little less than two thirds of the respondents of this orientation are involved in poverty alleviation. The activities where such organizations are the least involved are those of provision of basic amenities and the running of co-operative/ cottage industries. On the other hand all the respondents of the 'radical change' orientation are involved in the alleviation of poverty, health and environmental issues. More than half (57% each) are involved in activities like countering injustice and local self-government schemes and about three fourths (71%) in education and vocational training. Only 14% are involved in support activities to NGOs. Appendix 4.4 looks at ideological orientation of NGOs involved in each activity.

It appears therefore that organizations with opposing ideological orientations have common activities; however there are also certain activities (like environmental issues, countering injustice and local self-government), specific to organizations with a radical bent of thinking. A comparison of the average ideological scores of various organizations involved in different activities was also made. As with the target groups, the comparison was done in two ways :

(i)   General comparison by groups of activities –
  • Group A (poverty alleviation, health, education, environment) with A* (all other activities)
  • Group B (countering injustice advocacy & gender) with B* (all other activities)
  • Group C (basic amenities, co-operative college industries) with C* (all others)

(ii)   Comparisons of ideological orientation of NGOs with specific activities

The following figure shows differences in ideological orientations of NGOs in rural areas, urban areas and both, involved in different activities.

IDEOLOGICAL ORIENTATION OF NGOs BY ACTIVITY – RURAL

Top-left panel (PA):
2
1.99 CI (MS)
1.52
1.5 — 1.5
1 — 1
0.97 IC (MS)
PA

Top-right panel (T):
2 — 2
1.99 CI (HS)
1.88 C (HS)
1.72 LG( )
1.69 A (MS)
1.5 — 1.5
1.2
1 — 1
T

Bottom-left panel (CI):
2 — 2
1.99
1.57 ENV(MS)
1.55 G (MS)
1.5 H (MS)
1.43 E (HS)
1.42 BA(MS)
1.5
1 — 1
0.97 IC (HS)
CI

Bottom-right panel (IC):
2 — 2
1.88 C (MS)
1.72 LG(HS)
1.67 A (HS)
1.55 G (MS)
1.5 H (MS)
1.43 E (MS)
1.5 — 1.5
1 — 1
0.97
IC

2 | 2

1.88· C (MS)
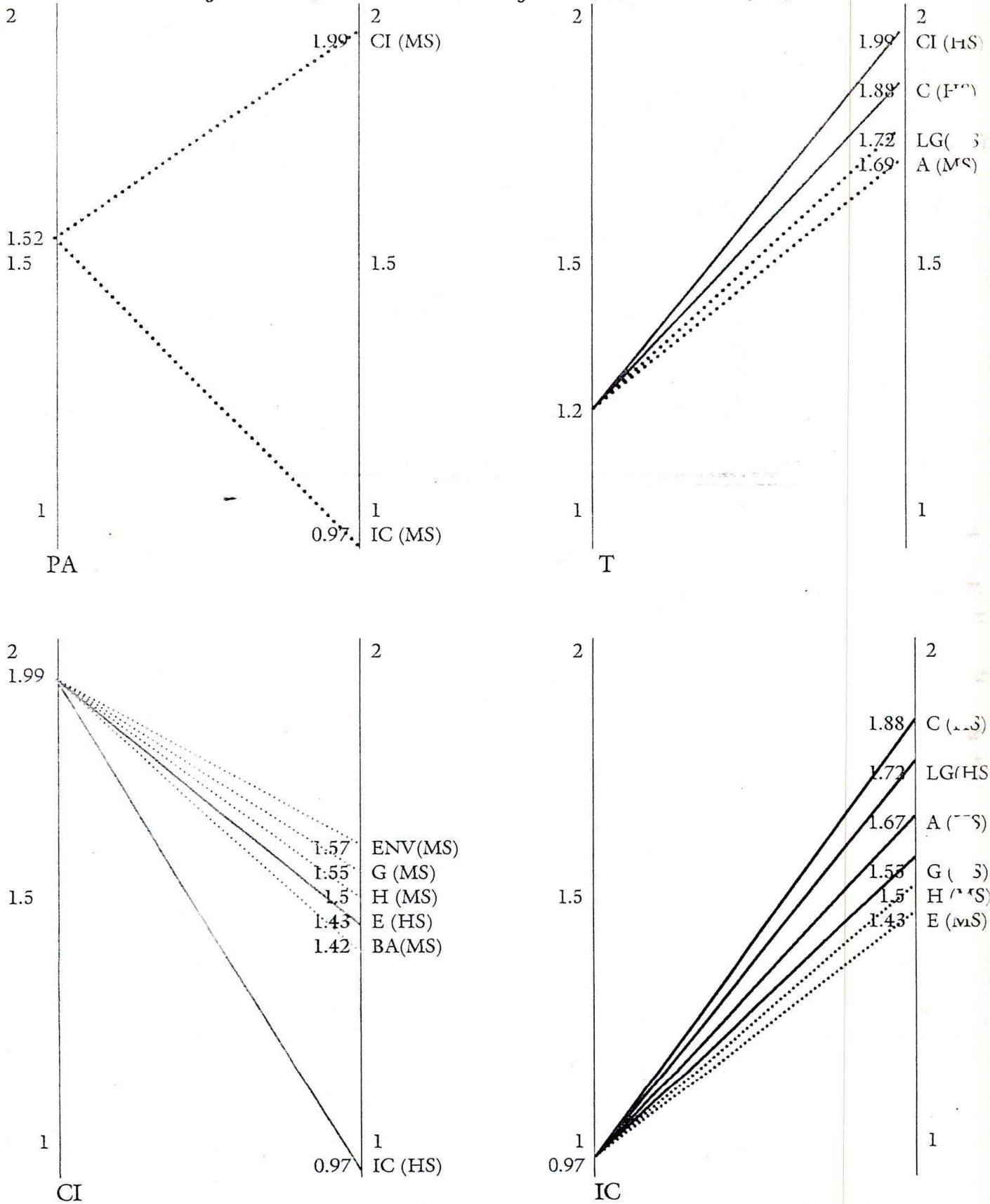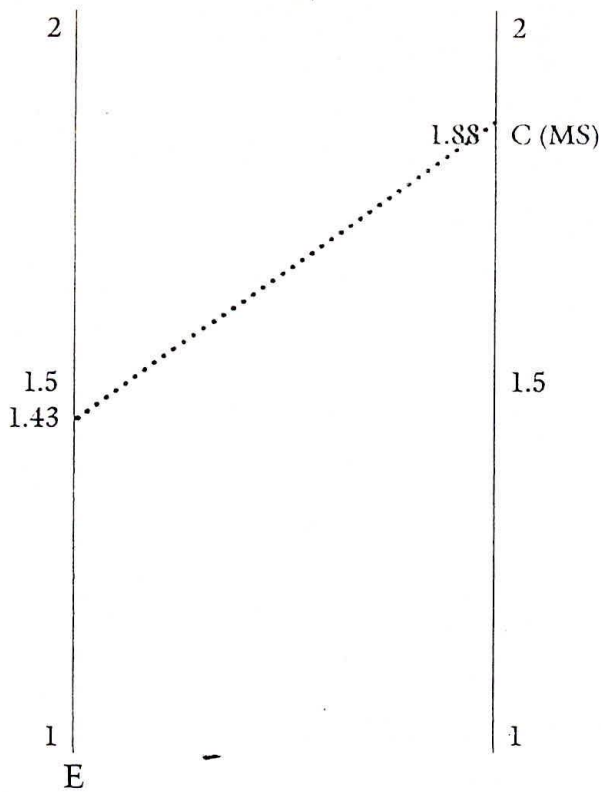
MS = Moderately significant
HS = Highly significant
PA = Poverty Alleviation
H = Health
E = Education
ENV = Environment
A = Advocacy
CI = Countering Injustice
G = Gender
BA = Basic Amenities
C = Co-operatives
T = Training
LG = Local Self Government
IC = Institutional Care

1.5
1.43 · | 1.5

1 | 1
E

URBAN | **RURAL** | **URBAN**

1.5 | 1.5 | 2 | 2
1.47 CI (HS)

1.36 A (MS)
1.34 C (HS)

1.28 LG (MS)
1.2 PA (MS)

1.55 ·G

1 | 1 | 1.5 | 1.5
1.43 ·E

G (MS)· 1.1

0.57 | 0.5 | 1 | 1
0.5 | E (MS)· 0.93

IC
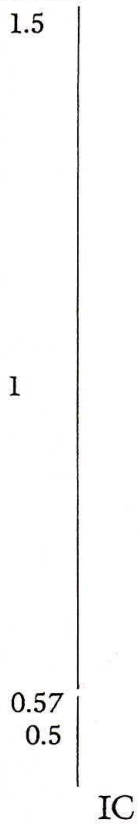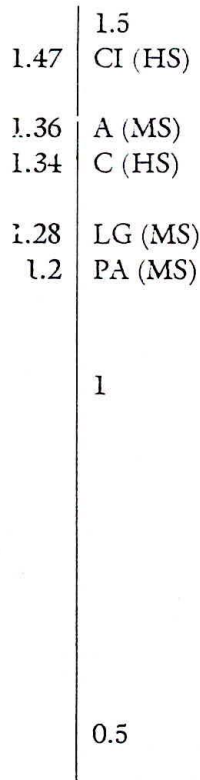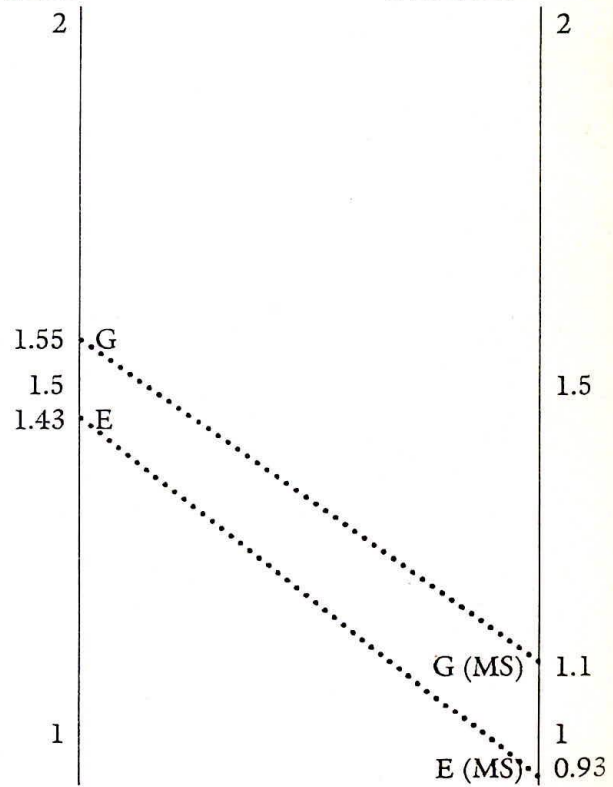
General Comparisions

There is no significant difference[3] in the ideological orientation of the groups A and A*, as well as C & C*. However, organizations in group B & B* have a significant difference with each other. Not surprisingly, the NGOs in category B are found to be more radically oriented (1.8) than the rest (B*, score=1).

Comparisons of Specific Activities

The details of mean ideological scores for NGOs involved in each activity are given in Appendix 4.5. The NGOs, working for 'countering injustice' have the most radical orientation (1.99). There seems to be a highly significant difference between this activity and others like training and research support (1.2), institutional care for vulnerable groups (0.97). There is also a moderately significant difference with activities like alleviation of poverty (1.152), health (1.5), gender (1.55), environment (1.57) and basic amenities (1.42), all of which show organizations with a less radical orientation.

NGOs undertaking activities of providing training and research support have a less radical orientation (1.2) than those working with co-operatives (1.88 – highly significant difference) and local self government (1.72 – moderate difference), as well as those working with gender issues (1.55).

Organizations working in urban areas appear to be more on the conventional side than rural organizations : ideology scores are lower for all NGOs (though not significantly so in all cases) for NGOs involved in the same activities is urban than in rural areas. There is a moderately significant difference between ideology score of urban and rural based organizations working on gender issues (rural 1.55 vs. urban 1.10) and education (rural – 1.43 vs. urban 0.93).

NGOs in the urban areas involved in institutional care for vulnerable sections, seem to be even more conventional than those in rural areas (score = 0.57). Again, urban-based NGOs working for issues like advocacy and local self government are only moderately more radically oriented than those working for institutional care (mean score for advocacy – 1.36, for local self government = 1.28).

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[3] The above groups were compared using the method of statistical significance at 5% level. Organization groups which, when statistically compared, showed a high level of difference in mean ideological orientation scores, are considered to have a highly significant difference. Those organization groups which, when statistically compared, show a moderate difference in their mean ideological orientation scores, are considered to have a moderately significant difference.

Ideological Orientation and Age of Organization

Appendix tables 4.6 and 4.8 classify NGOs by their ideological orientation and year of establishment, taking into consideration all 8 statements and 6 statements respectively. The following analysis considers all the 8 statements.

About 42% of the respondents fall into the age group 11-20 years. The majority of them, forming 37% of the total, are of the 'gradual change' ideology. This forms the largest single group of organizations.

Of the 'radical change' oriented organizations, the majority (85.7%) fall in the age group between 4 & 20 years. A significant finding is that all organizations above 40 years of age fall into the 'gradual change' category, while the 'radical change' group has no respondents of over 20 years.

Appendix 4.6 yields two important conclusions :

(i)   One can see a steady change in the ideological orientation : it was about 40 years ago (1950-60) that organizations with a 'tendency to radical change' and about 20 years ago (1970-80) that those clearly oriented towards 'radical change' first came into existence.

(ii)   The proportion of 'gradual change' oriented organisations is still the highest; however the ratio of these organisations to those oriented to 'tendency for radical change' and those with a clear 'radical change' orientation, taken together, has decreased (from 17.25 in 1960-70, to 10.63 between 1970-90, to 4.25 in the 1990s).

Table 4.15
Changes in Ideology : Ratio of Radical to Non Radical NGOs

AGE IN YEARS	NGOs WITH TENDENCY TO RADICAL CHANGE + RADICALLY ORIENTED NGOs (1)	GRADUAL SOCIAL CHANGE ORIENTED NGOs (2)	RATIO (2) / (1)
21-30	4	69	17.25
4-20	39	474	10.63
UPTO 3	4	17	4.25

Ideological Orientation & Size of the Organization

Appendix 4.7 and 4.9 give details of ideological orientation and size groups of NGOs. The largest proportion of respondents fall into the two size groups 6-15 and 16-40. These two categories together comprise about 65% of the total respondents.

It seems, however, that the less radical organizations are smaller – 31% of the 'gradual social change' oriented organizations have 6-15 staff members, while 21.95% of organizations with a 'tendency to radical change' and only 14.29% of 'radical' organizations are of this size. More than half the radical organizations (57%) have between 16 and 40 staff members.

CHAPTER 5
ORGANISATIONAL CHARACTERISTICS OF NGOs IN INDIA

5.1 INTRODUCTION

This chapter analyses the organizational characteristics of NGOs in India. It is based on the interviews of 17 NGOs spread over most of the states in India. It starts by exploring the areas in an organization that provide it with meaning, direction and vision. Some of these topics (ideological orientation) have been analyzed in chapter 3 on the basis of the responses received from the mailed questionnaire. From the area of meaning we move into the managerial functions of organisations. The last section deals with the organizational or HRD aspects.

5.2 THE FRAMEWORK OF MEANING

5.2.1 Mission

Except for a couple of NGOs, all the others have their mission stated in some form or the other: brochure, document, and annual report. DPG does not feel the need of a well-defined mission statement. DPG, CONCERN and SKIP do not have a well-defined and stated mission.

Table 5.1
Mission Statement of some NGOs

NGO	MISSION STATEMENT
1. IID	Promotion of primary health cares.
2. BMA	Comprehensive rehabilitation of the disabled to reach as many disabled as possible. Sustainability, encouraging local action, improving quality of services, self-reliance.
3. NAV	To organize the Dalit communities in order to counter atrocities and injustice
4. PHD	Industry cannot progress if people are not satisfied so help labourers to help themselves and improve the quality of life of masses
5. DPG	Commitment to the poor and facilitating development of weaker communities in rural, urban and tribal areas in Southern state of India". But they do not see the need of a well-framed mission.

NGO	MISSION STATEMENT
6. CHETNA	To contribute towards the empowerment of disadvantaged women and children so that they become capable of gaining control over themselves, their families and community health
7. KMVS	Women become self-reliant and gain self-respect.
8. NSK	To improve the attitude of people towards pre and postnatal care and to bring people together and make them socially and moral aware.
9. SEARCH	To promote and support people organisations and networking of people's organisations.
10. SKIP	Empowerment of marginalised youth through income earning skills.
11. TRU	To work for the health of the poor people, especially women and children.
12. CRY	Strength to the under privileged, the suffering, the children and to make them understand and fight for their rights, to make people aware of the plight of Indian children and activate them. To make each person responsible. Rippen Kapoor "Cry aims to provide comprehensive support to development efforts for socially and economically deprived children. Women and communities."
13. CONCERN	Helping people to help themselves, reaching out to people.
14. CHC	Community health, awareness, research and action
15. AWAG	Empowering women and protesting against image of women in media.
16. DEEPA	Empower the slum poor by creating their community based organisations which will take care of the community. Establish new socio-economical-political peaceful society so as to develop the underprivileged especially the children.
17. ASTHA	To help people to organize, expand their capacity and equip themselves for the struggle they must fight to over come the various deprivations under which they live.

There are some characteristics we may point out.

(i)   Most mission statements give a clear idea of the main thrust of the NGO: a support organization (9), a technical-skill providing NGO (10), an activist and confrontational (3) and one that may combine development and confrontation (17). The vague statement is the exception (PHD).

(ii)   Among those NGOs involved in medical work, it is possible to discern through the mission statements the various differences in approach. Some are very specific in terms of the age of the target group (8), and others are general (11 and 14).

(iii)   NGOs dealing with women's problems present some interesting features. They all stress the idea of "empowerment" but only one is able to specify the meaning of this general term (6).

5.2.2 The Role of Charisma

In most organisations, an individual or a group was mainly responsible for its formation. There are, even a few, where a wife and husband started and are still involved (TRU, CHC). They occupy a pivotal position in the organization and they are also in charge of finances. CRY appeared to be emerging from the sole inspiration of an individual and his effort. What people were inspired to begin with eventually took practical form. For example, AWAG started with protesting against the image of women as portrayed in the media and eventually it took up programmes at the grassroots. This has become lately their major concern.

5.2.3 The Role of Ideology

Very few interviewees talked about an ideology which had influenced them except CHC and TRU. The latter were influenced by JP Narayan movement of total transformation. CHC speaks also of other influencing ideologies like Christian liberation theology, Buddhist, BJP, Gandhian, Marxian and Islam. But these two organisations eventually have evolved and moved away from total transformation ideology into integral development. CHC clearly stated that rather than follow one rigid ideology it would rather learn from different ideologies and accommodate them into its vision.

AWAG was one organization which stated that they were following a feminist ideology. DEEP is inspired by a national cause (educate slum children to become the citizens of tomorrow) and by a strong church influence. All the organisations interviewed had aspects of altruism in them, with the idea of contributing to society in some specific areas like health, women development, deprived children, training, and welfare.

More than ideology, concrete experience, and situations have led people to feel frustrated with the existing systems and practices. CHC and TRU experience this with medical practices that are highly technical and capital intensive. CHC, was initiated as a study-reflection-action experiment in Bangalore as an informal resource cell. For NAV, the Golana incident in the Bhal provided the raison-d'etre. It believes that the Dalits and marginalised are systematically exploited and development programmes do not a answer all the wrongs done to them. Therefore the legal option is a must.

Most of these NGOs initially started with one or few activities and they increased and diversified the activities as time passed. ASTHA had gone through a process along with the GB, the staff and the people they were working with to evolve their mission. Their mission

is "to help people to organize, expand their capacities, and equip themselves for the struggle they must fight to overcome the various deprivations under which they live." The staff of the various organisations shares a general understanding of the organisation's mission.

5.2.4 Vision and the Social Context

The inspirations of the organisations visited were not borne out of any socio-political analysis or from a theory to remedy the situation. The interviewees believed in an integrated approach to the issue they were involved in. For example, their focus could be health but they would also encourage income generation, awareness, education and advocacy. The assumption is that development takes into account various aspects of society: educational, social, political, gender. They have, therefore, tried to integrate as many aspects as possible into their vision and strategy.

5.2.5 Values

Talking to different staff members at different management levels one gets the expected confirmation that values are very important to NGOs. By and large, the staff had an adequate understanding of the organisation's values.

