
UNIT 7 ROLE OF NON-GOVERNMENTAL ORGANISATIONS

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7.0 INTRODUCTION

Non-Governmental Organisations (NGOs) are becoming increasingly important in the field of development. NGOs are a very important link between people at the grassroots, civil society and the state. They are diverse both in terms of organisational form, structure and culture and in terms of the issues they cover. Their involvement is not only seen in the implementation of governmental programmes but also in the process of formulation of public policies, and even in the enforcement of social legislation.

This unit will discuss Non-Governmental Organisations, their objectives, community support, projects and innovations and monitoring and evaluation with a view to understand their roles and responsibilities in the present context.

According to Gangrade (2001) voluntary sector has always played an important role in society from time immemorial. The concept and approach in voluntary work has undergone many changes from time to time. From pure charity, relief and welfare oriented approach this sector has in recent times suitably modeled and equipped itself to meet the development needs of society. There is hardly any field which is not now touched by NGO sector/voluntary sector. The NGOs have acquired an important position in various fields at the national and international levels.

In 1994, at the Cairo International Conference on Population and Development, Governments unanimously endorsed, through the programme of action, the need

to promote an effective partnership between all levels of Government and the full range of non-governmental organisations, and local community groups in the discussion and decisions on the design, implementation, coordination, monitoring and evaluation of programmes relating to population, development and environment. In the Cairo Conference, a call was made to the Governments and donors to ensure that NGOs are able to maintain their capacities.

In our country, the role of NGOs in various fields such as education, health, culture and social welfare has been increasingly recognised.

Hasheni (1990) is of the opinion that NGOs and their members are organised in such a manner that they appear to be participatory. There is a need to institutionalise the role of NGOs in various fields through strong policy directives and implementation of such directives must be ensured by the Government of India and State Governments.

The voluntary sector earlier was confined to the role of the capacity building, awareness raising and mobilisation of the community. During present time NGOs are no longer confined to their traditional domain of health, education and welfare. Today they are also taking up sophisticated technical assignments in various technical fields like water resources, watershed, forestry, environment, Human Immuno-Virus (HIV) or Acquired Immune Deficiency Syndrome (AIDS), drug abuse and consumer rights.

A large number of Indian NGOs is now manned by professionals and technocrats of high caliber. Under the changing scenario, competent NGOs need to be involved in all the developmental fields, including technical fields.

In the age of globalisation and consumerism when every field is being opened up for the industries, private sector and multi-nations, NGOs are also playing their important role especially in the field of social sector – education and health. The NGO sector has contributed significantly in finding innovative solutions to poverty, deprivation, social discrimination and social mobilisation. It also includes service delivery, training, research and advocacy. The NGO sector has been serving as an important non-political link between the people and the Government.

7.1 OBJECTIVES

In this unit we intend to provide an overview of the concept, scope and coverage of Non-Government Organisations. The unit will also analyse the role of community based organisations, formulating projects, monitoring and evaluation. Some success stories, constraints and lessons learnt in the voluntary sector will also be considered in this Unit.

After having gone through this unit, you should be able to:

- Explain the concept of Non-Governmental Organisation;
- Describe new projects and innovations in the social sector;
- Explain monitoring and evaluation in the context of voluntary sector; and
- Understand some success stories and constraints in voluntary sector.

Let us begin with the concept and history of NGOs.

7.2.1 Concept and History

Commission of Non-Governmental Organisations (2000) defines a Non-Governmental Organisation (NGO) as any non profit, voluntary citizens' group which is organised at a local, national or international level. Task oriented and driven by people with a common interest, NGOs perform a variety of service and humanitarian functions, bring citizens' concerns to Government, advocate and monitor policies and encourage political participation through provision of information. Some are organised around specific issues, such as human rights, environment or health.

Deborah (1997) specifies the role of NGOs in terms of the capacity building. The NGO sector has often been described as extremely diverse, heterogeneous and populated by organisations with hugely varied goals, structures and motivations. It is not easy to define an NGO. It cannot be based on any legal definition, given the wide variations in laws related to NGO activities.

World Bank Operational Manual (1989) defines NGOs as organisations that are entirely or largely independent of government and characterised primarily by rather than commercial. The terminology varies; for example, in the United States they are called, private voluntary organisations, and most African NGOs prefer the label, "Voluntary Development Organisations". These can be reproduction related NGOs, consumer and credit cooperatives, charitable and religious associations.

