INTRODUCTION
CHAPTER I

INTRODUCTION

1.1. Introduction

One of the great innovations of the twentieth century is NGO sector whose existence is so widespread and influencing several aspects of development, yet remains largely invisible. Representative government is considered to be the great social invention of the eighteenth century, and bureaucracy is seen as the invention of the nineteenth. The prevalence and growth of NGOs can be considered as the great social innovation of the latter twentieth century. The globalization processes with the resultant abdication of responsibilities of the state on the welfare measures, coupled with growing citizen activism, have unleashed the growth of NGOs. However the creative responses of the civil society in the form of NGO are largely hidden. The media and other public institutions focus only on the state and the functions of the market. The very presence of movements and NGOs for social transformation in various spheres of the society indicates the emergence of a creative society.¹ Similarly, the most basic aspects of the NGO sector - its overall scope, size, internal structure, employment, expenditures, and sources of financial and other support - both in this country and around the world are unexplored.

The NGOs have come to stay and they have a significant role in shaping the development discourse both globally and locally. Their expertise and role is sought both at national and international levels. "Whether in the North or the South, NGOs are a visible, respected and entrenched part of many societies. The decentralization of governments and scaling-back of social spending advocated by the international financial institutions and large aid-donor organisations throughout the last decades have created considerable space for NGOs, and made them key figures in a wide range of social sectors. NGOs provide over half of Kenya's health care services and more than a million self-employed women have received credit from a single Indian NGO".2

1.2. Terminology

NGOs are known variously as "Civil Society Organizations", "Citizen Associations", "Voluntary Development Organisations", "Voluntary Associations", "Voluntary Organisations", "Non Governmental Development Organisations", "Non Profit Organisation", "Community Based Organisations" etc. They are increasingly called "NGOs", an acronym that stands for "Non-Governmental Organizations".3 The term, "Non-Governmental Organization" came into currency in 1945 because of the need for the UN to differentiate in its charter between participation rights for intergovernmental specialized agencies and those for international private organizations. At the UN, all types of private

bodies are recognized as NGOs. NGOs are both registered and unregistered. They are registered or incorporated under any one or more of the following Acts: The Societies Registration Act, 1860, The Indian Trust Act, 1882, Section 25 of the Indian Companies Act, 1956, The Trade Union Act, 1926 and Foreign Contributions Regulation Act, 1976 and the relevant sections of the Income Tax Act.

1.3. Positioning NGOs in Civil Society

Civil society refers to the public action of individuals and groups in the form of associations, movements, and coalitions for expressing their common concerns or those of the underprivileged sections of the society. Civil society is also considered as third sector distinguished from the first two sectors, namely state and the market. The underpinning principle of civil society is the citizenship rights and entitlements bestowed upon every citizen and groups under democratic framework of governance. The key decision makers in the society have been the market and the state keeping the civil society dormant and their active participation jeopardized. The concept of civil society is used in highlighting the rights and privileges of the citizens and their active participation in the development, policy making and governance process. The functions and activism of the civil society is encapsulated in the form of associations and organizations that serve the interests of the community. Therefore, civil society is an area of association and action independent of the state and the market in which citizens

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can organize to pursue social values and public purposes both individually and collectively. Civil society actors include charitable societies, religious organisations, neighbourhood organizations, social clubs, civil rights lobbies, parent-teachers associations, unions, trade associations, and a wide range of other agencies.⁶

"The simplest, most common, meaning given to "civil society" is all public activity, by any individuals, organizations or movements, other than government employees acting in a governmental capacity. In the broadest sense, it encompasses all social, economic, cultural and political relations, but the emphasis is usually on the political aspects of these relations. It also clearly goes beyond traditional NGOs to all forms of networks, caucuses and movements. As a result, it serves as a political tool for all those who want to promote innovative, wider and deeper levels of political participation".⁷

NGOs are the impressive voice of the civil society and are very often referred to as the conscience of the civil society articulating the aspirations and needs of the marginalised communities.