It may be interesting to highlight the values chosen by our interviewed NGOs. Looking at the mapping of the organisation's field as a set of four concentric circles or perspectives we could distinguish values that are linked to relations within the organization, to relations with the customers or the "target group", relations with other NGOs, and relations with the external environment at large.

TABLE 5.2
Relations of the NGOs

RELATION OF THE NGO WITH			
ITSELF	**CUSTOMERS**	**OTHER NGOs**	**EXTERNAL ENVIRONMENT**
• Democracy • minimum expenditure, simplicity, and sustainability • efficiency, professionalism • discipline • punctuality • respect for authority • confidentiality	• holistic, integrated approach • participative approach • sensitivity • gender sensitivity	• respect for donors	• non-violence, satyagraha • democracy • allegiance to the Indian constitution • harmony • political alliance

One may note that most of the values are related to the relationships within the organization and to the relations with the target group. This aspect confirms the nature of the NGOs as organisations supposedly oriented towards the other. There is hardly any value regarding the relationships of NGOs with similar or affiliated organisations. In the Indian context this may explain the competitiveness surrounding these relationships. One misses the confrontational values which were more popular two decades ago. This also may be an accurate reflection of the ideological shift that has taken place in the NGO world.

5.2.6 Gender approach

Almost all NGOs stated that they are sensitive to gender issues in the organization. Egalitarianism is one of their values. There are a few whose main focus are women: CHETNA, KMVS, AWAG. These three organisations have a woman as their CEO, and a number of women as head of departments, and as core team members. A number of relevant comments were made.

SKIP stated that the difficulty with appointing women as project heads was that they find difficult to travel. SEARCH consciously is trying to recruit women faculty but without much success. They have incorporated gender sensitivity issues in their OB (Organisational Behaviour) training exercises. CONCERN, NSK and APA have almost all staff women. AWAG and NSK had all women on their governing board. Almost all NGO mentioned that they preferred women on the staff.

CONCERN explain the reasons for having only women in the staff as follows:
* women are empathetic to people;
* women are willing to accept low salaries.

No organization had special gender policies except ASTHA which has paternity leave; it also mentioned that they do not compromise the safety of a woman. The projects and activities have become more women focused in a few NGOs. IID stated that they were not aware of gender related thinking. Most of their staff are women, but more out of convenience than choice. CHETNA and NAV mentioned that gender sensitivity does not mean that the organization has to stop taking up some risky activities. AWAG has adopted a time schedule in order to suit women: office time starts at 11.30. In CHC, the couple experiments with gender equality in professional and personal life. They also experimented with equal salaries for all the staff but it did not work and later on they had to accept the equity principle.

5.2.7 Strategy

From the interviews it is not easy to define strategy. Often strategy and objectives, and objective and activities share a thin divide. The strategies appeared more evolved and worked out. The approach an organization took, changed over the years as external and internal environment changed. At times, strategies and activities were seen as one and the same thing. For example, BMA said that activities include rehabilitation, education, vocational training, while talking of strategies the same points were repeated.

The strategy reflects the mission statement. We also notice that with similar mission statement the strategy differs. For example, AWAG and KMVS share the mission of empowerment women through self-reliance, but one emphasizes advocacy and dialogue, while the other creating a self-reliant women's group.

It may be useful to present the strategies mentioned under a few headings in the following table.

Table 5.3
Strategies of NGOs

EDUCATION AWARENESS	SERVICE RESOURCE	ADVOCACY	MOBILISING	ECONOMIC WELFARE
• Improvement of economic standards by education • promoting and sponsoring rural experts to achieve their objectives(e.g. water harvesting, animal husbandry, horticulture) • generating awareness • entrepreneur-ship • capacity building(in decision making)	• promote and support people's organisations • mediator role to associate members(SKIP) • fund raising to support small NGOs involved in development • publicity and PR for fund raising and donation from corporate sector • research and documentation of atrocities taken place and judicial outcomes	• campaigning	• empowering women through campaigning, litigation, dialogue • community organization, • lobbying • issue based • organizing and networking	• welfare services • empowering women through health, environment and activities of handicrafts • integrated rehabilitation of the disabled • improving living standards by economic empowerment • economic self-reliance

The new thrust of the eighties is clear in the adoption of new strategies like support and advocacy.

5.3 MANAGEMENT PRACTICES

5.3.1 General Observations

Management practices are not very well defined. Informal system exists like reporting, supervision, and weekly or monthly meeting to plan, report and review what has been done. Evaluation of programmes is done with a frequency ranging from one to three years either by internal or external sources.

Some of the aspects emphasized by the NGOs were,
- setting yearly targets, and calendar;
- formulation of budget statement;
- monitoring of field based projects is done through written monthly/quarterly reports.

There are important elements pointed out by individual NGOs. BMA had an informal system but they have introduced a formal structure. CHC has a very participative, and decentralized way of functioning, every one learns the basic skills and roles are periodically changed. Management styles are experimented upon, as every three years the co-ordinator changes and has a free hand to develop new administrative and managing practices. CRY has a HQ and branches and therefore people from the branches relate among themselves not only as belonging to different branches but as coming from various departments (marketing department relates to marketing HQ). In NSK besides a monthly meeting of the field and social workers, they have meetings every month or so with the parents of the children to elicit suggestions, needs, and thus evaluate the impact of their work.

No NGO follows any particular managing theory. Most stated that the management system was democratic. In most organisations decisions were taken consultatively and there was a fairly good degree of autonomy. In some cases the target groups were consulted in deciding on certain matters.

Different organization has various divisions called units, departments or projects. To some extent these units are independent to decide and operate. In ASTHA there is a programme decision making group of seven persons including the director. This is the core decision-making group. In KMVS the heads of the units form a core group for many decisions together with the executive secretary.

It is interesting to note that one may find various levels of participation within one NGO. In the community based programme at BMA participating in decision making has increased recently because of higher levels of education. At the institutional level, the director feels that participation of the target group is less than what it ought to be. At the programme level the feeling was that participation in decisions affecting the beneficiaries was satisfactory. The concerned team has a major say in preparing project proposals and the budget. It is however, the board and the executive secretary in particular, that are responsible for all the financial decisions.

5.3.2 Project management

The concept of 'project' is different for different organisations: one would consider a training programme a project, other would consider a rural programme a project. There is, however, an accepted system to decide on accepting a project. For training or consultancy, the request is scrutinized by the person heading the concerned department and then submitted to the project director, if there is any, and finally to the CEO who puts it to the board if big finance is involved.

In SEARCH the requests for training are scrutinized and finalized in the month of December. The yearly work schedule is prepared by the end of the same month. December becomes a planning and evaluating time for the organization.

New projects are always discussed with the staff concerned before they are accepted and latter are involved at the planning level. In some organisations, the client's (target group's) suggestions are considered. In most NGOs there is freedom in conceiving a project, planning it and executing it. This could be one of the reasons why NGOs may appear as attractive organisations where personal development is possible.

5.3.3 Managing Information

Most NGOs have adopted formal and informal systems of communication. The common ones mentioned by all are : periodic meetings, written and oral reporting, notice boards, report files, and some sort of an inventory system in the office. Some like CONCERN and CHETNA are using a lot of graphics, and designs of various kinds.

Computers are used in all the NGOs, though in varying intensity. The exception was NSK which says it cannot afford one. Computers are mainly used for report writing, keeping correspondence, accounts, data collection (land and soil, legal, crime, health), research and analysis (JEC). NAV gives great importance to the maintenance of records of atrocities, crime, and land distribution in the villages where they work. This is extremely useful in tackling a concrete case. Computers are also used for library work, and for scanning the

literature while preparing training material. TRU feels that computer packages are not NGO friendly since they are mainly designed for the corporate sector. DEEP is the only NGO visited which had developed its own Management Information Systems; AWAG keeps track of sexist advertisements, movies, and printouts to protest against them.

5.3.4 Managing People – HRD

(a) HRD as a Separate Function

None of the NGOs reported in the interviews the existence of a separate HRD department. Most of them, however, claim to have an HRD function in the organization. Most of these functions are managed by the CEO (CHETNA, TRU). CHETNA wants a HR person but from within the organization and not from outside. CRY has a HR function at the HQ but not at the branches; the HQ looks after the HRD needs of the branches. All of them asserted the need for HR functions in the organization. This is an important area where the proposed course could have a real impact.

There are various ways in which the HRD needs are met. BMA calls outside consultants. The salary and the increments are linked to performance. ASTHA has also the same arrangements. DEEP is badly looking for an HR person but due to the high salary demanded has not been able to get one. In KMVS and JEC, the core team along with the CEO looks after the HR functions. In CHC there is a movement from unstructured, informal to formal and structured personnel policies. In SEARCH the senior staff, the dean of faculty and the dean of programmes, look after the HR functions. PHD has a HRD department. One gets the impression that there is an important lacuna in this area. No NGO was able to show a very clear-cut system to assess performance and motivate staff. This may be one of the reasons for the great turnover of personnel in the NGO sector. All have expressed the need for a HR person or for a separate department because they want to avoid the high turnover, retain competent people and motivate the staff.

(b) Recruitment Policy and Practice

Some of the information regarding recruitment policy and practices may have an important bearing on the future of the course. Having this in mind, we have divided them into favourable and unfavourable aspects.

Unfavourable Aspects

(i)   Adoption of informal and personal channels of recruitment. Most NGOs follow this method because advertising brings persons who are not ready to adjust culturally or to find permanent accommodation. It is also very expensive and beyond the budget.

The latter reason may not be entirely true given the annual financial turnover of many NGOs. There seems to be a preference for a selection procedure that is more open to influence and nepotism than to professionalism.

(ii) High qualifications are looked with suspicion. NGOs feel that they have recruited qualified (in social sciences, with MSW degrees and even from IRMA) staff. They had, however, to be grilled into the NGO culture and way of proceeding.

(iii) High qualifications are related to high salary expectations. Most NGOs mentioned that the demand for high salaries not being fulfilled, is one of the reasons for leaving the organization. This trend may be stressed by sending qualified personnel.

(iv) The factors responsible for people leaving the organisation may militate against candidates coming with a formal training. The most common reasons cited are personal, marriage, children, family pressure, transfers, and better job opportunities.

Favourable Aspects

(i) Great need to recruit professional, and technical people (engineers, agriculturist). It is also difficult to get an all-rounder who can manage various functions at the administrative and other levels, since the NGO cannot afford people for each function.

(ii) Great need to recruit women. It is difficult to recruit them for work at the field level.

(iii) The "target communities" for whom the course is planned are not sources of recruitment. This is a conclusion from some of the remarks made by various NGOs. Certain NGOs recruit people from the area but for functions at the community organizing level and not so much for executive positions in the NGO staff. Note, for example, that BMA is not able to recruit people from their own clientele and that too because of lack of competent people and BMA has not done much about improving their competencies.

Open recruitment: A few NGOs have campus interviews. CHETNA has a very formal selection procedure involving a written test, group discussion and interview. In almost all NGOs the selection of candidates is done by the CEO in consultation with the programme head for which the person was recruited. In CRY the HQ HRD department has to approve the selection. All these procedures point out to formal and objective practices which will enhance the chances of well prepared candidates. Astha has three months probation period (testing period) for new personnel.

(c)   Opinions about MBA[1] and MSW[2] Graduates

We deal with this point separately because it is directly related to the type of course proposed. We may distinguish the following attitudes.

(i)   Mixed feelings: PHD and BMA were happy with them while others like KMVS, TRU, and JEC did not sound very pleased with MSW. MSWs were also perceived as people wanting high salaries, not willing to work at the field level. They are recognized as useful people in the NGO field in some aspects but their salary expectations far exceed what the NGO can afford. The MBA culture was looked down by the interviewed NGOs as too formal, structured, arrogant, with little room for a human element. CRY has recruited some MBAs who left them after sometime.

(ii)   Recruitment of qualified people has taken place: BMA has two directors having MBA degrees. A couple of NGOs mentioned that a healthy mixture of MBA and MSW competencies would be ideal for an NGO. CRY, DEEP, PHD, ASTHA have people from XISS[3]. There seems to be a desire to hire people who are MSW, BSW[4], and graduates from TISS[5], Gujarat Vidyapith and IRMA[6] if they are ready to come.

(iii)   Corporate managers would make good NGO managers if they scale down their salary and improve their motivation and commitment. MBAs are useful to the organization because of their ability to innovate, for the management inputs and for their outstanding intellectual capacity (mentioned by one NGO).

The most desired background or qualifications are:
* rural based graduates so that they are willing to work in the field;
* MA[7] in sociology and psychology;
* relevant experience of the NGO world as well as in a specific discipline;
* field involvement because it is only through it that you learn to feel the pulse of ground reality.

We have recorded separately the preferred qualities in the candidates. This will provide an interesting reference to outline the expected output from the planned course.

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[1] Masters in Business Administration
[2] Masters in Social Welfare
[3] Xavier Institute of Social Service
[4] Bachelor in Social Welfare
[5] Tata Institute of Social Science
[6] Institute of Rural Management
[7] Masters in Arts

Table 5.4
Profile of the Expected Characteristics in the new Recruits

APPROACH MOTIVATION	INTELLECTUAL ABILITIES	ORGANISATIONAL ABILITIES	SPECIFIC SKILLS	PERSONAL QUALITIES
• Commitment • Sensitivity • Empathy • Gender sensitivity • ability to go beyond caste and class barriers • devotion to work and to the cause of the NGO • willing to make sacrifices • patient • pro-poor	• ability to analyse the situation and identify the critical issues • willingness to learn • knowledge of contemporary issues	• ability to take up different tasks and roles • inter-personal skills • organizing and leadership • ability to initiate	• communication and writing skills, • proficiency in language • familiarity with the culture of the area	• willingness to travel and be in the field; • married and settled(K MVS) • ready to do menial task

We may note the emphasis on the first group (motivational and inspirational qualities). This is summed up in one comment made by the director of CHETNA:

"I am ready to compromise on qualification but not on competence and commitment".

5.3.5 In-service Training: Sources and Content

All the NGO valued training for their staff and all of them have sent people in various degrees for some training or the other.

(a) Assessing Training Needs

The methods to assess training needs are, by and large informal. There are NGOs using performance appraisal methods to identify training needs. CHC has five days a year allocated for assessing the training needs for each member where the person can choose the kind of training available within the available resources. Other methods mentioned were self evaluation and evaluation by senior staff and Strength-Weakness-Opportunities-Threats (SWOT) analysis. Staff meetings are also used as means to voice one's training needs and to identify the persons to be sent for training.

(b)   Content

Training has been mainly skill-oriented, non-theoretical and it has generally taken into consideration the needs of the trainee. Theoretical understanding of the NGOs, and of the specific aspects of NGO management do not figure in the content of most NGO's training. ASTHA is more task-oriented, but that alone is not enough. What they need is to be equipped with relevant competencies and skills.

Some of the themes chosen for the training programmes are computers, administrative skills, communication, documentation, report writing, health, gender sensitivity, Organisational Development (OD), finance, fund raising, evaluation, accounts, time-management, budgeting, self-development, NGO management, value workshop, leadership training, urban development, planning, OB, street plays, programme management.

(c)   Duration

The training duration has varied from 3 days to 15 days. There are few cases of people sent for a six-month training. In the latter case, the trainee was working in the organization for some time during the course. CHETNA has sent a person for 18 months training, an MA course in gender and development. Some NGOs voiced clearly a few apprehensions regarding long training. It represents a loss of time to the organization, and there are doubts about the likelihood of the person returning to the organization. In other words, the risk involved is too high.

(d)   Sources of Trainers

Internal in-service training is done by the staff members themselves. Among the external agencies there are academic institutions (IRMA, IIM[8], B.K. School of Management, XISS), training institutions (ISABS[9], PRIA[10], ISI[11], BSC[12], Janvikas, VHAI[13], Abhivyakti, NCERT[14], AFRO[15]) and government training institutes (NIRD[16]). Many NGOs remark that academic institutions are not very useful for training. People are sent for training in their own region, for example, South Indian NGOs send them mainly to the South, while NGOs in the Western region tend to send people to places in that same region.

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[8] Indian Institute of Management
[9] Indian Society for Applied Behavioural Sciences
[10] Participatory Research in Asia
[11] Indian Social Institute
[12] Behavioural Science Centre
[13] Voluntary Health Association of India
[14] National Centre for Education, Research and Training
[15] Action for Food Production
[16] National Institute of Rural Development

(e) Other Aspects

(i) BMA has not paid for any training. It was always sponsored or voluntary services were offered.

(ii) Training opportunities are offered but the staff is unwilling to make use of them due to personal reasons.

(iii) AWAG's experience in contracting an outside expert to give OB inputs was expensive and therefore it was finally not called. It has developed expertise within the organization and now the CEO is in charge.

(iv) The medium of training is mainly English. Many NGOs would like to use the vernacular so that people at the grassroots are empowered.

(v) In DEEP the project director and another employee working on a project mentioned that though DEEP is in favour of training, the latter is not directly related to need or performance. The consequence is that the objective of training is not achieved and its relevance for application and implementation is minimal.

(vi) NAV provides in-house training for new recruits over a period of one year. The recruits have to pass the examination with 60 percent marks or they have to reappear in the examination. The exams cover topics like law, land revenue, self-defense, and self-development. This NGO very clearly stated that it does not need any external training.

5.4 ORGANIZATIONAL FEATURES

5.4.1 Staff profile

Table 5.5
Distribution of Staff

NAME	NO. OF STAFF MEMBERS			COMMUNITIES				ORGANISATIONAL LEVELS	
	Men	Women	Total	SC	ST	OBC	Minorities	Managerial staff	Operational staff
BMA	120 (73)	44 (27)	164 (100)	Break up was not available					
SKIP	7 (54)	6 (46)	13 (100)	-	-	-	13	3	7
DPG	40 (47)	45 (53)	85 (100)	Break up was not available					
SEARCH	33 (59)	23 (41)	56 (100)	Break up was not available				2	2
APANALAYA	13 (19)	57 (81)	70 (100)	17	1	2	16	9	57

NAME	NO. OF STAFF MEMBERS			COMMUNITIES				ORGANISATIONAL LEVELS	
	Men	Women	Total	SC	ST	OBC	Minorities	Managerial staff	Operational staff
CONCERN	4 (14)	25 (86)	29 (100)	-	-	-	-	12	10
TRU	25 (74)	9 (26)	34 (100)	-	4	19	-	-	28
NSK	14 (30)	33 (70)	47 (100)	-	35	-	6	6	66
AWAG	3 (5)	62 (95)	65 (100)	17	1	7	22	57	-
DEPALAYA	62 (44)	78 (56)	140 (100)	Break up was not available				7	50
JEC	7 (50)	7 (50)	14 (100)	2	-	1	1	1	5
KMVS —	4 (16)	21 (84)	25 (100)	Break up was not available				8	10
CHETNA	13 (33)	26 (67)	39 (100)	-	-	-	-	5	17
NAVSARJAN	76 (83)	16 (17)	92 (100)	88	-	-	1	-	98

C4C left out ?

- Figures in brackets are percentage of total staff in that organization.

5.4.2 Board of Trustees

All the organisations we interviewed were registered under either the Trust Act or the Society's Act except CHETNA which is part of the Nehru Foundation. As per the legal requirements of the Trust and Society Acts, the organization is supposed to have trustees. All of them have trustees, the number varies for different organisations. A summary of the main features of the board is presented below.

Table 5.6
Details of NGOs Interviewed

NAME	Nº TRUSTEE	MALE/ FEM	YEAR OF REG.	COMPOSITION
1. AWG	9	9/-	1983	Housewife, professor social activists, doctor counselors
2. NSK	7	7/-	1988	Nuns-nurse, social work,
3. KMVS	8	3/4	1991	NGO functionaries, Govt. Bureaucrat, social worker,
4. CONCERN	3	1/2		Businessman, social workers,
5. CHC	20	6/14 ? 16/3+	1991	Doctors, development professionals, management experts, finance specialist
6. DEEP	14	4/10		Lawyers, accountants, ex-bureaucrats, generalist, surgeon
7. SEARCH	7	2/5	1975	Professionals,
8. PHD	5			Businessmen,
9. ASTHA	11	2/9		Founder members (7), solar scientist, architect
10. DPG	9	4/5		Scientist, ex-director of state resource Centre, lecturer, banker, teacher, pastor, NGO functionary,
11. APANALAY	15	12/3	1972	Doctor, counselor, educationalist, social workers,
12. SKIP	7		1969	Directors of different associated institutions,
13. BMA	32	6/28		Professionals, businessmen, philanthropist,
14. CRY	5	1/4	1980	Consultant to UNICEF, ex-CEO of Lintas, lawyer, financial consultant, architect/ designer. The president and she started CRY in Delhi in 1980
15. NAVSARJAN	7	3/4		6 of some are from various NGOs
16. IID	7	3/4		2 journalists, a pig farmer, school teacher, a lecturer, 2 doctors, scientist
17. CHETNA	(part of Nehru Foundation)	13/26		
18. JEC	--	7/7	(not yet registered)	

(a)   **Functions/ role of the board members**

All NGOs state that the main function of the board is to formulate policy. The board deals also with financial matters (salary package), and takes decisions concerning the acceptance of new projects and ventures. In certain cases, the board is involved in the selection of personnel at higher levels. KMVS has government persons on the board because it is easy to draw resources from the government. In the initial stage of the organization the board members were more involved in the organization than in later years.