NGOs vary in terms of manpower and professional staff depending upon the number of objectives they carry out. Operational NGOs contribute to the delivery of services (such as in the field of welfare), whereas in the primary aim of advocacy an NGO influences the policies of public authorities and public opinion in general. Some of the characteristics shared by different NGOs are as follows:

- NGOs are independent, in particular, of government and other public authorities and of political parties or commercial organisations.
- They are accountable to their members, donors and even with the funding agencies in terms of programme planning and implementation.
- They have their own governing bodies, office bearers and the procedure for the election as per the Registrar of the Societies.
- NGOs are formed voluntarily and there is usually an element of voluntary participation in the organisation.
- NGOs are not created to generate personal profit. However, they receive grants, donations from national and international sources.

NGOs are also called as 'voluntary organizations' or 'civil society organisations'.

A Non-Governmental Organisation is a legally constituted organisation created by private persons or organisations with no participation or representation of any government. In cases in which NGOs are funded totally or partially by governments, the NGO maintains its non-government status insofar as it excludes representatives from membership in the organisation (<http://www.wikipedia.com>).

Check Your Progress

Notes: a) Space given below the question is for writing your answer.

b) Check your answer with the one given at the end of this unit under “Answers to Check Your Progress”.

1) i) Define NGO as explained by Wikipedia.

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ii) What are the two important social sectors covered by NGO?

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Globalisation during the 20th century gave rise to the importance of NGOs. NGOs have evolved to emphasize humanitarian issues, developmental aid and sustainable development. A prominent example of this is the ‘World Social Forum’ which is a rival convention of World Economic Forum. The fifth World Social Forum in 2005 held in Brazil was attended by more 1000 NGOs including Indian NGOs.

Registered Societies: Societies Registration Act 1860 is a Central Act for registering non-profit organisations. Almost all the states in India have adopted the Central Act for creating state level authorities for registering various types of non profit entities. According to the Act, any seven persons who subscribe to the Memorandum of Association can register a society. The memorandum should include aims of society, its objectives, its names, addresses and occupation of the members.

NGOs have a long history at the international level, dating back to mid 19th century. They were important in the anti-slavery movement and the movement of women’s suffrage and reached a peak at the time of the world Disarmament

Conference. However, the phrase non-governmental organisation only came into popular use with the establishment of the United Nations organisation in 1945 with provisions in Article 71 of the chapter 10 of the United Nations charter, for a consultative role for organisations which are neither governmental nor the member states.

The definition of International NGO is first given in resolution 288(x) in 1950 as any International organisation that is not founded by an International treaty. The vital role of NGOs was recognised in chapter 27 of Agenda 21. An NGO can be created for public charitable purposes. There is no all India Act for setting up public Charitable Trusts. Some of the states in India have enacted the public Charitable Trust Act. An NGO can be created only under a Public Trust Act.

Diane (2004) in *Transfer Agents and Global Network* emphasised that globalisation during the 20th century gave rise the importance of NGOs. NGOs have developed to emphasize humanitarian issues, development aid and sustainable development. In the Fifth World Social Forum (2005), more than 1000 NGOs participated to discuss poverty and social issues.

A Trust can be registered in one state, but the same has the scope to operate in any number of states.

Private Trusts: A private Trust created under governed by the Indian Trust Act of 1882, aims at managing assigned Trust properties for private or religious purposes. A private Trust does not enjoy the privileges and tax benefits that are available for public Trust or NGOs.

7.2.2 NGOs in India: Emergence and Role

NGOs or voluntary organisations in India are shaped by a variety of factors; they have been nurtured and threatened in turn as the dominant political outlook has oscillated between liberalism and statism. Diverse in their functions and purposes, they serve primarily a vast and assorted population of informal workers. A sizeable sum from public and foreign sources is expended by this sector. And yet the sector has 'received surprisingly scanty attention from academic researchers and social analysts.

Kaplan (1999) analysed the classical statement of the organisational development approach to development with particular relevance to smaller, indigenous NGOs. Population Foundation of India (1999) emphasised on encouraging the role of Indian NGOs for forming opinion of Panchayati Raj Leaders, local tradition dais, aganwadi workers and private practitioners to participate in planning and implementation.

Voluntary organisations tend to be emotional and ideological rather than reflective and rational. Descriptions of voluntary organisations tend to either praise or denounce them – what is missing is an effort at understanding and interpreting them. Voluntary associations have been seen alternatively as the 'harbingers of silent revolution', 'handmaidens of global imperialism', and 'footnotes in India's development'.