⁷ Peter Willetts, “What is a Non-Governmental Organisation?”, UNESCO Encyclopaedia of Life Support Systems, Article 1.44.3.7, p.17.
Fig: 1.1. Position of NGOs in the Civil Society

STATE

THE FOURTH POSITION

MARTET

Fourth Position Goals and Tasks:
Ensuring entitlements by:
- reduction and redistribution of risk
- reducing costs of compliance
- exacting compliance from duty-holders

Rights-based Principles

Fourth Position NGDO Roles:
Negotiator/Mediator
Validator
Watchdog
Innovator/demonstrator

NGO GROUNDED IN 'AXIOMATIC' ETHICS AND VALUES

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The above diagram (Fig.1.1) exhibits clearly the role of the NGOs in civil society framework. It positions the NGOs within the civil society and gives them the fourth position to safeguard the interests of the community as negotiator, watchdog and innovator on behalf of the community. The process of Liberalisation, Privatisation and Globalization at the national level often reduce state controls over the economy and services and development of the people. “These developments can create political space for civil society organizations as alternative sources of services once provided by the state, as watchdogs over and advocates for government policy formulation and implementation, as policy entrepreneurs or implementers with state partners, and as social innovators to guide improved services. When globalization expands political space, civil society actors may emerge to respond to the concerns of impoverished and marginalized groups that would remain voiceless under prior regimes”. Elliott argues that the voluntary sector may be better placed to articulate the needs of the poor people, to provide services and development in remote areas, to encourage the changes in attitudes and practices necessary to curtail discrimination, to identify and redress threats to the environment, and to nurture the productive capacity of the most vulnerable groups such as the disabled or the landless populations.9

9 Mark H. Moore et al, op. cit.p.4
10 Elliott, Charles, “Some Aspects of Relations Between North and South in the NGO Sector”, World Development 15 (Supplement), 1987, pp.57-68.
1.4. Growth of NGOs

Though NGO is a modern phenomenon, similar type of charitable organisations, have existed in many countries. With the extension of citizenship rights in Europe and the Americas in the eighteenth and nineteenth centuries, people founded these organizations, to meet community needs and defend their interests. "The French writer Alexis de Toqueville emphasized the importance of what he called "political associations" as institutions of democracy, uniquely numerous and influential in the United States at the time of his famous visit in 1831. New legal rules for private corporations, emerging at this same time, provided modern juridical authority for the organizations and increased their defences against state interference".  

The anti-slavery movement, founded in England in the late 18th century, gave rise to many such organizations and eventually led to the World Anti-Slavery Convention. This was a milestone gathering to coordinate the work of citizen organizations on an international basis. The World Alliance of YMCAs was founded soon after, in 1855, and the International Committee for the Red Cross came into being in 1863. In 19th century, many organisations came up to address many issues such as women's rights, poverty, alcohol abuse and municipal reform. Trade unions emerged as a leading force in the NGO movement later in the century. Twentieth century saw the emergence of increasing number of NGOs both in the north and the south.

11 Peter Willetts, op,cit, p.2.
Korten\textsuperscript{12} presents the evolution of NGO sector in three generations (Table No.1.1). There has been remarkable shift and changes in objectives, problem definition, scope focus on issues and strategies.

\textbf{Table No. 1.1}

\textbf{Generations of NGOs}

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>First</th>
<th>Second</th>
<th>Third</th>
</tr>
</thead>
<tbody>
<tr>
<td>Defining Features</td>
<td>Relief and Welfare</td>
<td>Small-scale, self-reliant local development</td>
<td>Sustainable systems development</td>
</tr>
<tr>
<td>Problem Definition</td>
<td>Shortages of goods and services</td>
<td>Local inertia</td>
<td>Institutional and policy constraints</td>
</tr>
<tr>
<td>Time Frame</td>
<td>Immediate</td>
<td>Project life</td>
<td>Indefinite long-term</td>
</tr>
<tr>
<td>Spatial Scope</td>
<td>Individual or family</td>
<td>Neighbourhood or village</td>
<td>Region or nation</td>
</tr>
<tr>
<td>Chief Actors</td>
<td>NGO</td>
<td>NGO + beneficiary organizations</td>
<td>All public and private institutions</td>
</tr>
<tr>
<td>Development Education</td>
<td>Starving Children</td>
<td>Community self-help initiatives</td>
<td>Failures in interdependent systems</td>
</tr>
<tr>
<td>Management Orientation</td>
<td>Logistics Management</td>
<td>Project management</td>
<td>Strategic management</td>
</tr>
</tbody>
</table>