(b)   **Length of service**

A board member is normally for three years. Yet the turnover on the Boards is low. Changes occur because members move geographically to other areas. In CRY and APNA none of the founder members are at present in the board: one died and the rest left. SKIP keeps on changing 50% of the members every year.

(c)   **Frequency of meetings**

The board members meet between two to four times a year as a board. There are few instances when the GB members have strong differences of opinion on certain policy matters like taking up a new activity. In BMA, the CEO meets two GB members everyday informally. The board is very much involved in the decision making process. It acts as a motivator for the organization. In DEEP, CHETNA, CHC, BMA, CRY the GB members are contacted through phone by the CEO often to brief them or consult them before taking some decisions. In CONCERN there is a weekly meeting with the managing trustee.

(d)   **Operating mechanisms**

There are Executive Committees besides the governing board. The EC meets often and it works closely with the CEO. Some of the GB members are on the EC as well as some senior staff members of the organization. There is a general feeling among all the NGOs that the GB does not interfere with the running of the organization. The relationship between the CEO and the GB is by and large cordial. The CEO's position in almost all the NGOs is a very important one. In PHD the CEO has always to bargain with the GB as the latter does not understand the problems of the field and the needs of NGOs. They have come from industry. In PHD the difference of opinions in the board is very strong because some members are industrialist and other social workers.

5.4.3 Organizational structure

NGOs have generally very few hierarchical layers. Most of them have various department either based on functions, areas, projects or on a mixture of them.

The typical NGO would be structured as follows:

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        ┌──────────────────────┐
        │   GOVERNING BOARD    │
        └──────────┬───────────┘
                   │
                   ▼
              ┌─────────┐
              │   CEO   │
              └────┬────┘
                   │
                   ▼
          ┌──────────────────┐
          │  Various units/  │
          │   Departments    │
          └──────────────────┘
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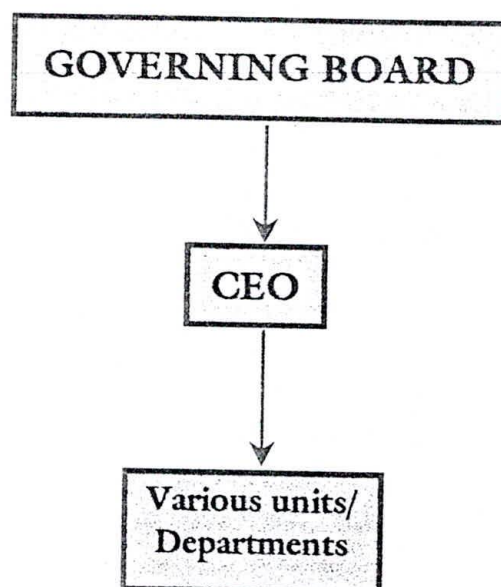
Initially the structure is loose but over the years they have become formal, departmentalized. The line of command is pretty well defined and roles and responsibilities take formal shape and are sufficiently defined. In CRY there is HQ and branch structure and a matrix system exists. Organisations have been flexible in restructuring themselves according to change in activities, priorities, areas and functions.

5.5   CONFLICT AND CHANGE

5.5.1   Conflict

(a)   Reasons

Conflicts are accepted as part of the organisation's life. It is interesting to note the main *reasons* for these conflicts:

- interpersonal difficulties, this is also called, by the terms 'personality clashes', and 'staff conflicts', and "ego hassles";
- inter-departmental rivalries; AWAG experienced a conflict of power between the senior staff and the board as well as between the senior and junior staff; it resulted in some resignations;
- salary inadequacy; the fact that senior and experienced, as well as junior and qualified personnel receive an honorarium;
- man-woman relationships;
- Catholic and Protestant divide (SKIP);

- improper behaviour: misappropriation of funds has lead to conflict and closing of the project (NSK), responsibility shirking, misuse of power, over doing things, differences in commitment levels, lack of accountability;
- external environment: government officials' attitude, vested interests in the area (money lenders for ASTHA), non acceptance of target group; the Church is also a source of conflict because it does not understand the concept of management and its policy and practices are not in consonance with the NGO philosophy;
- personal reasons: time pressures, stress, ideological conflicts, a dilemma between a personal preference for field work and the management responsibility which has been given(CHETNA);
- union problems;
- ideological conflicts: difference in approaches and understanding the role of a social worker and a professional leading to problems of prioritizing objectives and tasks; on the one hand, wanting to pay higher salaries but being an NGO working with the poor there is a moral responsibility that goes against it.

(b)   Resolution

Conflicts are resolved in the group through dialogue among people and departments. Other ways for conflict resolution include openness in dealing with others, learning to accept differences, co-operation, vigilance, discussion, feedback, and group processes. One can notice the lack of formal methods. SKIP follows a prayer method: it encourages people to express their grievances and then resolve them in a prayerful climate.

Conflicts have not become dysfunctional. There are exceptions, and some have taken a toll on the organization. In 1981, BM experienced a strike, demonstrations, a "gherao", and had a court case. The management took a positive view, remained reasonable, and kept their word and, therefore, the problem was solved.

DEEP decided to phase out some activities. There was a feeling of job insecurity which resulted in a strike. The strategy to resolve it was to explain the phase-out strategy. This, however, was not accepted. A proposal was made to the effect that (i) the staff devotes 25 per of time to identify a new project, and (ii) to start new NGOs supported by DEEP. During the phasing out stage one person was terminated and 20 left. In CHETNA, because of the great number of women, more personal problems have arisen: people cannot go for training programmes because they have family problem. In the same organization there is a clear contradiction between the values (gender equality) preached and the values practiced at home. The experience is that calling outsiders to help is useful but it is very time consuming and expensive.

5.5.2 Change

(a)   Nature of the change

Most NGOs have scaled up their operations, have diversified their activities, projects, and have widened their target group. They have moved from mono or homogeneous to multi or heterogeneous groups. NGOs have also moved from individual to community approach. Examples of these changes are the BMA which started only with the blind and deals now with people having all disabilities. Others were dealing only with health but now they deal with other issues. For others it has been a change from dealing only with women and to relating now to both women and men. The change has also resulted in increasing the coverage to other regions and states. The opposite has also taken place: better targeting tries to avoid thinning of resources in too many areas and in too many activities. Many NGOs have moved from a charity to a development approach.

The way changes have occurred differs: in some cases it has been planned, in others it has evolved according to the demands of changing circumstances, while in a few it has been through trial and error.

The change has evolved in an integrated manner, for example, taking into account the entire community and various factors affecting development (health, education, economic, social aspects, and legal). The thinking and understanding of development has changed : from providing a few basic services to enabling, and empowering the entire community through various means. From top-down to a more participative approach. NGOs have evolved from being grassroots organisations to becoming support or intermediate organisations.

The change has also affected the relationship of the NGOs with their clients. Some of them (NSK and DEEP) have finally handed over the projects to the local groups and they have eventually withdrawn from the project area.

There have also been organizational changes. Some have been pointed out before. NGOs have become more formal (rules and regulations) and a higher degree of hierarchy has been introduced. Projects have become more women focused, having more women staff and these changes have been attributed to the conditions imposed by donor agencies. Staff has increased over the years. There have also been changes in strategy and bigger budgets (CRY). NGOs have diversified their sources of funds. Employment patterns have changed: employees have been asked to become consultants. This has been done to punish under-performance and resulted at the start in resistance but later the experiment succeeded.

(b)   Factors responsible for change

A variety of reasons have been adduced: funding agencies, external factors, government policies (SKIP changed from informal to ITI training because a change in government policy, which made the ITI course very popular and job oriented). Apart from this change in leadership, change in the environment of the NGO world, new perspective and approaches to development introduced by funding agencies and studies in the field are also some of the factors responsible for change.

We may sum up the NGO attitude to change in the following quote:

"Change is a must if we want to respond to the changing situation" (NAV).

5.6   PERSONNEL

5.6.1 Salary Differentials

Most NGOs accept the fact that their salary package is not adequate and does not correspond to the qualifications and competencies of their staff. Their preference for female staff is related to their willingness to work for lower pay.

The differences in salary varied from 3 to 12 times. PHD did not state the difference, it only said that it was too high but it is paid by the corporate sector. SKIP has a 12-time difference. In AWAG the difference is 3 times and the highest salary is Rs.3,000. This is in keeping with their Gandhian simplicity. In NSK the highest salary is Rs.2100 and the lowest is 900. They could not raise the salary because the financial provision of the project does not allow for it. NSK did a survey to study the NGO salary structure so as to adjust their salary package (1990). IID Nagpur pays the doctors a salary of Rs.1000-1500. These are the highest salaries, and they are paid as honorarium.

5.6.2 Staff Turnover

The average is of about 7 persons in 3 years. AWAG said that experience indicates that if a person sticks around for ten days or so then they generally stay on. Turnover is higher among the field staff. DEEP and BMA had strikes by the staff. In the former the turnover has been of 80 in ten years: about 8 per year!

The most important reason for this high turnover is personal difficulties like marriage, children, transfers, family pressure, husband's transfer, and illness. This may be a result of the difficulties involved in the work. Better opportunities, higher salary are also common reasons. In two cases, NGO personnel moved into the corporate sector (CRY and BMA). CRY and DEEP have lost people to Action Aid (funding agency). Comparing women and

men it looks as if the former has left mainly because of personal and family reasons while men have mainly left for better opportunities.

The general complain of the CEOs is that they train people and then they leave the organization. Retaining qualified staff is difficult. There is higher turnover among people joining from different cities and from far off places as they have to face cultural, and financial problems.

The turnover is high during the initial years because the staff is still raw and has no proper orientation and understanding (NAV). It is interesting to note that a couple of people from the corporate sector were asked to leave because they did not fit into the NGO climate and into a non-hierarchical structure.

5.7   RESOURCE MOBILISATION

The following table provides a quick view of the various funding sources available to the interviewed NGOs.

Table 5.7
Sources of Funds

	DOMESTIC	FOREIGN	GOVERNMENT	OWN SALE	DONATIONS
CHC	✓ - ?	Y	-	-	✓ - ?
CONCERN	-	-	-	Y	Y
CRY	Y	Y	Y	Y	Y
DEPALAYA	Y	Y	Y	-	Y
AWAG	Y	Y	Y	-	-
APANALAYA	Y	Y	-	-	-
ASTHA	-	Y	Y	-	-
BMA	Y	Y	Y	Y	Y
CHETNA	Y	Y	Y	Y	Y
DPG	-	Y	Y	-	-
JEC	-	Y	Y	-	-
IID	-	-	Y	-	Y
KMVS	-	Y	Y	-	Y
NSK	Y	Y	-	-	Y
NAVSARJAN	-	Y	-	-	-
PHD	Y	Y	Y	-	Y
SEARCH	-	Y	-	-	-
SKIP	-	Y	-	-	-
TRU	Y	Y	Y	-	Y

It is evident from the above table that the main sources are foreign donors and the government. Assuming the information to be accurate one is surprised at the number of NGOs that are able to tap domestic resources. The table obviously does not give any information about the proportions of various sources in total funding.

The following table provides more information on the same topic.

Table 5.8
Fund Raising

NAME	REMARKS
SKIP	It has membership fee plus the building rent.
BMA	Charges fees for training programmes Organization's fund–raising drives. Director mobilizes the funds Board members helped substantially in resource mobilization.
SEARCH	Charges fees for training programmes Rents their training institute
CHC	Gets some remuneration for consultancy done for other groups
CRY	It does not accept funds from tobacco and liquor industries and Union Carbide type of companies. Previously 90% of revenue was from the sale of products i.e. cards, calendars etc. They decided to reduce their dependence on this source when the government passed a notification that no funding agency will get income from sale of greeting cards. Present share is 60% of the revenue. Organization's fund–raising drives. Get funds for sponsoring children. There is a separate department of corporate funding which mobilizes the corporate funds. Board members helped substantially in resource mobilization.
CHETNA	It feels that it does not need govt. funding but it is good to be associated with govt. Director mobilizes the funds
CONCERN	Organization's fund–raising drives. Funds small NGOs in India. Board members helped substantially in resource mobilization.
DEEP	Get funds for sponsoring children.
IID	Charges the client Rs.5/- as contribution for any ailment treated and the fund raised in this manner is sufficient to meet all costs. Director mobilizes the funds The CEO would have welcomed a helping hand from the board members for resource generation.
DPG	It clearly stated that self-sufficiency is not priority to them as they regularly get funds.
NSK	It does not receive govt. funds despite trying for it desperately.
TRU, KMVS, PHD,	Board members helped substantially in resource mobilization.

NGOs have mentioned a number of common problems regarding funding.

(i)   Government funding is not easy to come because of bureaucratic delay.

(ii)   Financial support from foreign funding agencies is reducing funding to Indian NGOs and they are being affected.

(iii)   Funding agencies pay for projects but are not very willing to pay for infrastructure and salaries.

(iv)   Founders do not recognize the need for professionals and therefore reluctant to fund salaries, and infrastructure (CRY).

(v)   The existence of bogus NGOs spoils the credibility of good ones.

(vi)   Investment restriction by charity commissioner, restriction by funding agencies (BMA).

(vii)   Lack of voluntarism (BMA).

(viii) Discriminated against, (also by the Government) for being Christians (NSK).

CHAPTER 6
VIABILITY OF THE PROPOSED COURSE

6.1 INTRODUCTION

This chapter examines the viability of the proposed course in terms of its relevance for NGO management, its suitability to the present scenario of developmental sector and its acceptability[1]. The information has been collected from the questionnaire and the issue of the suitability of the course is discussed by analyzing the following factors :

(i)   The extent of representation of members of certain communities (which are of high priority to the BSC) in the organizations under study.
(ii)   The extent of representation of women in the organizations under study.
(iii)   Perception of the degree of competence in certain selected professional spheres in the NGOs.
(iv)   The importance given by these organizations to long term training.
(v)   The constraints in providing such long term training.
(vi)   Professional qualifications preferred by organizations.
(vii)   Possibility of 'career advancement' in these organization
(viii) Acceptability of the content and mode of delivery of the proposed course.

6.2 REPRESENTATION OF PRIORITY GROUPS

In absolute numbers, the strength of managerial staff, operational staff and administrative staff belonging to the priority communities is sufficiently high to form a 'clientele' or a 'market' for the proposed course.

The average representation of STs, SCs, OBCs, Women and Minorities at the M. S. and O. S. level together is 8.84%, 17.73%, 26.87%, 37.63% and 8.2% respectively. These percentages are from 490 organizations. Although methodology limitations reduce the confidence with which we may extrapolate this to the universe of NGOs in India, we may safely assume that the number of 'clientele' (at MS and OS levels) is many times the numbers in the table below.

The following table (table 6.1) gives a picture of the total representation of priority communities (managerial and operational levels taken together) in the staff of NGOs. The analysis which follows compares the actual representation of priority communities in the organization with 'optimum' levels shown by the government reservation policy for each priority community.

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[1] This course is proposed to be accredited by the Open University, Milton Keynes U.K.

Table 6.1
Representation of Priority Communities in NGOs

PRIORITY COMMUNITY	REPRESENTATION IN NGOs						
	0	0.01-10	10.01-20	20.01-30	30.01-40	40.01-50	50.01+
ST	300 (61.2)	63 (12.9)	57 (11.6)	24 (4.9)	15 (3.1)	7 (1.4)	24 (4.9)
SC	185 (37.8)	72 (14.7)	80 (16.3)	52 (10.6)	34 (6.9)	16 (3.3)	51 (10.4)
OBC	179 (36.5)	60 (12.5)	76 (15.5)	37 (7.6)	40 (8.2)	19 (3.9)	79 (16.1)
MINORITIES	311 (63.5)	80 (16.3)	37 (7.6)	18 (3.7)	16 (3.3)	8 (1.6)	20 (4.1)
WOMEN	48 (9.8)	37 (7.6)	70 (14.3)	57 (11.6)	79 (16.1)	67 (13.7)	132 (26.9)

- Figures in brackets are percentage of total NGOs responding.
- The term 'representation in NGOs' refers to percentage classes of priority communities in the staff of the NGOs.

REPRESENTATION OF PRIORITY COMMUNITIES IN NGOs
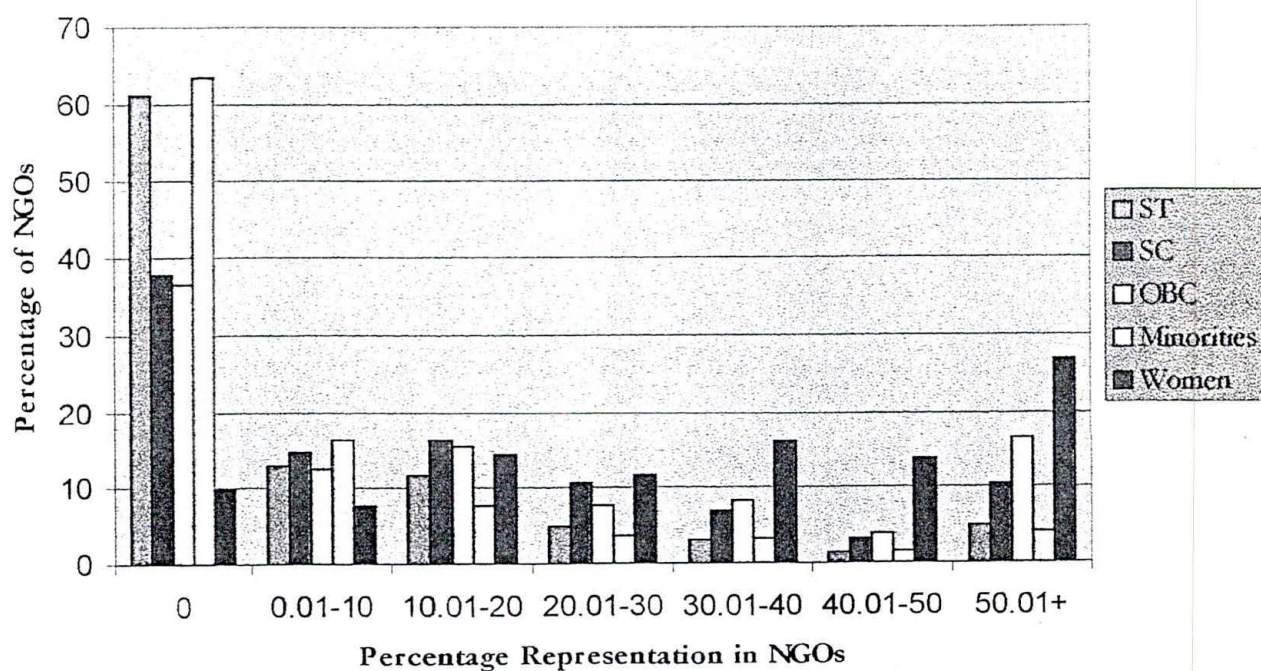
Women (for data see Appendix 6.1)

In absolute numbers, the strength of women staff (without community wise break up) is sufficiently high to form a 'clientele' group for the proposed course. There is only a very small proportion of NGOs (9.8%) which don't recruit women. About a fourth (26.9%) of NGOs (132) have more than 50% women staff and another 21.9% of the NGOs have up to 20% women staff. At the managerial level, 41.6% (204) of NGOs provide no representation to women. Only 13.5% (66 NGOs) have more than 50% of their managerial staff comprised of women. At the operational level, 21.6% (106) of NGOs have no representation of women, 32.4%(159) have more than 50% women as their operational staff.

Only 16.1% of NGOs can be regarded as optimal ones as their women staff is between 30 to 40% of their total personnel, proportionate to the proposed reservation policy of the central government for women (33%).