If voluntarism was inspired by religion and political ideology, commitment to normative pluralism facilitated its growth. National elites, already steeped in the indigenous cultural conception of society as autonomous of the State, readily

embraced normative pluralism. Their commitment has been manifested in several ways. Formally, the Constitution guarantees the right to form organisations to Indian citizens. In addition to this legal provision, certain practices and norms were developed which promoted voluntary organisations.

First, from the very outset Indian policy-makers had developed a tradition of consulting social elites and groups. Representative committees were created to secure opinions from various groups in society, and their views were solicited in formulating major domestic policies, even as a centrally planned model of development was adopted.

Second, voluntary organisations were involved not only in formulating policies, but their help was also sought in implementing programmes. The Planning Commission itself had realized at the outset that the task of development was so large and so complex that the State alone would not be able to accomplish it. Accordingly, the very First Five Year Plan document had carried a plea to voluntary organisations to become involved in the task of development, mainly by implementing government programmes. Appropriate financial provisions were also made for them. Beginning with an allocation of Rs.4 crore in the First Plan, the voluntary sector has been receiving increasing amounts of public funds. In the Eighth Plan it rose to Rs.750 crore and multiplied in subsequent plans.

Finally, because of the stand of international aid agencies, an extraneous factor has also played a conducive role. In the 1970s, the philosophy and strategy of the international development community began to change. Foreign aid donors started to focus their attention on voluntary organisations as supplementary delivery vehicles for development. They began to channel large amounts of developmental aid to those organisations which worked directly for the poor instead of for the governments. This access to financial resources led to mushrooming of voluntary organisations.

The activities of voluntary organisations can be seen in a new way. Many typologies of voluntary associations have been developed, and the proposed typology makes no radical departure from them. It differs from them only in emphasising the political activities of voluntary associations. The activities can be considered under three heads; developmental, political and catalytic.

Developmental, catalytic and political activities are not mutually exclusive, and most voluntary organisations pursue some combination of all three, often in conjunction with each other or as a series of successive steps. However, both voluntary associations themselves and the researchers have shied away from focusing exclusively on political activities.

7.2.3 Types of NGOs

Apart from NGO, alternative terms are used such as *Independent Sector*, *Voluntary Sector*, *Civil Society*, *Grass-roots Organisation*, *Transnational Voluntary Organisation*, *Self Help Groups* and *Non-State Actors*.

The primary purpose of an operational NGO is the design and implementation of development related projects. The primary purpose of an Advocacy NGO is to defend or promote a specific cause. As opposed to operational project management, these organisations typically try to raise awareness, acceptance and knowledge by lobbying with the government, and media advocacy activism.

The small NGOs (Population Foundation of India, 1989) work at the grassroots levels for advocacy capacity building and provide information to the community. Information at the grassroots level will help in generating demands at the various levels. As it is rightly stated, development is the best contraceptive.

United States Agency for International Development (USAID) refers to NGO as private voluntary organisations. However, many scholars have argued that this definition is highly problematic as many NGOs are in fact state and corporate funded and manage projects with professional staff.

NGOs exist for a variety of reasons, usually to further the political or social goals of their members or donors. Examples include encouraging the observance of human rights, improving the state of the natural environment, improving the welfare of the disadvantaged or representing a corporate agenda. There are a huge number of such organisations and their goals cover a broad range of political and philosophical positions.

NGOs have several names and alternative terms. However, there are by and large called Non-Governmental Organisations.

7.2.4 Methods

NGOs also vary in their methods. Several NGOs work on education and health. Oxfam is concerned with poverty alleviation and Prayas is concerned with education. Population Foundation of India works in the areas of health and environment.

Public relations: Non-Governmental Organisations need healthy relationships with the public to meet their goals. Foundations and Charities use sophisticated public relations campaigns to raise funds and employ standard lobbying techniques with governments. Interest groups may be of political importance because of their ability to influence social and political outcomes.

Consulting: Many International NGOs have a consultative status with United Nations agencies relevant to their area of work. However, initially only 41 to 50 NGOs had consultative status, which became 3550 by 2003.

Project Management: There is an increasing awareness that management techniques are crucial to project success in non-governmental organisations. Normally, NGOs focus on the community issues and also on environment. NGOs are also working as part of International relations. They are also directly involved in local action.