At the turn of the twentieth century, the improvements in communications have contributed for making the grass-roots organizations became active at the national and the global level. This becomes possible by the increasing number of networks, coalitions with common agenda and identities at the international level. There are also looser issue-based networks and ad hoc caucuses, lobbying at UN conferences. In the 1990s, there was a great upsurge in local organizations becoming active at the global level, particularly on environmental issues, because of the Rio Earth Summit in June 1992, and on social issues, because of the Copenhagen Social Summit in March 1995.13

In India, charitable organizations existed at the community levels. Under colonial rule many organizations, labour welfare associations and trade unions sprang up to address the needs of various communities. People like Rajaram Mohan Roy inspired people to form associations for social reform. In the south there were many movements against caste dominations and many caste communities floated their own organizations to cater to the developmental needs of their communities. The table no.1.2 briefly captures the evolution of NGO sector in India in its present form. However, volunteerism and organised way of offering community service has been in India from the beginning. Caste associations were formed earlier to offer services within a caste community. The caste associations of Nadar community played a major role in making credits available and thus promoting private enterprises within the community.

13 Peter Willetts, op, cit, p.3.
Table No. 1.2

Evolution of NGO Sector in India

<table>
<thead>
<tr>
<th>Period</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre Independence</td>
<td>Social welfare, constructive work (inspired by Gandhian philosophy) very much in line with independence movement.</td>
</tr>
<tr>
<td>1950-1970</td>
<td>Social welfare, govt. funded and managed NGO like Khadi Industries. India’s five year’s development plans came into existence, Most of the development works were rested with NGO’s.</td>
</tr>
<tr>
<td>1970-1990</td>
<td>Civil society space started increasing from 70s, NGO’s started highlighting that why govt. programme not yielding positive results for poor and marginalized, presented new model for development with people’s participation. With this new model NGO’s covered vast program areas like education, primary health care, drinking water, sanitation, small irrigation, forest regeneration, tribal development, women’s development, child labour, pollution safety etc. later on many of these models were included in govt programme and policies.</td>
</tr>
<tr>
<td>1990-2005</td>
<td>GO-NGO partnership got a boost in this period; NGO focus is more on Self Help Groups, Micro Credit, and Livelihood. NGO participation is ensured in policy formation and programme implementation.</td>
</tr>
</tbody>
</table>
1.5. Explosion of NGOs

The growth and impact of global NGOs has unsurprisingly paralleled that of business- 7,000 multi-national corporations existed in 1970 and their numbers grow to more than 53,000 by 1998 with an increase in numbers from 985 in 1956 to 30,000 in 2001. There has been dramatic increase in number and importance of NGOs over the last two decades. By the count of the Yearbook of International Organizations, the number of international NGOs has grown more than fourfold in the last decade. The sector is growing rapidly in many countries and regions. It is estimated, that more than 100,000 civil society organizations have emerged in Eastern Europe since the fall of the Berlin Wall. The size of the NGO sector varies widely across countries. In Britain there are estimated to be over 500,000 NGOs. The turnover of the 175,000 of these that are registered charities is estimated at £17 billion per year. In Canada, the Canadian Environmental Network of NGOs has 2,000 groups in membership. Zimbabwe has an estimated 800 NGOs, which have spent $300-400 million on projects since independence. One of these NGOs has an annual budget of over £600,000 and works with 80,000 rural families.

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15 ibid

In Sri Lanka one rural development NGO alone have 9,000 paid fieldworkers and 41,000 local fieldworkers, working in 10,000 villages. In Bangladesh there are at least 12,000 NGOs receiving local and central government financial support, and a rural development NGO has helped 85,000 villages, to take advantage of an immunisation programme. Another NGO which makes credit available to poor people has 900 branches and works in 23,000 villages. Kenya has 23,000 women's organisations. Uganda has over 1000 local NGOs and over 20 foreign based ones, which together received £17 million in 1990. In Australia more than half of all the country's welfare services are supplied by not-for-profit charitable organisations. They are estimated more than 11,000, turning over a total of a $4.4 billion per year, and mobilising an estimated 93 million volunteer hours. It is estimated that there are 1.2 million NGOs in India out of which 53% are rural based and 47% are urban based. There are 25,000 registered grassroots organizations in Tamil Nadu.