Scheduled Tribes

The average proportion of STs in all the NGOs is 8.84%. Only 12.9% of NGOs can be regarded as optimal ones as their ST staff is between 1-10% of their total personnel, commensurate with the central government reservation policy (8.33%). Scheduled Tribes were not at all represented in 61.2% of NGOs (300 out of 490). There were just 4.9% of NGOs (24) with more than 50% staff belonging to scheduled tribes. At the managerial level, 85.5% (419) of NGOs provide no representation to STs. Only 2.2% (11 NGOs) have more than half of their managerial staff comprised of the ST community. At the operational level, 67.6%(330) of NGOs have no representation of STs, 5.9% (29) have more than 50% of their operational staff from the ST community. At the administrative level, STs don't figure in 85.7%(420) NGOs. Only 1.2%(6) have more than 50% of their administrative staff from the STs.

Scheduled Castes

The average proportion of SCs in all the NGOs is 17.73%. Only 16.3% of NGOs can be regarded as optimal ones as their SC staff is between 10 to 20% of their total personnel, proportionate to the central government reservation policy (15%). Scheduled castes were not represented in 37.8% of NGOs (185 out of 490). There were 10.4% of NGOs (51) with more than 50% of their staff from the SCs. About one third (31%) of the NGOs have up to 20% of their staff belonging to the SC community. At the managerial level, 69% (338) of NGOs provide no representation to SCs. 8% (39 NGOs) have more than 50% of their managerial staff comprised of the SC community. At the operational level, 44.9%(220) of NGOs have no representation of SCs, 12%(59) have more than 50% of their operational staff from the ST community. At the administrative level, SCs don't figure in 68.4%(335) NGOs. 8%(39) have more than 50% of their administrative staff from the SCs.

At the managerial level, the average competence scores are between 3 and 4 (between satisfactory and good) for all the areas of expertise. The higher scores are in the areas of leadership (3.84), understanding of the context of NGO (3.83), and human resources management (3.66), followed by strategic planning (3.6), human resources management (3.51) advocacy and networking (3.44) and resource mobilization (3.3). At the operational level, the average scores were between 2 and 3 (between the ratings of insufficient and satisfactory) for all areas of expertise. The higher scores are in the areas of leadership skill (3.21), project management and service (3.2) and understanding of the context of NGO (3.19), which has been traditionally the strength of NGOs.

Expectedly, the competence level of the operational staff is lower than that of the managerial staff. The composite scores, taken by adding all individual scores across all competency areas, show the same pattern (25.17 for MS and 20.96 for OS). But there is no area where managerial staff has a decisive and specific edge over the operational staff. This indicates that the staff who are generally more competent assume the role of managers, and those less competent are at the operational level. The table also shows the degree of variation in individual scores (SE), which is nowhere to high.

The competency levels were also analyzed according to activity for NGOs working in rural and urban areas. Appendix tables 6.2 and 6.3 show the managerial and operational level competencies (composite score) classified by activity, for rural and urban organizations. There does not seen to be any major difference in the composite mean score for MS working in rural and urban areas. However, there is a marginal difference : the highest score for urban based organizations is 27.08 (for organizations involved in gender issues) while the same for rural based ones is 26.29 (NGOs involved in support to other organizations). The lowest score for the urban NGOs (involved in countering injustice – 26.57) is still higher than the rural NGOs' highest, which is significant.

The same pattern is seen for the OS groups : most scores for urban NGOs are higher than 22 and in activities like local self government and institutional care, higher than 23, while the highest score in urban based NGOs is 21.97, for organizations involved in advocacy. Variations in scores (see SEs) are also somewhat higher (both for MS and OS) in urban than in rural areas.

Mean scores of competency were used to determine relationship of competency with size and activity of the organization.

(a)   Size of the Organization & MS Level Competency

NGOs with staff strength of 101-200 person have the highest mean competency score (26.3) which is very close to 'good' (28). The score for organizations having staff of over 200 (25.8) is significantly larger than the 0-5 score (22.7). The organisation's size makes a difference to the level of managerial competency achieved. The highest competency level is achieved for organization fairly large (101-200 persons). Small organisations (0-5) have the lowest score and it is significantly different from the other scores. Management at this level is non-existent. The difference in the competency scores between the intermediate size groups of 16-40 (medium) and the 41-100 (large) group is not significant.

Looking at competencies at the OS level the same pattern is found : the lowest competencies is seen in very large organizations with staff over 500 (17.4) and very small organizations with staff less than 5 (19.43). Again the highest score is seen for fairly large organizations with staff between 100 and 200 (21.92).

(b)   Activities & Competency

Managerial Competency score for urban organisations engaged in poverty alleviation, health, environmental issues and education is moderately significantly higher than the score for rural organisations engaged in the same activities. These are "general", "non-controversial" activities.

The score in not significantly different among urban and rural organisations when the activities they are engaged in are research and evaluation, countering injustice, advocacy and gender issues. In the matter of this "radical activities " the urban-rural divide does not make any significant difference in the level of managerial competence.

At the operational level, competency score is (moderately) significantly higher for urban organisations engaged in environmental issues than for those in the rural areas engaged in the same activity. For organisations working in the rural areas, the competency level score for those engaged in training/research is moderately significantly higher than those engaged in cooperation/cottage. This probably means that rural organizations engaged in training have been able to develop more operational competence than those engaged in more conventional activities like cooperatives and cottage

6.4   STAFF SENT FOR TRAINING

The following tables (table 6.4 & 6.5) show the proportion of managerial and operational level staff sent for training (long term and short term) by various NGOs.

Table 6.4
MS sent for Training

PROPORTION OF STAFF	SHORT TERM TRAINING			LONG TERM TRAINING			
	Less than 1 Month	1-3 Months	Total Sending for ST Trg.	3-6 Months	6-12 Months	12 Months+	Total Sending for LT Trg.
0.1-10	7 (1.7)	8 (2.0)	15 (3.71)	1 (0.2)	2 (0.5)	3 (0.7)	6 (1.49)
10.01-20	14 (3.5)	18 (4.5)	32 (7.92)	6 (1.5)	2 (0.5)	9 (2.2)	17 (4.2)
20.01-30	18 (4.5)	6 (1.5)	24 (5.94)	4 (1.0)	0	0	4 (0.99)
30.01-40	24 (5.9)	6 (1.5)	30 (7.42)	4 (1.0)	2 (0.5)	0	6 (1.49)
40.01-50	34 (8.4)	4 (1.0)	38 (9.4)	2 (0.5)	1 (0.2)	0	3 (0.74)
50.01-60	10 (2.5)	0	10 (2.47)	0	0	1 (0.2)	1 (0.2)
60.01-70	19 (4.7)	2 (0.5)	21 (5.19)	1 (0.2)	0	0	1 (0.2)
70.01-80	9 (2.2)	0	9 (2.2)	0	0	0	0
80.01-90	3 (0.7)	0	3 (0.7)	0	0	0	0
90.01-100	72 (17.8)	7 (1.7)	79 (19.55)	0	0	4 (1.0)	4 (0.99)
TOTAL	210 (51.98)	51 (12.62)	261 (64.6)	18 (4.46)	7 (1.73)	17 (4.21)	42 (10.4)

• Figures in brackets are percentage of total respondents.

MS SENT FOR TRAINING
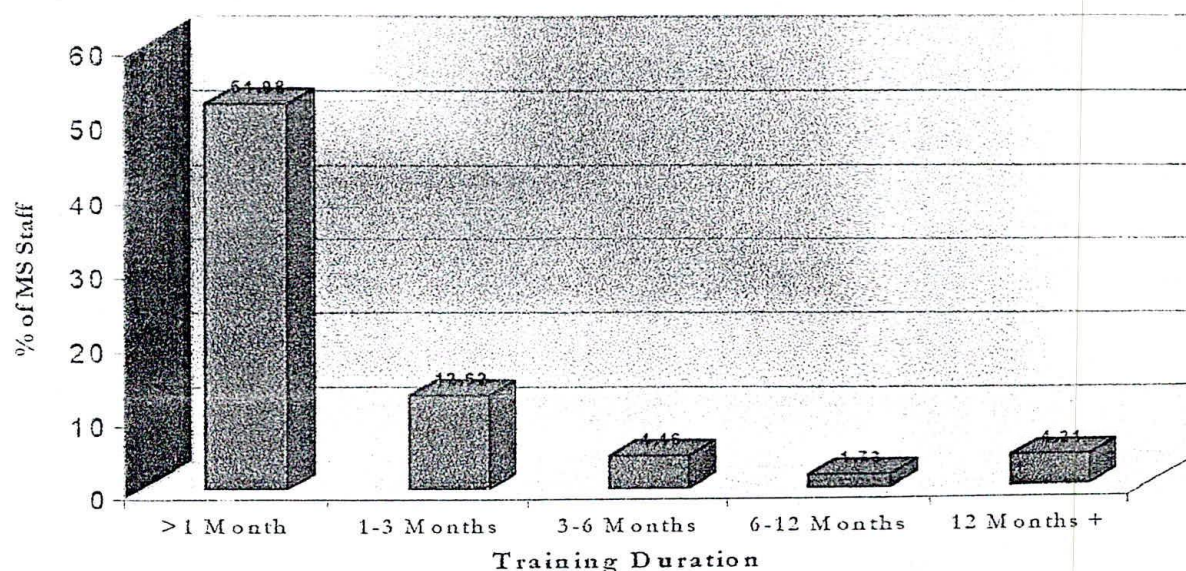
Table 6.5
OS sent for Training

PROPORTION OF STAFF	SHORT TERM TRAINING			LONG TERM TRAINING			
	Less than 1 Month	1-3 Months	Total Sending for ST Trg.	3-6 Months	6-12 Months	12 Months +	Total Sending for LT Trg.
0.1-10	30 (7.4)	23 (5.7)	53 (13.12)	13 (3.2)	13 (3.2)	9 (2.2)	35 (8.66)
10.01-20	34 (8.4)	9 (2.2)	43 (10.64)	4 (1.0)	3 (0.7)	4 (1.0)	11 (2.72)
20.01-30	19 (4.7)	8 (2.0)	26 (6.68)	4 (1.0)	0	0	5 (1.24)
30.01-40	22 (5.4)	7 (1.7)	29 (7.18)	2 (0.5)	0	0	2 (0.49)
40.01-50	28 (6.9)	4 (1.0)	32 (7.92)	2 (0.5)	0	0	2 (0.49)
50.01-60	16 (4.0)	2 (0.5)	18 (4.46)	0	0	0	0
60.01-70	13 (3.2)	0	13 (3.22)	0	0	0	0
70.01-80	12 (3.0)	1 (0.2)	13 (3.22)	0	0	0	0
80.01-90	7 (1.7)	0	7 (1.73)	0	0	0	0
90.01-100	60 (14.9)	4 (1.0)	64 (15.84)	1 (0.2)	2 (0.5)	1 (0.2)	4 (0.99)
TOTAL	241 (59.65)	58 (14.36)	299 (74.0)	26 (6.44)	18 (4.46)	14 (3.47)	59 (14.6)

- Figures in brackets are percentage of total respondents

PERCENTAGE OF NGOs SENDING OS FOR TRAINING
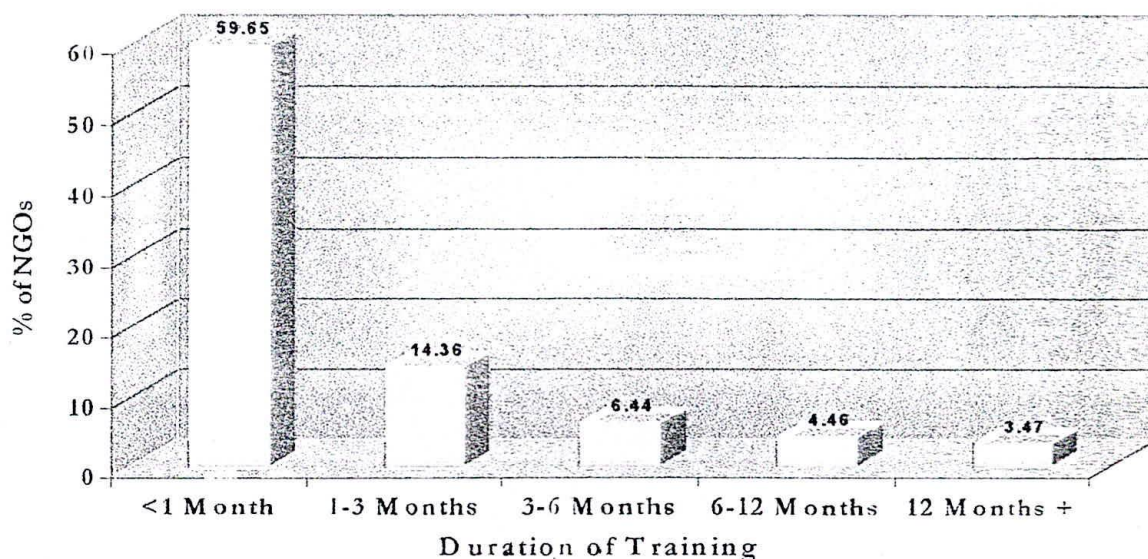
Managerial Staff

Substantially larger proportions of NGOs have sent their staff for short-term (65%) than long term (10%) training. About 20% NGOs state that they have sent 90% or more of their managerial staff for short term training (including training of up to one month and 3 months); the corresponding proportion for long-term training (3-6 months, 6-12 months and over 1 year taken together) is less than 1%. About 6% respondents state that they have sent 20% or less of their managerial staff for long-term training. The total proportion of NGOs who have sent more than 20% of their MS level staff for long-term training is only 4.7%.

Operational Staff

The same patterns are seen in OS training also. While 74% NGOs send their staff for short term training, only 14% send them for long-term training. More than 15% NGOs send 90% or more operational staff for short term training; the corresponding proportion for long term training is again less than 1%.

A little more than 3% NGOs state that they have sent more than 20% of their OS for LT training, expectedly this is lower than the corresponding data for the MS. However, a larger proportion of NGOs send their OS than their MS for short term training while 50.25% NGOs state that they have sent a fifth or more of their OS for ST training, the corresponding fig. For MS is 45.48%. The same pattern emerges for overall long-term training (14.6% NGOs send OS while 10.4% send MS).

This analysis deals with the number of NGOs sending staff for training. Let us now look at the number and proportion of staff at the MS & OS level actually sent for training.

Table 6.6
Training of Managerial Staff

SHORT TERM TRAINING		LONG TERM TRAINING	
Duration	No. of staff	Duration	No. of staff
Less than 1 Month	658 (43.46)	3-6 months	37 (20.67)
1-3 months	104 (19.37)	6-12 months	17 (14.05)
		Above 1 year	43 (16.93)
TOTAL	762 (62.83)	TOTAL	97 (51.65)

- Figures in brackets are percentage of total staff in MS of all respondents.

Table 6.8
Staff Intended to be sent for Training – Regions Wise Analysis

REGION	NUMBER & PERCENTAGE OF TOTAL MS IN EACH REGION	NUMBER & PERCENTAGE OF TOTAL OS IN EACH REGION	NUMBER & PERCENTAGE OF TOTAL STAFF IN EACH REGION
NORTH	45 (31)	112 (12.9)	157 (15.54)
SOUTH	147 (29.2)	449 (19.6)	596 (21.32)
EAST	223 (37)	487 (16.5)	710 (19.97)
WEST	82 (42.3)	231 (27.5)	313 (28.79)
CENTRAL	11 (16.2)	35 (2.6)	46 (3.28)
NORTH EAST	27 (60.0)	63 (32.3)	90 (37.5)
TOTAL	535 (34.3)	1377 (16.3)	1912 (19.05)

- Figures in brackets are percentage of MS, OS and total staff respectively in each region.

This shows that organisations would like to provide long term training opportunities more than 3 times the number that is being provided at the moment. However, 186(31.85%) did not believe in providing long-term training opportunities to more members of their staff. Of this 186 NGOs, 119(63.9%) were urban based, 10(5.3%) were rural based and 57(36.02%) NGOs with both rural and urban base. Zone -wise, southern zone (143) dominated in the number of NGOs who wanted to provide long-term training opportunities to their members of staff, followed by Eastern zone. The central zone NGOs showed the least interest in training programmes for their staff. The number of NGOs which did not want to send people for training were also the highest in the southern zone, followed by the Western Region.

Table 6.7
Training of Operational Staff

SHORT TERM TRAINING		LONG TERM TRAINING	
Duration	No. of staff	Duration	No. of staff
Less than 1 Month	3158 (33.18)	3-6 months	129 (8.15)
1-3 months	368 (13.9)	6-12 months	53 (4.22)
		Above 1 year	27 (3.57)
TOTAL	3526 (47.08)	TOTAL	209 (15.94)

- Figures in brackets are percentage of total staff of OS in all respondents.

Table 6.6 & 6.7 above show the proportion of MS & OS sent for long term and short-term training.

While there is a substantial difference (as seen above) in the proportion of NGOs sending staff for short term training and those sending staff for long term training, the difference is substantially reduced when we look at the proportion of staff sent. For the managerial staff, against 62.83% sent for short-term training, 51.65% of the total number of MS have been sent for long-term training. Since the proportion of NGOs sending MS for long-term training is only about 10%, we can conclude that these 10% NGOs account for the 51.65% MS sent for long-term training. Thus, for these NGOs the average number of MS sent for long term training is 2.3%. Again, the average number of OS sent for long-term training is higher 3.54.

Lack of finance is the main reason for the majority (68.09%) of all respondents not providing long-term training to their staff. More than a third each does not provide training because of lack of time (38.42%) and non-availability of training courses (36.19%). Only 16% see a lack of motivation for training.

Looking at the area of operations, finance is seen to be a constraint for about three fourths (72.36%) purely rural based NGOs, while only half (57.57%) purely urban based NGOs face this problem. However 'lack of time' seems to be a problem faced by more urban based (45.45%) than rural based NGOs (32.19%).

The issue of non-availability of training courses seems to be a fairly common problems for NGOs in all operational areas : more than a third of each category face these problem.

6.5 NEED FOR TRAINED PROFESSIONALS

A great number of NGOs (80.23%) envisage expansion in the number of their staff in the coming two years.

Table 6.10
Expansion Plans : Region-wise Proportion of NGOs & Expansion Ratio

REGION	NUMBER & PROPORTION OF NGOs ENVISAGING EXPANSION	NO OF ADDITIONAL STAFF REQUIRED & PERCENTAGE EXPANSION ENVISAGED		
		Managerial Level	Operational Level	Overall
EAST	116 (80.55)	63 (27.63)	380 (32.01)	443 (31.31)
WEST	95 (81.2)	65 (29.41)	249 (30.7)	314 (30.43)
NORTH	43 (81.13)	35 (68.63)	118 (40)	153 ()44.22
SOUTH	184 (78.63)	60 (37.04)	229 (36.82)	289 (36.86)
NORTH EAST	23 (82.14)	7 (87.5)	8 (30.77)	15 (44.12)
CENTRAL	10 (90.91)	5 (14.71)	24 (1.97)	29 (2.31)
TOTAL	471 (80.23)	235 (33.88)	1006 (24.23)	1241 (25.51)

Table 6.9
Factors Preventing Long Term Training

FACTORS	OPERATIONAL AREA			TOTAL
	Rural	Urban	Both	
Lack of finance	254	19	124	397
	(72.36)	(57.57)	(62.31)	(68.09)
Lack of time	113	15	96	224
	(32.19)	(45.45)	(48.24)	(38.42)
Non-availability of training course	128	12	71	211
	(36.47)	(36.36)	(35.67)	(36.19)
Lack of motivation	69	7	21	97
	(19.66)	(21.21)	(0.55)	(16.63)
TOTAL	351	33	199	583
	(100)	(100)	(100)	(100)

- Figures in brackets are percentage of NGOs in each operational area.