Management: Diverse management styles deal with different work-cultures in an organisation. To develop the organisation, individuals have to be able to contribute in the decision making process and they need to learn by the following processes:

Staffing: All the staff of non-governmental organisations are not volunteers. Some of them are working in specific projects.

The NGO sector is gradually becoming an important employer in terms of numbers. Since the government sector is minimising its roles and responsibilities and increasing role is provided to the non-governmental sector, the manpower is

gradually increasing in the voluntary sector. For example, school health program in India earlier the government through its doctors and nurses were taking care of the health check-up of the children in primary schools. Now, this responsibility is assigned to the voluntary sector.

In the case of Sarva Shiksha Abhiyan of Universalisation of Elementary Education (UEE Mission), the voluntary sector is involved in enrolling and mainstreaming the learners of the age-group 6-14. The Sarva Shiksha Abhiyan is operating in each state.

There are several methods through which NGOs operate in their respective areas. Staffing pattern and their capacity building is very important.

Check Your Progress

Notes: a) Space given below the question is for writing your answer.

b) Check your answer with the one given at the end of this unit under "Answers to Check Your Progress".

2) i) Mention any educational program in which voluntary sector is contributing.

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ii) What is the role of small NGOs at the grassroots levels?

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7.2.5 Legal Status

While creating an NGO, its objects are defined in the deed of creation, viz; care of the sick, disabled, economically weak, illiterate, old, women, children, agriculture and rural development, environment, animal welfare, any other social, cultural or educational activities. The NGO may be focused on one or several activities, stated in the memorandum of association.

Broadly speaking NGO is an association of persons, and that it can be created by one of the three modes, viz; either by i) registration under the **Indian Trust Act, 1882 (or Charitable Religious Trusts Act, 1920)**, or by ii) registration under **Societies Registration Act, 1860**, or by iii) registration with the **Registration of Companies, under section 25 of the Companies Act, 1956**.

- i) **Creation of an NGO as a Trust:** It is the simplest and easiest mode of setting up an NGO, and thus commence charitable/social work for the purpose of public good without any fear or favour and without any motive of profit, directly or indirectly. It is a legal entity where the trustees work as per the objects and rules defined in the trust deed. The contents of the trust deed must include – the name of the trust, its address, the settler, the trustees, the beneficiaries, the objectives, the procedure to appoint/remove trustees and any other condition that the settler may wish to enforce. In Chandigarh, the trust deeds are registered by the Sub-Registrar/Tehsildar.
- ii) **Creation of an NGO under Societies Registration Act, 1860:** As mentioned in the foregoing, an association of persons has to be well organised and enjoys the status of a legal entity, to function as an NGO effectively. The commonest mode of creation of NGO is through registration under Societies Registration Act, 1860. Such societies are established for the promotion of charitable objectives, besides the promotion of literature, science or fine arts. Some states have made minor modifications in the said Act, to enlarge the scope of societies or to give broader meaning to them.

Any seven or more persons associated for any literary, scientific or charitable purpose, or for any such purpose, as is described in Section 20 of this Act, may, by subscribing their names to a memorandum of association, and filing the same with the Registrar of Societies, can form themselves into societies under this Act.

- iii) **Incorporation as a non-profit company: Section 25(1) of Company Regulations, 1956:** This is the least exercised option since it is expensive and cumbersome. If it is private company at least 2 members are required, if it is for public purpose, at least 7 members are required.

7.3 COMMUNITY SUPPORT

NGOs can obtain community support in two ways.

7.3.1 Encouraging Local Initiatives

The Community Based Voluntary Organisations have the vital responsibilities to encourage local initiatives in terms of mobilisation and environment building. The local persons or the stakeholders can bring about meaningful change. For example, in Targeted Intervention Program of National AIDS Control programme (2007), each voluntary organisation has to mobilise local people. The experts while evaluating the programme has to ensure that the local persons, especially various stakeholders, have been taken into confidence. The involvement of local people should be ensured by mobilization camps, street plays, awareness camps, sensitisation workshops, and also by involving the local people as volunteers.

Voluntary organisations working in the field of Education, Health and on other social development issue have to involve local people in their programmes. Such

initiatives need to be documented as success stories, constraints felt and lessons learnt. Voluntary organisations should function on the principles of 'for the people by the people and of the people'. Bhagidari Scheme of the Delhi Government in each Ministry is one of the examples of involving local people in Shrishakti Camps, Gender Resource Centre, and by encouraging Resident Welfare Associations in the local initiatives.