The United Nations Development Programme estimates that the total number of people “touched” by NGOs in developing countries across the world is probably 250 million (20 per cent of the 1.3 billion people living in absolute poverty in developing countries), and that this will rise considerably in the years ahead. Since its founding in 1945, the U.N. has been a staunch supporter of NGOs. Today 2,613 NGOs are registered with the U.N. Economic and Social Council (ECOSOC), while 1,407 NGOs are accredited to the U.N. Secretariat's

18 Invisible, Yet Widespread: The Non-Profit Sector In India, op, cit, p.5.
Department of Public Information. The Union of International Associations in Brussels monitors over 58,000 international non-profit bodies pursuing 42,000 strategies based on 4,800 categories of issues.19

Employment in NGO sector

NGO sector has contributed significantly to the employment growth during the 1980s and 1990s. In the 22 countries studied by the Johns Hopkins Comparative NGO Sector Project, which includes the US, the UK, France, Germany and Japan, the NGO sector employed on average five per cent of total employment. In addition to paid employment, moreover, NGOs in the 22 countries have the equivalent of 10.4 million full time employees as volunteers. Adding these to the total would increase NGO employment to 7.1 per cent of total employment in these 22 countries. In this context, NGOs are discovering management because they are no longer the trivial and inconsequential organisations.20 73.4% of the total NGOs in India have one or less than one paid staff; 13.3% have two to five paid staff; 4.8% have six to ten paid staff and 8.5% have more than ten paid staff.21 Table-1.3. presents the total number of volunteers and paid staff engaged in NGOs.

21 Invisible, Yet Widespread: The Non-Profit Sector In India, op,cit,p.9
Table No. 1.3

Number of Volunteers and Paid Staff in NGOs in India

<table>
<thead>
<tr>
<th>All India / State</th>
<th>Number</th>
<th>Volunteers</th>
<th>Paid</th>
</tr>
</thead>
<tbody>
<tr>
<td>All India</td>
<td>60.35 lakhs</td>
<td>56%</td>
<td>44%</td>
</tr>
<tr>
<td>West Bengal</td>
<td>3.51 lakhs</td>
<td>62%</td>
<td>38%</td>
</tr>
<tr>
<td>Tamil Nadu</td>
<td>6.41 lakhs</td>
<td>42.5%</td>
<td>57.5%</td>
</tr>
<tr>
<td>Delhi</td>
<td>3.45 lakhs</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>Maharashtra</td>
<td>2.43 lakhs</td>
<td>71.3%</td>
<td>28.7%</td>
</tr>
<tr>
<td>Meghalaya</td>
<td>0.43 lakhs</td>
<td>55%</td>
<td>45%</td>
</tr>
</tbody>
</table>

Reason for the Explosion of NGOs

Later part of 20th century saw the mushroom growth of NGOs and the reasons for such scenario are ascribed to the various forces and processes of globalisation that have created new crises and problems that have human and environmental implications. Garilao22 gives the following reasons for the growth of NGOs.

1. Societal conflict and tension.
2. The need to respond more effectively to crisis situations in the face of breakdown of traditional structures.
3. Ideological and value differences with the powers-that-be in the planning and implementation of development work.
4. The realization that neither government nor the private sector has the will, means or capacity to deal with all immediate and lingering social problems.

While these reasons are common even before the process of globalisation, Peter Willetts captures the specific reasons for the growth of NGOs today thus:23

"In the 1990s, four mutually-reinforcing processes of change led to emphasis on the concept of civil society. There was an explosion in global communication facilities; the new forms of private association, from transnational community organizations to networks and caucuses, were recognized; the fall of communist regimes in Eastern Europe and military regimes in developing countries promoted participation in the new democratic systems; and the major UN conferences produced an unprecedented scale of global public engagement with intergovernmental events. In addition, the secretariats of the UN and other intergovernmental organizations sought to overcome the crises generated by the unilateralism of United States administrations and the failure of Congress to deliver US financial obligations, by appealing to global