FACTORS PREVENTING LONG TERM TRAINING
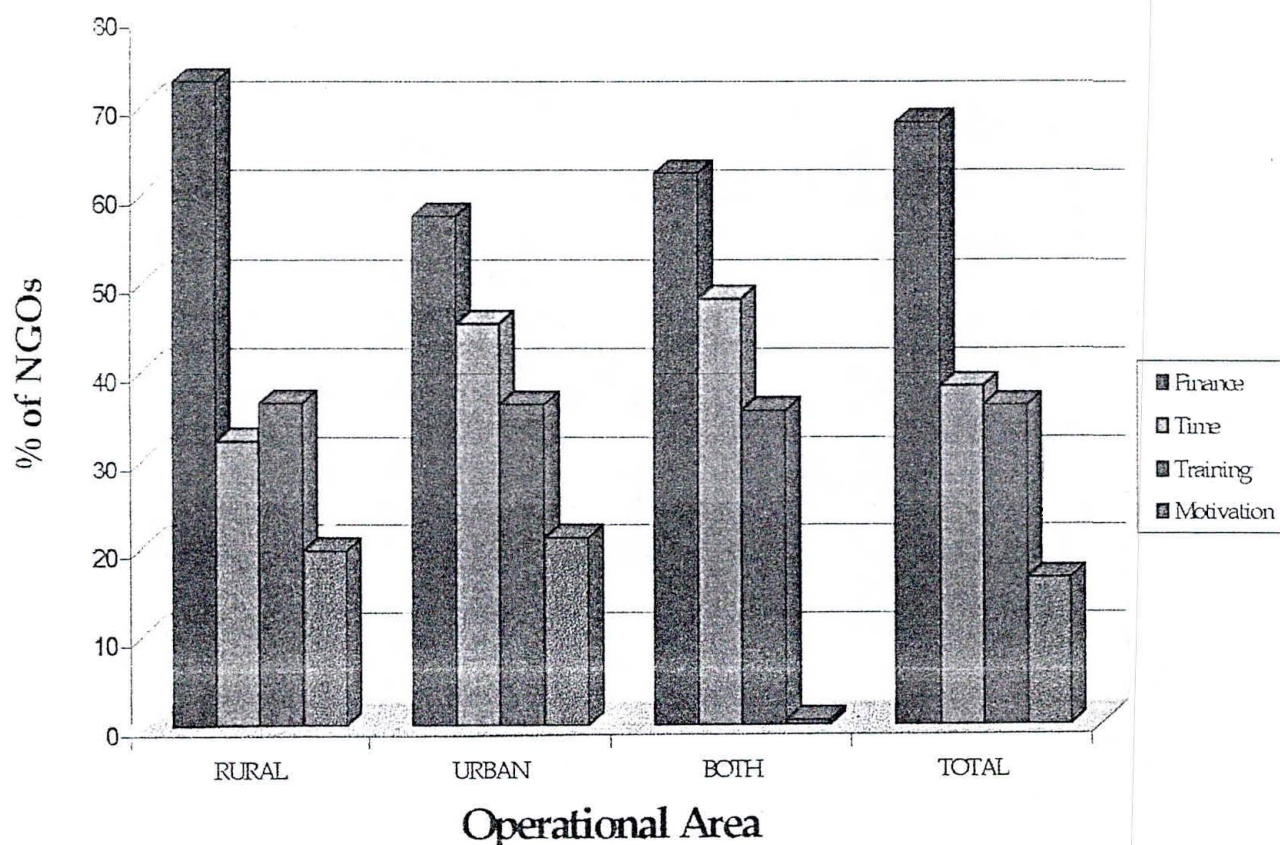
Expansion envisaged by operational area is analyzed in the following table.

Table 6.11
Operational Area & NGOs requiring Expansion

EXPANSION	OPERATIONAL AREA			TOTAL
	Rural	Urban	Both	
YES	270 (76.27)	24 (75)	179 (88.61)	473 (80.44)
NO	84 (23.73)	8 (25)	23 (11.39)	115 (19.56)
TOTAL	354 (100)	32 (100)	202 (100)	588 (100)

- Figures in brackets are percentage of total NGOs in each operational area.

The maximum proportion of expansion is needed (88.61%) by NGOs working in both rural and urban areas. However, at least three-fourths of the NGOs working in purely rural and purely urban areas also need expansion.

6.6 STAFF QUALIFICATIONS PREFERRED

Of all the degrees listed, Post Graduate degree in NGO Management has the largest proportion of respondents giving it the first priority 61.81% of the respondents have marked this degree. Out of this, 41.59 have given it the first priority and 33.64% have marked it with a simple tick. Among the other degrees over 20% respondents have given first priority to an MBA, MSW and a bachelors degree. It is clear that the Post Graduate in NGO Management degree is highly popular as a qualification that organizations would look for while recruiting new staff. Among the NGOs who list this as a qualification required, more than half (59.94%)are NGOs working in purely rural areas, while another one third work in both rural and urban areas. Therefore the client groups for the proposed course would be mainly based in rural areas.

EXPANSION PLANS

Chart title: EXPANSION PLANS

Zone	% of NGOs	% Expansion
Total	25.51	80.23
Central	2.31	90.91
North-East	44.12	82.14
South	36.86	78.63
North	44.22	81.13
West	30.43	81.2
East	31.31	80.55

Axis labels: Zones (vertical); % NGOs & % Expansion (horizontal)

Legend: ☐ % of NGOs ☐ % Expansion
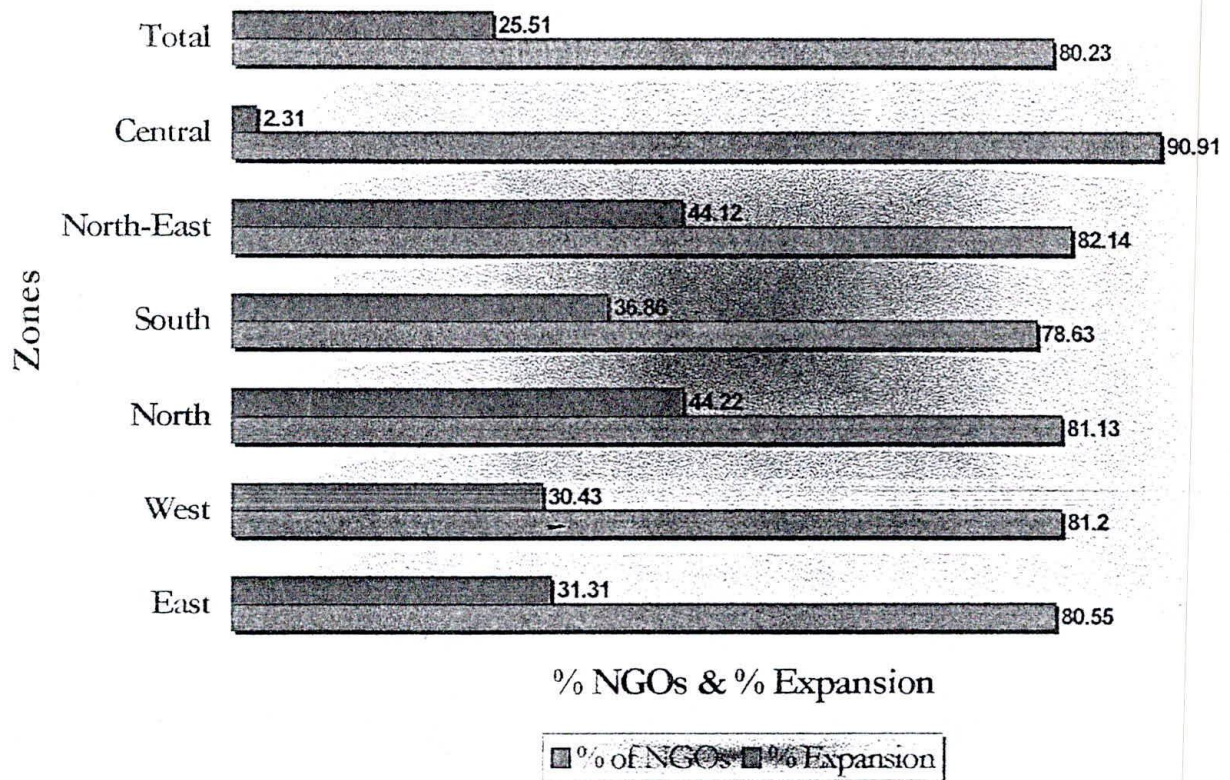
The percentage expansion envisaged is the ratio of existing staff to new staff required at MS & OS levels. The highest proportion of NGOs that call for expansion (90.91%) falls into the Central region. The lowest proportion (78.63%) in the South, is still high. However, the Central regions NGOs call for only 2% expansion; the highest percentage of expansion is seen in the North (44.22%) and the North East.

In these two regions, (as in other regions) the expansion is mainly (68.63% & 87.5% respectively) envisaged in the managerial staff. In the East and West, there is not much difference in the proportion of MS level and OS level expansion envisaged; in all other regions the proportion of expansion of MS is required to be substantially higher than that of OS.

Table 6.12
Preference in Recruitment

DEGREES	FIRST	SECOND	THIRD	SIMPLE TICK	TOTAL
Post Graduate in Social Management	136 (41.59)	46 (14.06)	45 (13.76)	110 (33.64)	327 (100)
MBA	15 (22.39)	15 (22.39)	17 (25.37)	20 (29.85)	67 (100)
MSW	74 (24.92)	88 (29.63)	40 (13.47)	95 (31.99)	297 (100)
Post Graduate in Social Science	35 (13.62)	61 (23.74)	70 (27.24)	91 (35.41)	257 (100)
Prof. Degree	34 (19.54)	29 (16.67)	34 (19.54)	77 (44.25)	144 (100)
Bachelor degree in any Discipline	49 (23.22)	20 (9.48)	56 (26.54)	86 (40.76)	211 (100)

- Figures in brackets are percentages of total respondents marking each degree (indicated in the last column).

PREFERENCE IN RECRUITMENT
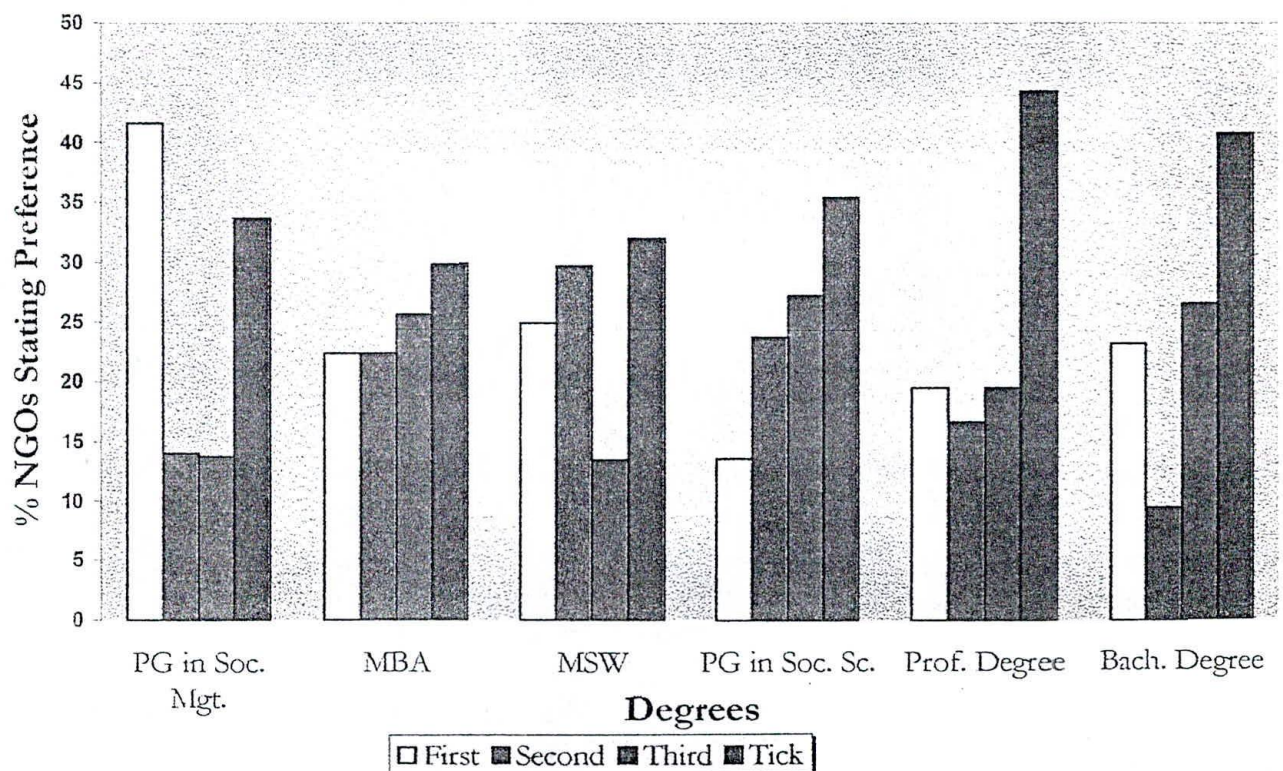
6.7 RECRUITMENT

Table 6.13
Satisfaction of Recruitment Need

RESPONSE	OPEATIONAL AREA			TOTAL
	RURAL	URBAN	BOTH	
Satisfied	137 (23.10)	15 (2.53)	92 (15.51)	244 (41.15)
Unsatisfied	221 (37.27)	18 (3.04)	110 (18.55)	349 (58.85)
TOTAL	358 (60.37)	33 (5.56)	202 (34.06)	593 (100)

- Figures in brackets are percentage of total respondents.

More than half of the respondents (58.85%) feels that their recruitment needs have not been satisfied. Most of these (37.27% of the total respondents) are from rural areas and another 18% are organizations that work in rural and urban areas. Looking at the various zones, the southern zone seems to have the highest proportion of organizations which are dissatisfied with their recruitment. They form about a fifth (21.11%) of the total respondents (see appendix 6.11).

Table 6.14
Reasons for Non-Satisfaction of Recruitment Needs

REASON	OPEATIONAL AREA			TOTAL
	RURAL	URBAN	BOTH	
Lack of competency	122 (35.06)	8 (2.3)	66 (18.97)	196 (56.32)
Lack of experience	65 (18.68)	6 (1.72)	42 (12.07)	113 (32.47)
Lack of motivation	118 (33.91)	15 (4.31)	56 (16.09)	189 (44.31)

- Figures in brackets are percentage of total respondents.

Table 6.14 shows the percentage of organizations attributing different reasons to the non-satisfaction of their recruitment needs. Of the total respondents more than half (56.32% & 54.31% respectively) attribute the non-satisfaction of their recruitment needs to a lack of competency and a lack of motivation of possible candidates. In the rural areas a large proportion of the total respondents state that these 2 reasons have been the major factors in their recruitment needs not been satisfaction. In organizations working purely in the urban areas, the most important reasons (cited by 42.86% of urban respondents) is a lack of motivation. Lack of experience is not seen to be very important as only 18% of rural

respondents and 17% of urban respondents find it to be an important reason for non-satisfaction of recruitment needs.

A specific question was asked about the recruitment of staff from the priority communities. The following table indicates the degree of satisfaction of respondents regarding the proportion of recruitment made from the priority communities.

Table 6.15
Recruitment of People belonging to Priority Communities

RESPONSE	OPEATIONAL AREA			TOTAL
	RURAL	URBAN	BOTH	
Satisfied	161	5	86	252
	(27.33)	(0.85)	(14.60)	(42.78)
Dissatisfied	109	8	46	163
	(18.51)	(1.36)	(7.81)	(27.67)
Do not recruit on these consideration	84	19	71	174
	(18.51)	(1.36)	(7.81)	(27.67)
TOTAL	354	32	203	589
	(60.10)	(5.43)	(34.47)	(100)

- Figures in brackets are percentage of total respondents.

RECRUITMENT OF PRIORITY COMMUNITIES

30%

28%

42%

☐ Satisfied
☐ Dissatisfied
☐ Not a consideration
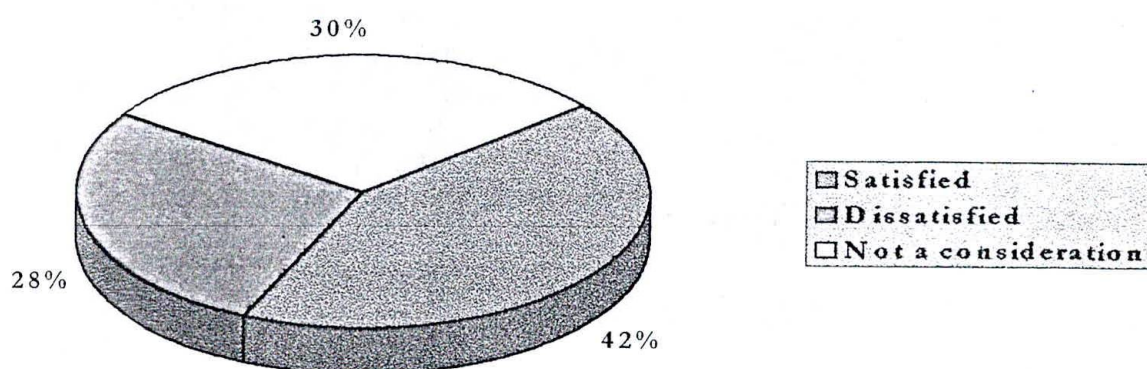
Above 27% of total respondents feel that they do not recruit their staff on the consideration of belonging to priority communities. However, there are differences according to operational area : only 24% of all rural organization state that they do not recruit staff on considerations of their belonging to priority communities, while for urban based organizations, 59% do not recruit on these considerations.

Of the remaining 70%, more than half (42.78% of the total respondents) are satisfied with their recruitment of priority community staff. Thus, a little more than a fourth (27.67%) of the total respondents are not satisfied with their recruitment of the priority communities. Two-thirds of these dissatisfied organizations worked purely in the rural areas. Looking at the degree of satisfaction from the point of view of operational area, about a third (30.8%) of all purely rural based organizations are dissatisfied, while only 25% of urban based organizations fall into this category.

Table 6.16
Reasons Cited for Non-Satisfaction of Recruitment Needs

REASON	OPEATIONAL AREA			TOTAL
	RURAL	URBAN	BOTH	
Lack of competency	54 (64.28)	6 (31.58)	24 (33.8)	84 (51.53)
Lack of experience	34 (42.48)	1 (5.26)	18 (25.35)	52 (33.12)
Lack of motivation	32 (38.09)	4 (21.05)	17 (33.94)	53 (32.52)
TOTAL	84 (100)	19 (100)	71 (100)	174 (100)

- Figures in brackets are percentage of total staff in each operational area stating that they are not satisfied.

A little more than half of all organizations responding state that their needs for recruiting staff for priority communities is not met because these staff are not competent. One-third each of the respondents cites the other two reasons (33.12% and 32.52% respectively). More than half of the rural organizations who are not satisfied with the priority community recruitment (50%) state that the reason is lack of competency of these staff. On the other hand 75% of urban-based organizations state this reason. About 31% of rural based organizations as against half of urban based organizations who are dissatisfied feel that they cannot make recruitment from priority communities because the staff lack motivation. The reason of lack of experience is cited by about 31% of the rural based organizations, while only 12.5% urban-based organization gives these reason.

6.8 CAREER ADVANCEMENT

Career advancement was defined in terms of four indicators:
- Increased responsibility;
- Reasonable level of remuneration and other benefits;
- Opportunity for creative challenging tasks;
- Promotional avenues.

Each indicator was rated and scored from 1 to 4 showing the extent to which it was perceived in the organization.

Table 6.17
NGOs – Career Advancement Score & Area of Operation

CAREER ADVANCEMENT SCORE	OPERATIONAL AREA			TOTAL
	RURAL	URBAN	BOTH	
Low (4-7)	99 (33.33)	12 (48)	78 (44.8)	189 (38.1)
Satisfactory (8-11)	146 (49.15)	12 (48)	77 (44.2)	235 (47.38)
High (12-16)	52 (17.51)	1 (4)	19 (10.9)	72 (14.15)
TOTAL	297 (100)	25 (100)	174 (100)	496 (100)

- Figures in brackets are percentage of total respondents in each operational area.

Table 6.18
NGOs – Career Advancement Score & Zone

CAREER ADVANCEMENT SCORE	ZONE						TOTAL
	East	West	North	South	N-E	Central	
Low (4-7)	40 (33.3)	40 (41.24)	17 (38.64)	80 (39.8)	9 (34.6)	3 (42.9)	189 (38.18)
Satisfactory (8-11)	53 (44.2)	46 (47.42)	19 (43.18)	102 (50.7)	11 (42.3)	3 (42.9)	234 (47.27)
High (12-16)	27 (22.5)	11 (11.34)	8 (18.18)	19 (9.4)	6 (23.1)	1 (14.29)	72 (14.55)
TOTAL	120 (100)	97 (100)	44 (100)	201 (100)	26 (100)	7 (100)	495 (100)

- Figures in brackets are percentage of total respondents in each zone.

More than one-third (38.1% that is 189) organisations have a low score (4-7). A little less than half the organizations (47.38%) say that they find career advancement opportunities satisfactory. Only 14% have high career advancement opportunities.

Looking at the operational areas, there is some difference in urban based organizations from the overall proportion seen above. About 48% each of the urban based NGOs find career advancement opportunities low and medium respectively. As against this, only a third of rural based NGOs feel that there career advancement opportunities are low.