The importance of non-governmental organisations in micro/local level intervention can not be ignored. It is well known that Government agencies implement programmes which are planned at the macro level for the benefit of a large section of the population. The NGOs work in isolated pockets, on issues touching the people, at the grassroots.

7.3.2 Enlisting Community Support

As defined by Olivier de Sardan (2005), one of the axioms of community development is that knowledge and experience are vital sources of understanding defines. Chambers (1997) states that local knowledge transfers top down bureaucratic planning, and may even reverse deep rooted patterns of social power and hierarchy. Various examples of grass-roots movements can be cited to illustrate their issues, strategies, and nature. The Chipko movement led by Chandi Prasad Bhat in the hills of Uttaranchal galvanised local villagers to protect the felling of trees until an acceptable solution was worked out with the government. Nalini Nayak and Fr. Thomas Kocherry have mobilised coastal fish workers to protect their traditional rights and livelihood. In Madhya Pradesh, the Narmada Bachao Andolan led by Medha Patkar has resulted in sustained peaceful protest by tribals and peasants living in the Narmada Valley – primarily against displacement of tribal people and flooding of their land by a large dam project. The Self-Employed Women's Association (SEWA), a union of women workers in Gujarat, responds to the specific needs of poor self-employed women by providing access to credit and so forth; unlike the other movements, it is not operating in the anti-state space and often "practices a politics of part autonomy from, part engagement with the state. Like the NGOs, these struggle-oriented grassroots movements also form networks to enhance their efficacy. The National Alliance for People's Movements was formed as an umbrella group of more than a hundred grassroots organisations to intervene in the process of economic and political decision making from the perspective of poor and ordinary people. The National Front for Tribal Self-Rule (NFTSR) represents tribal movements and communities from across the country and successfully spearheaded the movement for extension of self-rule to tribal areas. In addition to these large alliances, activist organisations like the People's Union for Democratic Rights (PUDR) and People's Union for Civil Liberties (PUCL), mostly made up of educated urban progressives, have also played a significant role in supporting grassroots movements through media advocacy and judicial intervention.

The majority of the development literature makes a distinction between governmental and non-governmental organisations, particularly with respect to their different roles, functions and objectives. The whole issue, which is associated with NGOs to work together with governmental and inter-governmental institutions, basically rests on their presumed capacity to reach the poor and on the qualities of innovation and flexibility as well as how they view their roles as an active and effective co-partner in articulating more responsibility for a better understanding of some of the macro-policy issues which go beyond the limited

local environment in which they work. Nevertheless, *one of the basic reasons for the recent focus on NGOs is that they are perceived as being able to accomplish a part of the development process that national governments are not able or willing, to do.* Hence, it is generally recognised that NGOs can have a great potential impact on public policy by interacting with their governments. But it is also important to note that there are vast regional and international differences in relationship between NGOs and governments. For example, NGOs in India are supported and encouraged by the government and are registered with the government and work closely with it. Similarly, NGOs in Africa frequently need to work closely with their governments and try not to antagonise the authorities. On the other extreme, most NGOs in Latin America have historically worked in opposition to the government. In recent years, there is a growing momentum of the emergence of NGOs in Nepal as a major collective actor in development activities, as a result of the changed political scene. Presently, the term has been in use rather quite flexibly to accommodate all the NGOs which would like to be designated as quasi-official in nature because of the close link and support they draw from government establishments. Thus, the nature of the canvas of the NGOs in Nepal is increasingly being recognized as highly relevant to the problems of the rural and urban poor. However, as the vast majority of poor in Nepal are concentrated in rural areas, the NGOs have a special role to play as agents of change and catalysts of development in the villages, by complementing and supplementing the activities of the government and other developmental agencies.

The range and diversity of the growth of NGOs is immense, and the literature and the documentation of their activities are expanding geometrically. However, the evolutionary trends of institutionalized form of such organisations can be traced back to the late 19th and early 20th centuries, particularly in the Western World where the history of social organisation seems to have been largely influenced by the *laissez faire* movement on the basis of the promulgation of *the theory relating to minimisation of State-intervention, on the one hand, and dissemination of the concept of 'Volunteerism' in a more planned and organised way, on the other.*

The nineties was an interesting decade in the context of global priorities towards massive expansion of the NGOs, both in terms of the changing direction of the flow of aid funds sector-wise and country-wise. Indeed, social development is the broadest arena in both national as well as international context within which NGOs provide their contribution, which naturally addresses several strategic questions pertinent to prospects, constraints, weaknesses and strategic objectives to future NGO development. Thus, community support in various arenas developed during 19th and 20th century. Since mid 1980s, NGOs have been the primary focus for localized civil society driven interventions in development and this has resulted in marked increase in the number of NGOs operating throughout the developing world.