Table 6.18 looks are differences in career advancement scores in different zones. The largest proportion of NGOs stating that they have high career advancement opportunities is found in the east zone (22.5%) and in the north east (23.1%). In the west zone and in the central

zone more than 40% state that career advancement opportunity are low. In the south also nearly 40% have the same opinion.

6.9   ACCEPTABILITY OF THE COURSES

The content acceptability of the course was measured in terms of the importance given by the respondents to the proposed modules of the course. The respondents rated the importance of each proposed course module on a 4-point scale.

1	2	3	4
Not at all Important	Not so Important	Important	Very important
(score-1)	(score-2)	(score-4)	(score-3)

The average score for all the respondents taken together, are given in the following table:

Table 6.19
Importance of Modules

MODULES	AVERAGE SCORE	RANK OF IMPORTANCE
1. Understanding the context of the NGO sector	3.60	1
2. Management of NGO	3.46	3
3. Human Resource Management	3.57	2
4. Operations Management	3.38	5
5. Finance Management	3.41	4
6. Information Management	3.16	6
7. Marketing and Resource Mobilization	3.16	6
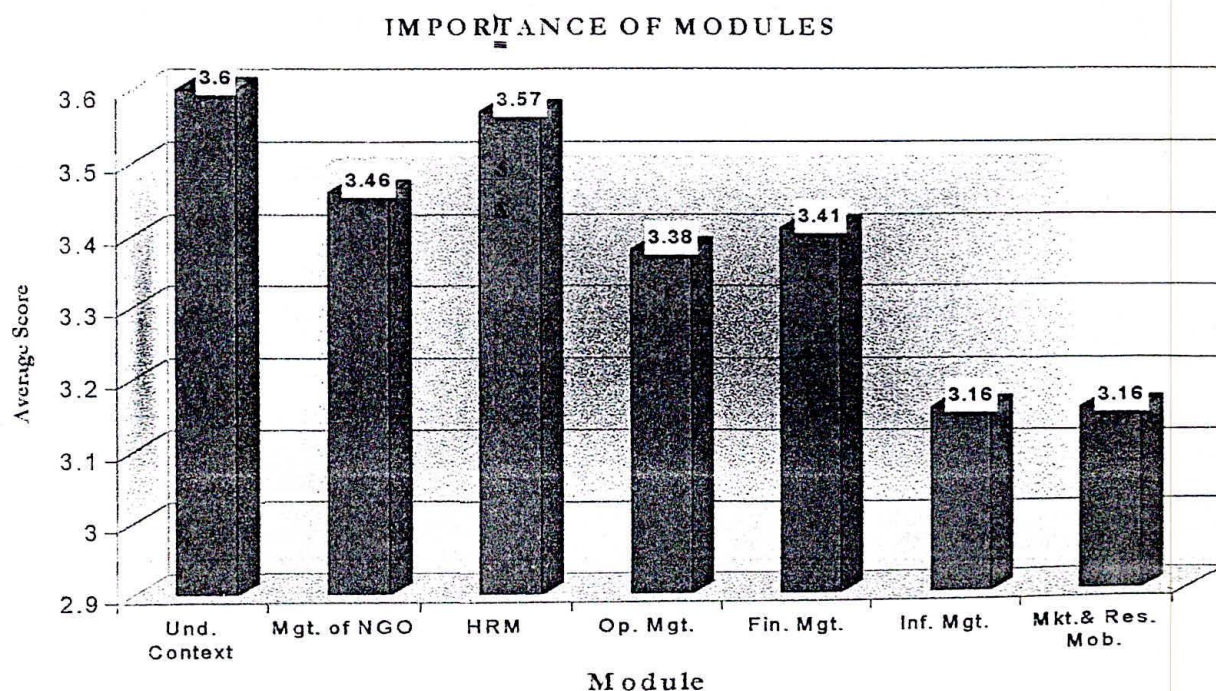
IMPORTANCE OF MODULES

All the modules have been rated between 'Important' and 'very important'. The preference of the NGO sector for topics like social analysis and people-oriented courses is reflected in the top ranking given to modules 1 and 3. It is interesting to note the lowering of ranks as we move from general to more specific management modules (like modules 4,5,6,& 7). Yet, these are the very areas (Operation, Finance, Information and Marketing) in which the NGO's are generally understood to be weak.

(a)   Rural

In rural areas there seems to be a higher importance given to understanding the context of NGOs. This module has got the highest score (3.6). Comparatively, modules related to management have got lower scores (Management of NGOs = 3.45, Operations Management = 3.4, Information Management = 3.25, Resource Mobilization = 3.18). Human Resource Management is the module which has got the next highest score (HRM = 3.53). Finance management (3.52) has also received some importance. The main need in rural areas is therefore related to understanding of the situation and managing finances and human resources. Other aspects of management do not receive an equal amount of weightage.

(b)   Urban

In the urban areas again, the aspect of understanding the context has received the highest importance (3.66). The same pattern as in rural areas is seen here. However, aspects of management do receive some importance for urban NGOs (Management of NGOs = 3.51). Information management (3.32) is seen to be slightly more important in urban than in rural NGOs. Finance management is also somewhat more important (3.57) in urban than in rural areas.

6.10 SPONSORING STAFF

Table 6.20
Willingness to Sponsor Staff

SPONSORSHIP	OPERTIONAL AREA			TOTAL
	Rural	Urban	Both	
Fully	18 (5.2)	2 (5.8)	9 (4.52)	29 (5.0)
Partially	295 (85.3)	27 (79.4)	162 (81.41)	484 (83.59)
Nil	33 (9.5)	5 (14.7)	28 (14.07)	66 (11.40)
TOTAL	346 (100)	34 (100)	199 (100)	579 (100)

- Figures in brackets are percentage of total respondents in each operational area.

Most organisations are willing to sponsor their staff for the proposed courses. But 83.5%(484) NGOs would only partially bear the costs. Only 5% (29) NGOs were willing

to sponsor their staff fully. Sponsoring may depend also on other non-financial considerations.

A good number (85.06%) of the respondents are willing to invest upto 4-6 six months for training their staff.

Table 6.21
Willingness to Invest Time

DURATION	NUMBER & PERCENTAGE OF RESPONDENT ORGANISATIONS
4-6 Months	63 (87.50)
6-9 Months	2 (2.78)
9-12 Months	7 (9.72)

- Figures in brackets indicate percentage to total respondents.

Appendix 6.13 has classified organizations into their area of operations and analyzed the willingness to invest time. Rural organizations who wished to invest 4-6 months for the course form more than 50% of the total respondents. Urban organizations form only 3% of the total. However, of the total urban respondents (19 organizations) more than 89% are willing to invest 4-6 months in the course while for rural based organizations, the proportion is slightly less that is 84%. About 11% rural based organizations and 10% urban-based organizations are willing to invest 9-12 months for the course.

As regards the continuity of the course, the majority seem to favour a more continuous pattern: 55.56% of the organisations favour a 4-5 months continued mode of course delivery, while 44.56% prefer spacing out intensive modules over a period of 12 months (see appendix 6.15). The appendix also shows differences in operational areas : a lower proportion (40%) of rural based NGOs than urban based NGOs (55%) prefer spacing out of modules.

6.11   MODE OF RECOGNITION PREFERRED

Responses (see appendix 6.14) indicate that the existing NGOs would prefer to give qualifications at the lower level rather than going straight for the highest qualification: 68.16% of the respondents prefer recognition at the 'Certificate' Level, while 31.33% have indicated a preference for a degree/diploma mode of recognition. This conclusion is intuitive, as most organisations are willing to send their staff for training for 4-6 months duration, they prefer a certificate course. University degree would require much longer time, which the organisations are not willing to spend.

A look at the differences in different operational areas shows that a higher proportion of urban based NGOs (34.5%) than rural based NGOs (25%) prefer the university degree as a mode of recognition.

CHAPTER 7
CONCLUSION

7.1   GENERAL FEATURES OF THE NGOs.

After having scanned about 600 NGOs, utilizing various statistical tools and available literature on them, we can safely conclude that the NGOs form a separate sector. They may not be on par with the corporate or public sector in terms of financial turnover but their reach and contribution in social development is immense. For a general picture of the 'average' NGO in India, aspects like age, size, area of operation, target groups, activities and ideological orientation are important parameters that help in reaching a concrete conclusions.

The average age of respondent NGOs was 16.98 years. There are not many organizations much younger or much older than this. The most frequent respondent for this study is the one which has crossed the uncertainties of initial phase (3 years) and has entered growth phase (4-10 years) or the 'consolidation' phase (11-20 years). About 30.1% of respondents are in the growth phase and 42.5%, in the consolidation' phase. It is possible to say that the NGO movement has entered the phase of consolidation where it may be open to consider new entrants or job seekers with a greater professional outlook.

About two thirds of the NGOs have been born after 1970. This year marks a clear departure for the NGO sector in India. It signals the emergence of 'not-for-profit-organizations' that are independent of the Gandhian understanding of service and community reconstruction. The decade of the 80s may have helped NGOs to expand. The 7th and 8th five-year plans accorded formal recognition to the NGOs in their developmental plans and allotted funds for this sector.

Over the years, initial loose organizational structures have become formal and departmentalized. The average staff strength of the NGOs is 57.39. However the size of NGOs varies greatly, indicated by the high degree of dispersion. About 60% of NGOs have more than 16 staff members and about 12% have more than 100. Also about 2/3rd of NGOs (64.8%) are more or less uniformly distributed among small and medium types (small are those which have staff size varying between 6-15 and medium between 16-40).

There have been changes commensurate with times but their priority for work in rural areas has remained unchanged. Almost 60% of the NGOs work exclusively in rural areas while only 6% are exclusively engaged in urban areas. A good number (34%) however work both in rural and urban areas. This is a sign of increasing diversification that has taken place in recent years.

Expansion in size and diversification has led NGOs to move to what may be called 'non controversial', areas of operation like 'education' and 'health'. The percentage of

organizations which have cited general or non-controversial activities[1] is much higher that these which have cited 'specialized' or controversial activities. Education and vocational training (73.96%), health (73.49%), alleviation of poverty (61.19%) and environment action (66.67%) are the 'general' and 'non controversial' activities that engage the highest number of NGOs. When it comes to controversial activities like countering injustice and atrocities, gender issue based action or advocacy, the percentage of organizations is reduced. The same trend is visible in specialized activities like training and support, co-operatives and cottage industries, promotion of local self-government and provision of basic amenities. Many of the activities included in 'others' are also specialized – drug abuse prevention, youth development.

About one third of NGOs in urban areas are countering injustice. The proportion is slightly higher for NGOs operating in rural areas. This shows that despite the prevalent stress on 'general' or 'non controversial' activities there is an indication of an ideological shift that has taken place in the NGO sector over the last 20 years. Most organisations wanting radical change were established between 1971 to 1980 and 1981 to 1990.

NGOs today command significant resources, are growing rapidly in number and have a widening range of activities. By one estimate, funds channeled through NGOs to the developing world amounted to $ 6 billion in 1991 (Ridell and Robinson, 1995). In terms of reach, the 1993 World development Report judges that approximately 250 million people were being touched by NGOs and that the number would continue to rise.

As far as target group is considered a very high percentage (80.23%) of organizations work with women, the poor (77.49%) and children (65.17%). The proportion of organizations which have opted to focus on the SC, ST, OBC and minorities are much lower in comparison to preceding groups. 'Minorities' as a target group has been taken up by the lowest proportion of NGOs (23.05%)

The ideological orientation of the organizations helps in emergence of clearer picture of NGOs in India[2]. It turned out that for 90% of the organizations most of their responses have not been consistent enough quality for either extreme orientation. At the same time, the NGOs have steered clear of status-quo-charity orientation; and have certainly opted for a change orientation.

7.2   ORGANIZATIONAL FEATURES OF NGOs

An organisation comprises group of individuals working towards a common purpose. The NGOs fit into this highly generalized and broad based definition of organization. While the goals are well defined, the roles of different components of organization may not be all that well defined. NGOs, more often than not, reflect the general thrust of their goals in

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[1] Activities such as health, environmental issues, basic amenities, institutional care for vulnerable groups, educational/vocational training, co operative and cottage industries are considered to be general or non-controversial activities. On the other hand provision of training and research support, countering injustice, advocacy, gender issues and local self government are activities which we have considered as 'specialized' or 'controversial'.

[2] The ideological orientation is determined by a statistical tool devised on a scale of score from –8 to +8. The scoring is done on the basis of 4 pairs of statements, each pair of which consists of 2 contrasting statements.

their mission statement. Talking of their mission statements, the term 'empowerment' is one of the most frequently used, and it is applied to the poor in general and to women in particular. 'Organizing' and 'Networking' are two recent additions to the vocabulary of mission statements. They are related to growth of support organizations.

7.3 RAISON D'ETRE OF NGOs

Interestingly NGOs do not seem to be born out of any socio political analysis or a theory to remedy the situation. In most organizations an individual or a group was mainly responsible for its formation. More than ideology, concrete experience and situations have led people to feel frustrated with the existing systems and practices and move into the NGO sector. Consequent to this, they have adopted an integrated approach towards various aspects, drawing from various ideologies rather than following any single one. Their effort to diversify has been translated into a process of enlarging their vision to include new activities.

It appears that the process of diversification has led to widening of goals. This implies that there is a practical orientation working very strongly within the NGO sector. This practicality however, does not in any way undermine the values which characterize the NGOs. Most of the values preferred by NGOs are related to the relationships within the organization and with the target group. This aspect confirms the nature of NGOs or as organizations oriented towards the other. However there is hardly any value regarding relationships with similar or affiliated organizations.

7.4 GENDER AWARENESS

One issue that is a universal characteristic of NGO world is their gender approach. Almost all NGOs stated that they are sensitive to gender issues in the organization. However the increased presence of women in staff of many NGOs is due, in a good number of cases, to the fact that they are ready to work for lower salaries. The differences in salaries between men and women in NGO staff vary from 3 to 12 times.

7.5 NEW SYSTEMS & PRACTICES

The new thrust of NGOs is clear : NGOs have increasingly adapted the new strategies of becoming support and advocacy organizations. Also, managing practices have been slowly introduced and participative and democratic methods have become the rule. Yet the degree of participation varies. It is interesting to note that one may find various level of participation within one NGO. Generally there appears to be substantial freedom in conceiving planning and executing a project. Thus NGOs appear more attractive organizations to those looking for personal development. Crucial to this particular aspect, are systems of communication. NGOs have adopted various formal and informal means of communication. Computer technology is widely used by all NGOs for administrative purposes; however it has not become an effective instrument at other levels like documentation, networking and information sharing.

7.6 HUMAN RESOURCES : THE NGO PERSPECTIVE

Turning to the human resource aspect in NGOs, it is surprising to note that none of the NGOs reported the existence of a separate HRD department. Most of them however claim to have an HRD function in the organization. Human resources find a high priority in their value list. NGOs are coping in this area but there is a great need for more formal approaches.

Talking about formal and informal approaches of recruitment, NGOs still seem to follow informal and personal channels. Most NGOs follow this method because advertising brings persons who are not ready to adjust culturally or to find permanent accommodation. It is also very expensive and beyond their financial possibilities. The latter reason may not be entirely true given the annual financial turnover of many NGOs. There seems to be a preference for a selection procedure that is more open to influence and nepotism than to professionalism. This is related to the fact that high qualifications are looked with suspicion. On the positive side, all recognize the difficulty in attracting processionals and specially all-rounders. Apart from this the crises in moral values is reflected in the insistence on part of NGOs to choose as preferred candidates these having value stressing commitment and empathy for people. However the realization has finally come that competence is equally important. Related to this realization is that NGOs have been choosing training course that are mainly skill oriented. In a way this answers their need to increased competencies but underscores the poverty of solutions to solve the moral impasse.

7.7 STRUCTURE & ORGNAIZATIONAL DYNAMICS OF NGOs

Regarding the organizational structure of NGOs, there has been increasing formalization as the expansion of NGOs has taken place. Generally the board of trustees has become a more active feature in most NGOs. Along with this there are the usual inter-personal conflicts. Many NGOs think of this in terms of ego clashes. Big NGOs are not immune to the dangers of unionism. On the positive side, these conflicts have resulted in the growth of organization. Many NGOs have scaled up their operations, diversified their activities and also widened their target group. They have moved from being a mono or homogeneous to a multi or heterogeneous group. They have shifted their approach form individual to community. The former charity approach has given way to a development attitude.

7.8 SOURCES OF FUNDING

The funds for NGOs come from foreign donors and government. Assuming the information to be correct, one is surprised at the number of NGOs that are unable to tap domestic resources. Government funding is not easy to come by because of bureaucratic delays. Financial support from foreign funding agencies is reducing funding to Indian NGOs and they are being affected. Funding agencies pay for projects but are not very willing to pay for infrastructures and salaries.

7.9   VIABILITY OF A MANAGEMENT BASED COURSE

Analysis of the observations revealed that the clientele for the proposed management based course is sufficiently high. The average representation of STs, SCs, OBCs women and minorities at the Managerial and Staff level together is 8.84%, 17.3%, 26.87%, 37.63% and 8.2% respectively. This is sufficiently high to form a 'clientele' group for the proposed course.

7.9.1 Professional Competencies

The professional competence in 7 important areas of expertise was rated by the respondents in a 5 point scale.

Mean scores of the competency both at managerial and operational level were worked out. At the managerial level, the average competence scores are between 3 and 4 (between satisfactory and good for all the areas of expertise). Expectedly the competence level of the operational staff is lower than that of managerial staff. This is indicative of a scope where a cutting edge could be provided. All these factors enhance the viability of the proposed management based course.

7.9.2 Need for Trained Professionals

A large number of NGOs (80.23%) envisage expansion in the number of their staff in the coming two years. Another derivative of the statistical analysis is that the maximum proportion of expansion is needed (88.61%) by NGOs working in both rural and urban areas. At least three-fourths of the NGOs working in purely rural and purely urban areas also need expansion. This augurs well for the viability of the proposed course. In fact the need is directly proportional to the relevance and viability of the course.

7.9.3 Staff Qualifications Preferred

A postgraduate degree in NGO Management is highly popular as a qualification that organizations look for while recruiting new staff. Among the NGOs who list this as a qualification required, more than half (59.94%) are NGOs working in purely rural areas, while another one third work in both rural and urban areas. Therefore, the client groups for the proposed course would be mainly based in rural areas.

7.9.4 Recruitment

More than half of the respondents feel (58.85%) that their recruitment needs have not been satisfied. Most of the (37.27%) total respondents are from rural areas and another 18% are organizations that work in rural and urban areas. Also, a little more than half of all organizations responding state that their needs for recruiting staff for priority communities is not met because these staff are not competent. Thus there is dearth of competent staff, the very purpose which the course states to serve.

7.9.5 Acceptability of the Course

Acceptability of the course was measured in terms of the importance given by the respondents to the proposed modules of the course. All the modules have been rated between 'Important' and 'Very important'. The preference of the NGO sector for topics like social analysis and people oriented courses is reflected in the top ranking given to modules 1 and 3. Also organizations are willing to sponsor their staff for the proposed courses. However 83.5% (484) NGOs would only partially bear the costs. Only 5% (29) NGOs were willing to sponsor their staff fully. Sponsoring may depend also on other non-financial considerations. A good number (85.66%) of the respondents is willing to invest upto 4-6 months for training their staff.

Thus we can safely conclude that course emerges as highly viable. In fact going by analysis based on statistics, this course appears as the panacea for an NGO sector suffering from competency-related ailments.

j. ☐ Provision of basic amenities

k. ☐ Local Self-Government / Government Schemes

l. ☐ Cooperatives / Cottage Industries

m☐ Any other :

Q.7. Given below are some statements indicating possible ideological orientations of your organization. If you agree with the statement mark ☐ in box A and if you disagree, mark similarly in box B.

a. The disadvantaged, i.e. the disabled, poor, destitute, etc. need our care and compassion. We as an organization must extent all possible support and aim to make their lives as comfortable as possible.
A ☐   B ☐

b. As an organization, we provide training, support and infrastructural facilities to those organizations which are working at the grassroots level.
A ☐   B ☐

c. As an NGO, we try to serve all sections of society regardless of whether they are well-off or not.
A ☐   B ☐

d. We have to accept society as it is today. Our organization must try to solve the problems and issues faced by society and its people within the given social, political and legal framework.
A ☐   B ☐

e. Work with the disadvantaged i.e. the poor, disabled, the destitute, etc. Should be aimed at enhancing their capacities and feeling of self-worth to the maximum.
A ☐   B ☐

f. As an organization we are directly working with our ultimate target group i.e. at the grassroots level.
A ☐   B ☐

g. As a NGO, we concentrate on serving the poor, disadvantaged, and the underprivileged sections of society.
A ☐   B ☐

h. To solve the problems faced by society and its people our organization must strike at the root of social problems. For this we are prepared to work for basic changes in the social, political and legal framework.
A ☐   B ☐

Q.8. For the sake of simplicity, we assume that there are three levels of staff in all organizations viz.

i. Managerial staff - who have the ultimate responsibility of planning, controlling and policy level functions, heading projects/departments.

ii. Operational staff - who actually implement the tasks at the project/field level.