Community Organisation: 'Community organisation' viewed from a humanitarian approach to solve the problems of the community, is as old as society itself. But viewed as one of the methods of social work profession it is of very recent origin. There is much ambiguity and vagueness as to the precise meaning of the term 'Community Organisation'.

Murray G. Ross (1904) defines community organisation as a "process by which a community identifies its needs or objectives, gives priority to them, develops

the confidence and will to work at them, finds resources – internal and external – to deal with them, and in doing so, extends and develops co-operative and collaborative attitudes and practices within the community”.

In other words, community organisation is a process and a method of organising the community. Its broader definition can be: Community organisation is the process by which the social system of the community provides for integration and adaptation within the community. This is a process which continues regardless of the work of the community organiser whose function is to initiate, nourish and develop this process. In participating in this process the community organiser should have regard for certain values relating to the forms of social change and the means by which they may be brought about.

Community organisation for social welfare (or community welfare organisation) is the process of bringing about and maintaining adjustment between social welfare needs and social welfare resources in a geographical area or a special field of service.

7.4 PROJECTS AND INNOVATIONS

Project-formulation and new innovations are keys to the development of the non-governmental organisation. The funding agencies at the National and International levels require systematic projects with new innovations. For developing projects, new innovative systems, like the following, are developed by various funding agencies.

Expression of Interest: A funding agency, before asking for detailed projects, requires ‘Expression of Interest’ by the organisation. It deals with the physical, financial and professional capacities of the voluntary organisation. It helps the funding agency in short-listing the organisation.

Executive Summary: For developing innovative projects, an executive summary is desired by the funding agency. It incorporates several points which are scored by the funding agency.

Vision: It incorporates the vision and mission of the voluntary organisation.

Objectives/Outcomes : The long and short-term objectives of the organisation and also about the specific project for which the organisation has applied.

Activities (Proposed): The first and foremost task is to enumerate major and minor activities to be undertaken to achieve the objectives of the project.

Time Schedule/Plan or Time Budget: It is also desired by the funding agency. The activity plan should cover the following details:

Time Plan

Programmes	Duration
<ul style="list-style-type: none"> • Need Assessment • Recruitment of the staff • Training / capacity building • Actual implementation • Mid term evaluation • Service delivery • Evaluation (Final) 	Jan., Feb., March, April, May, June, July, Aug., Dec.

- **Funding** – The funding details of recurring and non-recurring expenditure. Funding should also specify the contribution of the organisation applying for the project.
- **Sustainability** – How the programme will sustain itself if the funding is de-linked or minimised.
- **Replicability** – What are the issues or important lessons learnt to be replicated by the organisation in other areas or by other funding agency.

Documentation and Dissemination: Project planning should also specify how the process will be documented and how the findings will be disseminated.

The funding agency may also provide time for the organisation to present the project proposal or may award the project on the basis of project proposal or may follow additional procedure.

Expert Visit: Some of the funding agencies have started visiting the organisation to understand and review the various capacities and physical infrastructure. The selection of the project is also done on the basis of the expert visit.

Infrastructure and Logistics: Tools and equipments for facilitating project work is also essential. The implementing agency should have the required infrastructural facilities and logistic support to carry out the project activities. Before initiating the implementation, it becomes necessary to review the existing infrastructural facilities and identify those needed in future.

Proper planning is also needed to ensure logistic support.

Periodic Staff Meeting: Staff members and those who are the stakeholders meet to review, plan and monitor the programme. Several funding agencies require weekly and monthly review meetings. Such meeting reviews the achievements and the future planning. Such meetings help the grass-roots workers to be in tune with the objectives.

Participation of the Community Members: It is to be ensured that all the stakeholders in the community are involved in the programme. Their participatory involvement helps in ensuring the success of the programme.

Field and Exposure Visits: Field visits in the project area and exposure visits by the project staff help in implementation and monitoring of the program.