APPENDIX 1
QUESTIONNAIRE

Q.1. Name and address of your Organization :

_____

_____

Q.2. Year of establishment : ☐ ☐ ☐ ☐

Q.3. Total Number of staff members :

a. Total: ☐ ☐ ☐   b. Men: ☐ ☐ ☐   c. Women: ☐ ☐ ☐

Q.4. Your organization operates in :

a. ☐ Rural Areas   b. ☐ Urban Areas   c. ☐ Both

(Tick the appropriate box as for e.g. : a. ☐ Rural areas)

Q.5. Indicate in the appropriate box the target group/s with whom your organization works:

a. ☐ The poor   b. ☐ The disabled

c. ☐ Women   d. ☐ Children

e. ☐ Scheduled Tribes   f. ☐ Minorities

g. ☐ Scheduled Castes and Other Backward Communities

h. ☐ Any others :

Q.6. Indicate the areas of activities your organization is engaged in :

a. ☐ Alleviation of poverty

b. ☐ Countering injustice/atrocities

c. ☐ Health related services

d. ☐ Environmental issues

e. ☐ Institutional care for vulnerable groups (disabled, orphans, the aged etc.)

f. ☐ Education/Vocational training

g. ☐ Providing training, research, evaluation and infrastructural support to NGOs

h. ☐ Advocacy i.e. legal aid, influencing policy, etc.

i. ☐ Gender issues

iii. Administrative staff - who perform the administrative, clerical, book-keeping and accounting functions.

Indicate in the following table, the distribution of (i) Total number of staff at each organizational level and (ii) The number of staff belonging to the various given categories at each organizational level.

Organizational level	Categories of staff				
	Total	ST	SC & OBCs	Women	Minorities
Managerial Staff					
Operational Staff					
Administrative Staff					

Q.9 i. In the next two years do you envisage an expansion of your organization?

   a. ☐ Yes   b. ☐ No

   ii. If yes, indicate how many more personnel would you require in each of the following organizational levels?

Organizational level	No. Of Personnel Required
Managerial Staff	
Operational Staff	

Q.10. The following is a list of qualifications NGOs are likely to look for. If you were to recruit personnel for the Managerial level in your organization, what priorities would you give to each of the following? (Indicate only three priorities 1 being the highest and 3 being the lowest.

   a. ☐ Post Graduate specialization in NGO management

   b. ☐ MBA

   c. ☐ MSW

   d. ☐ Post Graduation in Social Sciences

   e. ☐ Professional degrees in Medicine, Law, Forestry, Architecture, etc.

   f. ☐ Bachelor's degree in any discipline

Q.11. i. At present are you able to meet your recruitment needs satisfactorily ?

   a. ☐ Yes

   b. ☐ No

   ii. If no, is it because of the lack of

   a. ☐ Competencies, skills and knowledge relevant to the NGO sector

   b. ☐ Relevant experience

   c. ☐ Motivation and commitment

Q.12 i. At present are you able to recruit people from SC, ST, OBCs, Minorities and women with appropriate qualifications.

   a. ☐ Yes   b. ☐ No   c. ☐ We do not recruit on these considerations

ii. If no, is it because of lack of :
   a. ☐ Competencies, skills and knowledge relevant to the NGO sector

   b. ☐ Relevant experience

   c. ☐ Motivation and commitment

Q.13. Specify in the table given below the number of staff members in each organizational level who have undergone short term and long term training from January 1, 1995 to December 31, 1995.

Organizational level	Duration of Training				
	Short term training		Long term training		
	less than 1 month	1-3 months	3-6 months	6-12 months	above 1 year
Managerial Staff					
Operational Staff					

Q.14. i. Would you have liked to provide long-term training opportunities to more members of your staff.
   a. ☐ Yes

   b. ☐ No

   ii. If yes, state the numbers of people you would have liked to provide long term training opportunities at each organizational level.
   a. ☐ Managerial staff

   b. ☐ Operational staff

Q.15. Which of the following factors prevented you from providing these training opportunities.
   a. ☐ Financial constraints

   b. ☐ Organizational time constraints

   c. ☐ Non-availability of appropriate training courses/programmes

   d. ☐ Lack of motivation on the part of the staff concerned

Q.16. Given below are some competencies which are relevant for NGO management. Indicate by encircling the appropriate number with reference to the given scale your perception of the extent to which these competencies exist in each of the given organizational levels.
   Scale : 1- excellent, 2 - good, 3 - satisfactory, 4 - insufficient, 5 - poor

   a. Understanding the context of NGOs
   i. Managerial Staff   1   2   3   4   5
   ii. Operational Staff   1   2   3   4   5

   b. Strategic planning
   i. Managerial Staff   1   2   3   4   5
   ii. Operational Staff   1   2   3   4   5

   c.. Human Resource Management
   i. Managerial Staff   1   2   3   4   5
   ii. Operational Staff   1   2   3   4   5

d.	Project Management and Service Delivery					
	i. Managerial Staff	1	2	3	4	5
	ii. Operational Staff	1	2	3	4	5
e.	Law, Advocacy and Networking					
	i. Managerial Staff	1	2	3	4	5
	ii. Operational Staff	1	2	3	4	5
f.	Resource Mobilization					
	i. Managerial Staff	1	2	3	4	5
	ii. Operational Staff	1	2	.3	4	5
g.	Leadership Skills					
	i. Managerial Staff	1	2	3	4	5
	ii. Operational Staff	1	2	3	4	5

Q.17. Given below are some indicators signifying career advancement. Place on the scale 1-4, the extent to which you perceive your organization can offer career advancement to its staff in relation to each of the indicators.

(On this scale, 1 indicates the greatest extent and 4 the least extent)

a. Increased responsibility

```
|----------|----------|----------|
1          2          3          4
```

b. A reasonable level of remuneration, and other benefits

```
|----------|----------|----------|
1          2          3          4
```

c. Opportunity for creative and challenging tasks

```
|----------|----------|----------|
1          2          3          4
```

d. Promotional avenues

```
|----------|----------|----------|
1          2          3          4
```

Q.18. (For this question kindly refer to the course outline given on the reverse side of the covering letter)

How important, according to you is each module given in the outline of the course content, with reference to the human resources development priorities and strategies of the NGOs. Please indicate the **extent of importance** on the given scale :

1 - very important   2 - important
3 - not so important   4 - not at all important

1. Understanding the context of the NGO sector

```
|----------|----------|----------|
1          2          3          4
```
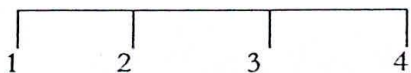
2. Management of an NGO

|———|———|———|———|
1   2   3   4

3. Human Resource Management

|———|———|———|———|
1   2   3   4

4. Operations Management

|———|———|———|———|
1   2   3   4

5. Finance Management

|———|———|———|———|
1   2   3   4

6. Information Management

|———|———|———|———|
1   2   3   4

7. Marketing and Resource Mobilization

|———|———|———|———|
1   2   3   4

Q.19. i. Would your organization be willing to sponsor an employee for such a course ?

a. ☐ Yes   b. ☐ No

ii. If yes,
a. In terms of expenses of sponsorship would you bear the costs :

i. ☐ Totally   ii. ☐ Partially

b. In terms of organizational time you would be willing to send an employee for :

i. ☐ 4-6 months   ii. ☐ 6-9 months   iii. ☐ 9-12 months

Q.20. In your opinion which of the following options is more suitable for the kind of course mentioned?
a. ☐ Spacing out the modules of the course over 12 months, thereby enabling the course participant to return to his/her organization periodically

b. ☐ An intensive, continuous course of about 4 to 5 months

Q.21. State your preference for the mode of recognition for the proposed course.

a. ☐ University degree/diploma

b. ☐ Certificate course offered by a reputed training institution.

APPENDIX 2.1
SUMMARY OF SCORES

SCORES USED	RANGE	COMPOSITE	INDICATOR OF
Ideological orientation	-8 to +8	--	▪ Higher scores indicate a more radical ideology
Representation of priority communities	0 to 144 (different for each priority community) optimum score = 64	0-352 optimum score = 320	▪ Percentage representation of each priority community ▪ Composite score is the summation of community wise scores ▪ Optimum score represent the percentage of government reservation or percentage of population for each community
Competencies	1 to 5	7 to 35	▪ 5 point rating from 'poor' to 'excellent' ▪ Composite score is the summation of all competencies
Training friendliness	0 to 60 (short term) 0 to 90 (long term)	0 to 150	▪ Higher score indicates a higher percentage of the staff sent for training ▪ Composite score is the summation of the score for short term and long term training
Career advancement	--	4 to 16	▪ High score indicates a more positive attitude of the organization to career advancement of its staff
Importance of proposed course modules	1 to 4	7 to 28	▪ High score indicates higher importance of each module ▪ Composite score indicates the total of individual scores for each module

APPENDIX 2.2
DEFINITION OF VARIABLES TO BE USED IN THE ANALYSIS

VARIABLE	DESCRIPTION	VALUES TAKEN	EXPLANATORY NOTES
1. Age	(1996 – Year of establishment)	A_i (i=1,2,...,n)	
2. Size	No : of staff members (employees in the organization)	C_i (i=1,2,...,n)	
3. Area of Operation	Determined by whether the organization works in rural or urban areas, or both	C_i (i=1,2,3)	1=Rural 2=Urban 3=Both
4. Activities	Engagement or Non-Engagement in any of the following list of 13 activities (a) Alleviation of Poverty (b) Countering injustice (c) Health (d) Institutional care (e) Providing training research support (f) Gender issues (g) Local self Government (h) Any other (i) Environment (j) Education (k) Advocacy (l) Basic amenities (m) Cooperation	 D_{1i} (i=1,2) D_{2i} (i=1,2) D_{3i} (i=1,2) D_{4i} (i=1,2) D_{5i} (i=1,2) D_{6i} (i=1,2) D_{7i} (i=1,2) D_{8i} (i=1,2) D_{9i} (i=1,2) D_{10i} (i=1,2) D_{11i} (i=1,2) D_{12i} (i=1,2) D_{13i} (i=1,2)	 1=Engaged 2=Not engaged
5. Target groups	Working with or Not working with any of the following target groups : (a) S.C (b) S.T. (c) OBC (d) Minorities (e) Women (f) SC+ST+OBC+Minorities (any or all of these priority communities)	 E_{1i} (i=1,2) E_{2i} (i=1,2) E_{3i} (i=1,2) E_{4i} (i=1,2) E_{5i} (i=1,2) E_{6i} (i=1,2)	 1=Working 2=Not working
6. Ideological Orientation	(a) Organization could vary from 'Status Quo' to 'Gradual Social charge' to 'Radical Orientation' as determined by the extent of consistency in response to certain (8) statements. [Expressed as a score] (b) The same as above based in response to 6 statements (excluding 2 pre-determined statements)	F_{1i} (i=1,2) F_{2i} (i=–6,–5..0,...+6)	–8=Status Quo 0=Gradual Charge –6=Status Quo +6=Radical
7. Representation of Priority Communities (G)	The percentage of staff belonging to each community at each organization level, to total staff at that level is expressed as a score [See appendix for calculation of this score] (a) SC (b) ST (c) Women	 G_{1i} (i=0,1,...n1) G_{2i} (i=0,1,...n2) G_{5i} (i=0,1,......n5)	 0=No representation n_1=maximum representation $N_1...n_5$ being scores representing maximum possible representation in each P.C. across all organization levels

VARIABLE	DESCRIPTION	VALUES TAKEN	EXPLANATORY NOTES
(d) Composite (G)		$G=[G_1+G_2+G_3+G_4+G_5]$ $(i=0....n)$ $n=$Score representing maximum rep of all P.Cs across all organization levels	
8. Perception of Competence (H)	Competence perceived in 7 specified areas rated on a 5 point scale for organizational levels MS and OS : The specified areas of competence rated : (a) Understanding of NGO context (b) Strategic planning (c) HR (d) Project Management & Service delivery (e) Advocacy & Networking (f) Resource Mobilization (g) Leadership (h) Composite score $(H=H1+H2.+........+H7)$	H_i $(i=1,2,3,4,5)$ H_{2i} $(i=1,2,3,4,5)$ H_{3i} $(i=1,2,3,4,5)$ H_{4i} $(i=1,2,3,4,5)$ H_{5i} $(i=1,2,3,4,5)$ H_{6i} $(i=1,2,3,4,5)$ H_{7i} $(i=1,2,3,4,5)$ H_i $(i=1,2,3,4,5)$	$1=$Very Poor $5=$Excellent
9. Training Friendliness	The percentage of staff sent for long term and short term training programmes to the total staff in each organization level (MS/OS), during the specified year expressed as a score, (See appendix for calculation)	I_{1i} $(i=0......n1)$ I_{2i} $(i=0......n2)$ $I = I_1+I_2$ I_i $(I=0,......n)$	$[I_1=$Corresponds to Long term training $I_2=$Corresponds to Short term training] $[I_1=I_{1MS}+L_{OS}$ $I_2=I_{2MS}+I_{2OS}]$ $N_i=$Corresponding to maximum percentage of staff sent for long term training $N_2="$ " Short term training $N=$composite maximum score
10. Intention to train (J)	Percentage of staff of each organization level to total staff at that level, the organization wishes to train (long term) expressed as a score (see appendix for calculation)	J_i $(i=0,......,n)$	$[J=J_{MS}+J_{OS})$ $n=$score corresponding to maximum percentage of staff the organization wishes to train long term
11. Expansion (K)	Percentage of new staff required at each organization level to existing total staff at that level expressed as a score (see appendix for calculation)	K_i $(i=0,......30)$	$[K = K_{MS}+K_{OS}]$
12. Qualifications Prefer (L)	Preference for each of the following qualifications expressed as scores (a) PG-NGO Management (b) MBA (c) MSW (d) PG in Social Science (e) Prof. Degree (medicine etc.) (f) Bachelor's degree	L_{1i} $(i=0,1,5,10)$ L_{2i} $(i=0,1,5,10)$ L_{3i} $(i=0,1,5,10)$ L_{4i} $(i=0,1,5,10)$ L_{5i} $(i=0,1,5,10)$ L_{6i} $(i=0,1,5,10)$	$0=$no response $1=3^{rd}$ preference $5=2^{nd}$ preference $10=1^{st}$ preference
13. Career Advancement (M)	Four dimensions of Career advancement measured, each on a 4-point scale and added up to obtain a composite score.	M $(i=4,......,16)$	$[M=M_1+M_2+M_3+M_4]$ $4=$Lowest possible score $16=$Highest possible score

VARIABLE	DESCRIPTION	VALUES TAKEN	EXPLANATORY NOTES
14. Importance of proposed modules (N)	Importance of each of the following modules rated on a 4-point scale and added to obtain a composite score (a) Understanding NGO context (b) Management of an NGO (c) HRM (d) Operations Management (e) Finance Management (f) Info Management (g) Marketing & Resource mobilization (h) Composite score	N_i (i=7,........28) N_{1i} (i=1,2,3,4) N_{2i} (i=1,2,3,4) N_{3i} (i=1,2,3,4) N_{4i} (i=1,2,3,4) N_{5i} (i=1,2,3,4) N_{6i} (i=1,2,3,4) N_{7i} (i=1,2,3,4) $N=N_1+N_2.....+N_7$	1=Not at all important 4=Very important
15. Willingness to sponsor staff (O)	(self explanatory)	O_i (i=1,2,3)	1=No 2=Partly 3=Fully
16. Time investment for proposed course (T)	(self explanatory)	P_i (i=1,2,3)	1=Short – 4-6 months 2=Medium – 6-9 months 3=Long – 9-12 months
17. Mode of recognition	(self explanatory)	Q_i (i=1,2)	
18. Spacing of modules	(self explanatory)	R_i (i=1,2)	1=spaced (over 12 months) 2=intensive (within 4-5 months)

CALCULATION OF SCORES

Representation of Priority Communities (G)

(a) The percentage of staff belonging to each priority community (P.C.) at each organizational level (MS/OS/AS) to the total staff at that level, is calculated from the raw data.

(b) This percentage is then located in the percentage classes devised for each P.C.

(c) Each percentage class is attributed a primary score value (PSV) which progresses with the increase in the percentage value.

(d) Subsequently, the PSV corresponding to the percentage representation of MS, OS, and AS are weighted by factors 10, 5 and 1 respectively; for each PC.

The following table explains everything :

PRIORITY	PERCENTAGE CLASSES	PSV FOR EACH CLASS	WEIGHTED SCORE FOR EACH ORGANIZATIONAL LEVEL			TOTAL SCORE FOR EACH PC
			MS (Weighted by 10)	OS (Weighted by 5)	AS (Weighted by 1)	
SC	0	0				$G_1=G_{1MS}+G_{1OS}+G_{1AS}$
	$>0 - \leq 10$	1				
	$>10 - \leq 15$	2				
	$>15 - \leq 20$	4				
	$>20 - \leq 30$	6				
	$>30 - \leq 50$	8				
	>50	10				
ST	0	0				$G_2=G_{2MS}+G_{2OS}+G_{2AS}$
	$>0 - \leq 5$	2				
	$>5 - \leq 10$	4				
	$>10 - \leq 20$	6				
	$>20 - \leq 30$	8				
	>30	10				
OBC	0	0				$G_3=G_{3MS}+G_{3OS}+G_{3AS}$
	$>0 - \leq 10$	1				
	$>10 - \leq 25$	2				
	$>25 - \leq 35$	4				
	$>35 - \leq 50$	6				
	>50	8				
Minorities	0	0				$G_4=G_{4MS}+G_{4OS}+G_{4AS}$
	$>0 - \leq 10$	1				
	$>10 - \leq 15$	2				
	$>15 - \leq 20$	4				
	$>20 - \leq 30$	6				
	$>30 - \leq 50$	8				
	>50	10				
Women	0	0				$G_5=G_{5MS}+G_{5OS}+G_{5AS}$
	$>0 - \leq 10$	1				
	$>10 - \leq 25$	2				
	$>25 - \leq 35$	4				
	$>35 - \leq 50$	6				
	>50	8				

NOTES :

(a) A.S. representation for any PC, which falls in a percentage class higher than the those given with yellow accent, will have a PSV of any 4 regardless of the percentage of a large no : of AS from PCs.

(b) The accented classes contain the central reservation percentage for each PC.

II.   Training – Friendliness Organizations : (I)

(a) Class is attributed a primary score value (PSV).

(b) PSV is the percentages of staff at each organizations level. (MS/OS) to total staff at that level which have been given long term/ short term (LT/ST) training opportunities during the specified time duration, is calculated from the raw data.

(c) The percentage values are located in the percentage classes devised for short term training and long term training.

(d) Each percentage then weighted by a factor of 2 for LT training and further weighted by a factor of 2 of MS training.

(e) $I = I_1 + I_2$.