This part deals with the actual implementation by the NGO and the process of implementation. The various steps are considered in this part of the chapter.

Check Your Progress

Notes: a) Space given below the question is for writing your answer.

b) Check your answer with the one given at the end of this unit under “Answers to Check Your Progress”.

3) i) What is meant by ‘Expression of Interest’?

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ii) What is meant by 'Time Plan'?

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7.5 MONITORING AND EVALUATION

Monitoring can be defined as a process of measuring, recording, collecting and analysing data on actual implementation of the programme to identify any deviation from the planned operations. Monitoring can be both internal and external.

The programme staff monitors the programme in the field by various means. For an effective monitoring system, a plan for the main programme needs to be prepared thoroughly. The plan should identify key result areas and how they will be measured. It should also identify linkages of inputs and outputs. The monitoring process should consist of the following:

- Detecting deviations from the plans.
- Diagnosing causes for deviations.
- Taking corrective action.

For systematic implementation of any project, monitoring should be done systematically.

Evolving a System of Record Keeping: The first step in monitoring is evolving a system of record keeping. Targeted intervention project implemented by National AIDS Control programme has developed a list for monitoring regular records. It consists of following FACTS:

- F – Factual
- A – Accurate
- C – Concise
- T – Timely
- S – Simple

External agencies may also be involved in monitoring. Qualitative and quantitative indicators may be developed for monitoring.

Community Participation: We should secure community participation in monitoring. The continuous feedback should come from the community.

Evaluation: Evaluation is a continuous process aimed at correcting and improving actions in order to render the activities more relevant and effective. This involves different aspects of implementation of a programme, its relevance, its formulation, its efficiency and effectiveness, its costs and acceptance by the community. Evaluation is expected to identify problems and also possible solutions. Evaluation might be a continuous process or mid-term evaluation or final (summative) evaluation. The process of evaluation should cover the following points:

- Ensuring Information Support
- Verify Relevance
- Assess Adequacy
- Review Progress
- Assess Efficiency
- Assess Effectiveness
- Assess Impact

Evaluation of a project may be mid-term or final evaluation. Mid-term evaluation helps in analysing the progress of the project and the intervention required at that point. The final evaluation is carried out at the end of the project.

Methodology for Evaluation: The methodology of the evaluation of the programme depends upon the purpose of evaluation. For example, health programs of the Ministry of Health & Family Welfare, implemented through non-governmental organisations are evaluated each year to recommend the continuation for the next year. It consists of the records evaluation, field-visits and focus group discussions with the various project staff and other community people. The objective of the evaluation is decided on the basis of the programme, objectives and also the financial allocations. It involves success stories, case studies, sample field visits and evaluating the documents and also the capacities of the various staff in relation to their roles and responsibilities.

Evaluation helps in the next programme planning, programme designing or using the same interventions in the ongoing programmes.

Monitoring and evaluation are essential tools of the non-governmental organisations.

Check Your Progress

Notes: a) Space given below the question is for writing your answer.

b) Check your answer with the one given at the end of this unit under “Answers to Check Your Progress”.

4) What is evaluation?

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7.6 LET US SUM UP

In this unit, we have presented an overview of non-governmental organisation at the global and national levels. It has also discussed projects and innovations, and monitoring and evaluation pertaining to voluntary organisation. The basic purpose of providing this overview is that you should be able to understand the above terms and the concepts as well as to further study the materials on these concepts with more clarity.

7.7 ANSWERS TO CHECK YOUR PROGRESS

- 1) i) A non-governmental organisation is a legally constituted organisation created by private persons or organisations with no participation or representation of any government. It can be formed at the state or national levels.
 - ii) There are several sectors in the sphere of social-welfare. However, education and health are two prime social sectors.
- 2) i) Sarva Shiksha Abhiyan for the age-group 6-14 under Universalisation of the Elementary Education. SSA is being carried out under Sarva Shiksha Abhiyan.
 - ii) The small NGOs at the grassroots levels can perform the role of advocacy, capacity building and providing basic information on education health and on other social development issues.
- 3) i) Expression of interest is the statement of physical, financial and professional capacities of an organisation, which is desired by a funding agency as a preliminary step towards project sanction.
 - ii) Time plan means activities/programmes to be undertaken from January to December. In each project a development specific time-plan is desired.
- 4) Evaluation is a continuous process aimed at correcting and improving actions in order to render the activities more relevant and effective. There are formative (in-between) and summative (end) evaluation.

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