TRAINING DURATION	PERCENTAGE CLASSES	PSV	WEIGHTED OF SCORES BASED ON ORGANIZATION LEVELS AND DURATION OF TRAINING				TOTAL SCORE
			ST MS (Weighted by 2)	ST OS	LT MS (Weighted by 4)	LT OS (Weighted by 2)	
ST	0	0					
	$>0 - \leq 10$	1					
<1 month	$>10 - \leq 20$	2	I_{2MS}	I_{2OS}	---	---	$I_2 = I_{2MS} + I_{2OS}$
1-3 month	$>20 - \leq 30$	4	$I_2 = MS_2$				
	$>30 - \leq 40$	8					
	>40	10					
LT	0	0					
	$>0 - \leq 2.5$	1					
3-6 months	$>2.5 - \leq 5$	2					
6-12 months	$>5 - \leq 7.5$	4	---	---	I_{2MS}	I_{2OS}	$I_1 = I_{1MS} + I_{1OS}$
>12 months	$>7.5 - \leq 10$	8					
	>10	10					

APPENDIX 3
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APPENDIX 4.1
OPERATIONAL AREA AND TARGET GROUP PRIORITY COMMUNITIES AND WOMEN

TARGET GROUP	OPERATIONAL AREA			TOTAL
	Rural	Urban	Both	
No. of organizations working with P.C. as well as women	266 (60.87) [90.17]	6 (1.37) [100.0]	126 (28.83) [92.65]	398 (91.08)
No. of organization working with P.C. but not with women	29 (6.64) [9.83]	0	10 (3.14) [7.35]	39 (8.92)
Total no. of organization working with P.C.	295 (100) [100]	6 (100) [100]	136 (100) [100]	437 (100)

[ ] indicates row percentage
( ) indicates column percentage

APPENDIX 4.2
OPERATIONAL AREA – STATEWISE

STATE	OEPERATIONAL AREA			TOTAL
	Rural	Urban	Both	
Gujarat	17	2	15	34
Rajasthan	7	0	13	20
Maharashtra	22	19	25	66
Karnataka	17	0	13	30
Delhi	5	2	11	18
Andrapradesh	31	1	13	45
Tamilnadu	92	5	33	130
Kerala	21	2	10	33
Madhyapradesh	8	0	2	10
Uttarpradesh	13	0	13	26
Bihar	21	1	12	34
Punjab	1	0	0	2
Haryana	1	0	1	2
Himachalpradesh	5	0	0	5
Manipur	4	0	5	9
Mizoram	1	0	0	1
Assam	7	0	2	9
Nagaland	1	0	2	3
Goa	0	0	1	1
Orissa	53	0	18	71
West Bengal	27	1	14	42
Tripura	2	0	0	2
Pondichery	0	1	0	1
Arunachalpradesh	0	1	0	1
Meghalaya	1	0	1	2
Non-Respondents	4	0	3	7
TOTAL	361	35	207	603

APPENDIX 4.3
IDEOLOGICAL ORIENTATION OF NGOs
ACCORDING TO THEIR TARGET GROUPS

TARGET GROUP	RURAL AREA			URBAN AREA		
	No. of NGO	Mean Score	S.E.	No. of NGO	Mean Score	S.E.
The poor	438	1.53	2.25	174	1.33	2.23
The disabled	173	0.72	1.80	86	0.45	1.84
Women	447	1.64	2.30	172	1.23	2.25
Children	367	1.52	2.26	152	1.30	2.20
Scheduled tribes	277	1.47	2.34	99	1.08	2.07
Minorities	130	1.19	2.26	59	1.02	2.08
Scheduled castes	45	0.84	2.10	117	1.18	2.03
OBC	267	1.47	2.14	93	1.14	2.10

APPENDIX 4.4
ACTIVITIES OF NGOs IN
EACH IDEOLOGICAL ORIENTATION GROUP

ACTIVITY	IDEOLOGICAL GROUP			TOTAL
	Gradual Change	Tendency Radical Change	Radical Change	
Alleviation of poverty	341 (93.17)	18 (4.9)	7 (1.9)	366 (100)
Providing training research, evaluation and infrastructural support to NGO	248 (94.29)	14 (5.3)	1 (1.91)	463 (100)
Countering injustice	194 (88.18)	22 (1)	4 (0.4)	220 (100)
Advocacy	201 (88.93)	22 (9.7)	3 (1.81)	226 (100)
Health	395 (91.86)	28 (6.51)	7 (1.3)	430 (100)
Gender issues	206 (89.56)	23 (9.87)	4 (1.72)	233 (100)
Environmental issues	358 (91.56)	26 (6.64)	7 (1.79)	391 (100)
Basic amenities	167 (95.42)	7 (4)	1 (0.57)	175 (100)
Institutional care for vulnerable group	152 (96.2)	6 (14.29)	0	158 (100)
Local self-government schemes	201 (89.73)	19 (8.48)	4 (1.78)	224 (100)
Education/ vocational training	407 (92.71)	27 (6.15)	5 (5.1)	439 (100)
Co-operative/ cottage industries	176 (88.44)	18 (9.04)	5 (2.57)	199 (100)
TOTAL	534 (91.6)	42 (7.2)	7 (1.2)	583 (100)

APPENDIX 4.5
IDEOLOGY ORIENTATION SCORE OF NGOs ACCORDING TO THEIR ACTIVITY

ACTIVITY	RURAL AREA			URBAN AREA		
	No. of NGO	Mean Score	S.E.	No. of NGO	Mean Score	S.E.
Alleviation of poverty	353	1.52	2.30	125	1.20	2.21
Providing training research, evaluation and infrastructural support to NGO	242	1.20	2.16	115	1.01	2.03
Countering injustice	210	1.99	2.41	79	1.47	2.30
Advocacy	214	1.67	2.39	107	1.36	2.47
Health	415	1.50	2.34	164	1.10	2.30
Gender issues	548	1.55	2.32	230	1.10	2.30
Environmental issues	381	1.57	2.40	134	1.16	2.33
Basic amenities	171	1.42	2.24	69	0.91	2.27
Institutional care for vulnerable group	148	0.97	1.93	77	0.57	2.02
Local self-government schemes	219	1.72	2.33	74	1.28	2.27
Education/ vocational training	416	1.43	2.27	167	0.93	2.31
Co-operative/ cottage industries	195	1.88	2.47	71	1.34	2.32
TOTAL	548	1.55	2.32	230	1.10	2.30

APPENDIX 4.6
CLASSIFICATION OF NGOs ACCORDING TO THEIR IDOLOGICAL ORIENTATION AND AGE GROUP

IDEOLOGICAL ORIENTATION	AGE GROUP							TOTAL
	Up to 3 Years	4-10 Years	11-20 Years	21-30 Years	31-40 Years	41-50 Years	51 + Years	
Charity/ Status Quo	1 (0.17)	0	0	0	0	0	0	1 (0.17)
Tendency (Ch./St.Q)	0	1 (0.17)	0	0	0	0	0	1 (0.17)
Gradual change	17 (2.96)	156 (27.13)	218 (37.91)	69 (12.00)	31 (5.39)	13 (2.26)	20 (2.48)	524 (91.13)
Tendency (Radical change)	3 (0.52)	13 (2.26)	20 (2.48)	4 (0.69)	2 (0.35)	0	0	42 (7.30)
Radical change	1 (0.17)	3 (0.52)	3 (0.52)	0	0	0	0	7 (1.22)
TOTAL	22 (3.83)	172 (29.91)	242 (42.09)	73 (12.70)	33 (5.74)	13 (2.26)	20 (3.48)	575 (100)

APPENDIX 4.7
CLASSIFICATION OF NGOs ACCORDING TO THEIR IDOLOGICAL ORIENTATION AND SIZE GROUP

IDEOLOGICAL ORIENTATION	SIZE GROUP						TOTAL
	Up to 5 Years	6-15 Years	16-40 Years	41-100 Years	101-500 Years	501 + Years	
Charity/ Status Quo	0	1 (0.18)	0	0	0	0	1 (0.18)
Tendency (Ch./ St. Q)	0	0	0	0	0	0	0
Gradual change	39 (6.90)	161 (28.50)	173 (30.62)	79 (13.98)	58 (10.27)	6 (1.06)	516 (91.32)
Tendency (Radical change)	5 (0.88)	9 (1.59)	16 (2.83)	5 (0.88)	6 (1.06)	0	42 (7.26)
Radical change	0	1 (0.18)	4 (0.71)	1 (0.18)	1 (0.18)	0	7 (1.24)
TOTAL	44 (7.79)	172 (30.44)	193 (34.16)	85 (15.04)	65 (11.50)	6 (1.06)	565 (100)

APPENDIX 4.8
CLASSIFICATION OF NGOs ACCORDING TO THEIR IDOLOGICAL ORIENTATION AND AGE GROUP

IDEOLOGICAL ORIENTATION	AGE GROUP							TOTAL
	Up to 3 Years	4-10 Years	11-20 Years	21-30 Years	31-40 Years	41-50 Years	51 + Years	
Charity/ Status Quo	1 (0.17)	0	1 (0.17)	0	0	0	0	2 (0.35)
Tendency (Ch./ St. Q)	0	2 (0.35)	2 (0.35)	1 (0.17)	0 (0.17)	2 (0.35)	0	7 (1.22)
Gradual change	15 (2.61)	133 (23.13)	172 (29.91)	58 (10.08)	28 (4.87)	9 (1.57)	18 (3.13)	433 (75.30)
Tendency (Radical change)	1 (0.17)	27 (4.70)	53 (9.21)	12 (2.09)	4 (0.70)	2 (0.35)	2 (0.35)	101 (17.57)
Radical change	5 (0.87)	10 (1.74)	14 (2.43)	2 (0.35)	1 (0.17)	0	0	32 (5.57)
TOTAL	22 (3.83)	172 (29.91)	242 (42.09)	73 (12.70)	33 (5.74)	13 (2.26)	20 (3.48)	575 (100)

APPENDIX 4.9
CLASSIFICATION OF NGOs ACCORDING TO THEIR IDOLOGICAL ORIENTATION AND SIZE GROUP

IDEOLOGICAL ORIENTATION	SIZE GROUP						TOTAL
	Up to 5 Years	6-15 Years	16-40 Years	41-100 Years	101-500 Years	501 + Years	
Charity / Status Quo	0	1 (0.18)	1 (0.18)	0	0	0	2 (0.35)
Tendency (Ch./ St. Q)	0	4 (0.71)	0	0	2 (0.35)	0	6 (1.06)
Gradual change	34 (6.02)	139 (24.60)	138 (24.42)	61 (10.80)	49 (8.67)	5 (8.85)	426 (75.39)
Tendency (Radical change)	8 (1.41)	20 (3.54)	42 (7.43)	19 (3.36)	10 (1.77)	1 (0.18)	100 (17.70)
Radical change	2 (0.35)	8 (1.41)	12 (2.12)	5 (0.88)	4 (0.71)	0	31 (5.49)
TOTAL	44 (7.79)	172 (30.44)	193 (34.16)	85 (15.04)	65 (11.50)	6 (1.06)	565 (100)

APPENDIX 5
LIST OF ACRONYMS OF NGOs VISITED FOR INTERVIEWS

ACRONYM	NAME
NSK	Nirmala Samaj Kendra
KMVS	Kutchch Mahila Vikas Sangathan
CONCERN	Concern India Foundation
CHC	Community Heath Cell
NAV	Navsarjan Trust
PHD	PHD Rural Development Foundation
DPG	Development Promotion Group
SKIP	Skills for Progress
BMA	Blind Men's Association
CRY	Child Relief and You
IID	Institute of Integrated Development
CHETNA	Centre for Heath Education, Training & Nutritional Awareness
JEC	Janvikas Ecology Cell
TRU	Trust for Reaching the Unreached
DEEPA	Deepalaya
AWAG	Ahmedabad Women's Action Group

APPENDIX 6.1
PRIORITY COMMUNITY STAFF AT VARIOUS LEVELS

PERCENT. CLASSES	STAFF LEVEL	NO & NGOs HAVING PRIORITY COMMUNITY STAFF				
		ST	SC	OBC	WOMEN	MINORITIES
0	MS	419 (85.5)	338 (69)	297 (60.6)	204 (41.6)	384 (78.4)
	OS	331 (67.1)	220 (44.9)	237 (48.4)	106 (21.6)	361 (73.7)
	AS	420 (85.7)	335 (68.4)	275 (56.1)	199 (40.6)	391 (79.8)
0.01-10	MS	8 (1.6)	16 (3.3)	6 (1.2)	8 (1.2)	12 (2.4)
	OS	35 (7.1)	46 (9.4)	35 (7.1)	16 (3.3)	46 (9.4)
	AS	16 (3.3)	17 (3.5)	9 (1.8)	8 (1.6)	8 (1.6)
10.01-20	MS	22 (4.5)	25 (5.1)	24 (4.9)	43 (8.8)	16 (3.3)
	OS	48 (9.8)	69 (14.1)	53 (10.8)	57 (11.6)	28 (5.7)
	AS	19 (3.9)	28 (5.7)	28 (5.7)	36 (7.3)	17 (3.5)
20.01-30	MS	10 (2)	18 (3.7)	17 (3.5)	35 (7.1)	6 (1.2)
	OS	19 (3.9)	42 (8.6)	35 (7.1)	38 (7.8)	18 (3.7)
	AS	6 (1.2)	19 (3.9)	19 (3.9)	29 (5.9)	11 (2.2)
30.01-40	MS	11 (2.2)	29 (5.9)	28 (5.7)	70 (14.3)	17 (3.5)
	OS	15 (3.1)	30 (6.1)	30 (6.1)	48 (9.8)	14 (2.9)
	AS	14 (2.9)	26 (5.3)	26 (5.3)	61 (12.4)	12 (2.4)
40.01-50	MS	9 (1.8)	25 (5.1)	34 (6.9)	64 (13.1)	15 (3.1)
	OS	13 (2.7)	24 (4.9)	24 (4.9)	66 (13.5)	4 (0.8)
	AS	9 (1.8)	26 (5.3)	33 (6.7)	70 (14.3)	18 (3.9)
50+	MS	11 (2.2)	39 (8)	84 (17.1)	66 (13.5)	4. (8.2)
	OS	29 (5.9)	59 (12)	76 (15.5)	159 (32..4)	19 (3.9)
	AS	6 (1.2)	39 (8)	100 (20.4)	87 (17.8)	33 (6.7)

- Figures in brackets are % of total respondents.

APPENDIX 6.2
PERCEPTION OF COMPETENCY AT THE MANAGERIAL LEVEL IN NGOs CLASSIFIED BY ACTIVITIES

ACTIVITY	RURAL AREA			URBAN AREA		
	No. of NGO	Mean Score	S.E.	No. of NGO	Mean Score	S.E.
Alleviation of poverty	285	25.41	5.66	102	26.95	5.72
Providing training research, evaluation and infrastructural support to NGO	200	26.29	5.32	101	26.55	5.76
Countering injustice	171	25.16	5.65	69	26.57	5.65
Advocacy	177	26.05	5.62	94	26.81	6.01
Health	332	25.44	5.56	132	26.92	5.84
Gender issues	188	25.81	5.32	79	27.08	5.50
Environmental issues	311	25.54	5.56	109	26.99	5.86
Basic amenities	0	0	0	0	0	0
Institutional care for vulnerable group	113	25.92	5.81	60	26.98	6.01
Local self-government schemes	172	25.90	5.37	55	26.84	5.52
Education/ vocational training	325	25.46	5.37	133	26.65	5.58
Co-operative/ cottage industries	155	25.02	5.26	55	25.42	5.76
TOTAL	2429					

APPENDIX 6.3
OPERATIONAL LEVEL COMPETENCY OF NGOs
ACCORDING TO THEIR AREA OF OPERATION AND ACTIVITY

ACTIVITY	RURAL AREA			URBAN AREA		
	No. of NGO	Mean Score	S.E.	No. of NGO	Mean Score	S.E.
Alleviation of poverty	285	21.49	5.81	102	22.73	6.61
Providing training research, evaluation and infrastructural support to NGO	200	21.93	5.31	101	21.75	5.74
Countering injustice	171	21.12	5.59	69	22.17	6.03
Advocacy	177	21.97	6.02	94	22.47	6.54
Health	332	21.31	5.80	132	22.42	6.37
Gender issues	188	21.53	5.39	79	22.73	6.13
Environmental issues	311	21.56	5.83	109	22.90	6.54
Basic amenities	0	0	0	0	0	0
Institutional care for vulnerable group	113	22.23	6.14	60	23.12	6.52
Local self-government schemes	172	21.92	5.74	55	23.04	6.27
Education/ vocational training	325	21.44	5.74	133	22.47	6.10
Co-operative/ cottage industries	155	21.22	5.55	55	21.75	6.48
TOTAL	2429					

APPENDIX 6.4
PERCEPTION OF COMPETENCY IN NGOs GIVING FIRST PREFERENCE TO PG IN NGO MANAGEMENT AT MANAGERIAL & OPERATIONAL LEVELS

COMPETENCIES	MANAGERIAL LEVEL		OPERATIONAL LEVEL	
	MEAN SCORE	S.E.	MEAN SCORE	S.E.
Understanding of the Context of NGO	3.78	1.04	3.12	1.08
Strategic Planning	3.58	1.14	2.83	1.14
Human Resource Management	3.49	1.02	3.04	1.13
Project Management and Service	3.69	1.01	3.25	0.95
Advocacy and Networking	3.40	1.14	2.78	1.10
Resource Mobilization	3.32	1.23	2.80	1.14
Leadership Skills	3.71	1.02	3.13	1.04
COMPOSITE SCORE	24.92	6.17	20.96	5.88

APPENDIX 6.5
PERCEPTION OF COMPETENCY IN NGOs GIVING FIRST PREFERENCE TO MBA AT MANAGERIAL & OPERATIONAL LEVELS

COMPETENCIES	MANAGERIAL LEVEL		OPERATIONAL LEVEL	
	MEAN SCORE	S.E.	MEAN SCORE	S.E.
Understanding of the Context of NGO	4.50	1.00	3.42	1.08
Strategic Planning	4.17	1.03	3.25	0.97
Human Resource Management	3.92	1.38	3.08	1.08
Project Management and Service	4.08	1.08	3.75	0.97
Advocacy and Networking	3.83	1.34	2.75	1.48
Resource Mobilization	4.00	1.35	2.75	1.22
Leadership Skills	4.33	0.89	3.08	1.00
COMPOSITE SCORE	28.83	6.94	22.08	5.88

APPENDIX 6.6
PERCEPTION OF COMPETENCY IN NGOs GIVING FIRST PREFERENCE TO MSW AT MANAGERIAL & OPERATIONAL LEVELS

COMPETENCIES	MANAGERIAL LEVEL		OPERATIONAL LEVEL	
	MEAN SCORE	S.E.	MEAN SCORE	S.E.
Understanding of the Context of NGO	3.87	0.96	3.16	1.02
Strategic Planning	3.72	0.90	2.93	0.98
Human Resource Management	3.54	0.94	3.00	0.98
Project Management and Service	3.72	0.90	3.23	1.04
Advocacy and Networking	3.51	1.12	2.95	1.30
Resource Mobilization	3.44	1.07	2.74	1.14
Leadership Skills	3.93	0.87	3.34	0.98
COMPOSITE SCORE	28.83	6.94	22.08	5.88

PERCEPTION OF COMPETENCY IN NGOs GIVING FIRST PREFERENCE TO PG IN SOCIAL SCIENCE AT MANAGERIAL & OPERATIONAL LEVELS

COMPETENCIES	MANAGERIAL LEVEL		OPERATIONAL LEVEL	
	MEAN SCORE	S.E.	MEAN SCORE	S.E.
Understanding of the Context of NGO	4.07	1.00	3.19	1.04
Strategic Planning	3.78	1.01	2.96	1.06
Human Resource Management	3.63	1.11	2.81	1.21
Project Management and Service	3.63	1.11	3.04	1.22
Advocacy and Networking	3.52	1.28	2.81	1.18
Resource Mobilization	3.44	1.42	2.63	1.31
Leadership Skills	4.07	1.07	3.37	1.08
COMPOSITE SCORE	26.16	6.69	20.81	6.66

APPENDIX 6.8
PERCEPTION OF COMPETENCY IN NGOs GIVING FIRST PREFERENCE TO PROFESSIONAL DEGREE AT MANAGERIAL & OPERATIONAL LEVELS

COMPETENCIES	MANAGERIAL LEVEL		OPERATIONAL LEVEL	
	MEAN SCORE	S.E.	MEAN SCORE	S.E.
Understanding of the Context of NGO	3.96	0.88	3.32	1.06
Strategic Planning	3.54	0.92	2.93	0.98
Human Resource Management	3.50	0.96	3.00	1.12
Project Management and Service	3.93	0.90	3.46	1.09
Advocacy and Networking	3.64	0.87	3.00	1.09
Resource Mobilization	3.46	1.07	2.89	1.13
Leadership Skills	3.96	0.92	3.57	1.03
COMPOSITE SCORE	26.00	5.42	22.18	5.13

APPENDIX 6.9
PERCEPTION OF COMPETENCY IN NGOs GIVING FIRST PREFERENCE TO AT MANAGERIAL & OPERATIONAL LEVELS

COMPETENCIES	MANAGERIAL LEVEL		OPERATIONAL LEVEL	
	MEAN SCORE	S.E.	MEAN SCORE	S.E.
Understanding of the Context of NGO	3.71	0.97	3.26	0.96
Strategic Planning	3.39	0.99	2.87	1.23
Human Resource Management	3.45	1.05	2.81	1.17
Project Management and Service	3.42	1.09	3.16	0.93
Advocacy and Networking	3.26	1.03	2.84	1.10
Resource Mobilization	2.94	1.15	2.39	1.12
Leadership Skills	3.74	1.00	3.16	0.93
COMPOSITE SCORE	23.81	5.62	20.48	5.63