23 Peter Willetts, op.cit, p.4
civil society as a source of legitimacy for international cooperation".

The role of NGOs to address social problems in the developing countries of Asia, Africa, Latin America, Eastern Europe and the former Soviet Socialist Republic is becoming important. International NGOs and NGO alliances are emerging as increasingly influential players in international Decision-making. The demonstrations, agitations, rallies and other forms of protest taken up by the NGOs at the international forums such as ministerial conferences to shape the policies of trade and commerce have shown the power and commitments of this sector in defending the interests of the voiceless millions of the people across the globe. NGOs and civil society alliances have organized to achieve public purposes and have become players in international governance. Michael et al describe the changing role of NGOs thus:

"Intrastate conflict has replaced war between nations, with NGO not just the providers of relief, humanitarian assistance and specialised services, but increasingly acting as mediators between civilians, governments and the military in 'complex political emergencies'. Overall the focus of NGO activity has expanded and shifted from development as delivery to development as leverage, building outwards from concrete innovations at the grassroots level to connect with structural forces that influence patterns of poverty, prejudice and violence: exclusionary economics, discriminatory

24 Mark H. Moore et al, op.cit,p.1
25 Ibid.
politics, selfish and violent personal behaviour and the capture of 
knowledge and ideas by elites".26

The roles and functions of the NGOs could be summarised thus27,

- NGOs give organisation and voice to the under-represented in society, 
  and usually are controlled by them. Grassroots organisations have 
  played important roles in the civil rights movement, the women’s 
  movement and poor people’s movements.
- They raise key issues for the rest of society, serving as a conscience for 
  the nation, advocates for change and sources of innovation and action.
- They often work to deliver needed services – such as housing, education 
  or child care- to groups not reached by, or failed by, the government 
  programmes. In doing so, they seek not just to provide charity to the 
  poor and powerless, but to organise them and to deal with the causes of 
  the problems rather, than the symptoms.
- NGOs serve as sources of leadership, development and empowerment, 
  contributing to overall participation and change in the society.

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Management”, in The Earthscan Reader on NGO Management, eds. Edwards Michael, 
Alan Fowler Earthscan India, New Delhi,2003, p.2
27 John Gaventa, “Crossing the Great Divide: Building Links and Learning Between 
NGOs and Community-based Organisations in the North and South”, in The Earthscan 
Reader on NGO Management, eds. Edwards Michael, Alan Fowler Earthscan India, New 
Delhi,2003, p.260-261
In the words of Kofi Annan, UN Secretary General,\textsuperscript{28} “The emergence of NGOs as a definitive force in the socio-economic arena presents a challenge to the long standing view of States as the exclusive actors in the international system”.

1.6. The Research Problem

Contrary to popular thinking, work in NGOs has been challenging and demanding. Only those with high ideals, boundless energy, creativity and commitment can promote and continue to work in NGOs. NGOs have not only grown in number but in quality of work and expertise. Many NGOs have emerged into very large and complex entities, financing and running their own programmes as well as being contracted by governments and others to be providers and deliverers of public services having international as well as grassroots reach. While they involve in multiple functions ranging from service delivery, micro credit, capacity building to campaigning and advocacy which calls for working against the status quo, they need to develop skills for fundraising too. While implementing the projects they have to constantly review, monitor and plan their work. They have to be able to mobilise the creative energies of a team including paid staff, board members, volunteers, members and beneficiaries.

NGO managers need to have exemplary personal qualities and need to be supplemented and complemented by the possession of knowledge and skills relevant to the NGO activities. The personal qualities and values of NGO managers are not enough in themselves to sustain and enhance the work and development of the organisations. Efficient and effective management and financial systems are essential in NGOs.\(^{29}\)

More and more, NGO management training is regarded as a distinctive task and social work is emerging as a specialized profession. Various NGO training institutes have come up both at the international level and national level. There are distinctive HRD and training needs of Boards, members, volunteers and programme beneficiaries. NGOs are recognizing the need to invest more resources for training the staff on skills and competencies. Funding agencies have been insisting on the need for training the staff and management to raise up to the demands in perspectives and competencies.\(^{30}\)

NGOs need to have a well defined organisational framework with clear governance structure, efficient use of human resources and relevant organisational strategy, allocate task and responsibilities for the implementation of the work and provide day-to-day management and monitoring of the implementation with reporting and monitoring mechanisms. NGOs need to ensure that organisational resources are used effectively and efficiently to fulfil their mission, provide transparency and proper reporting and accountability to the donors and other stakeholders in respect of their activities, policies, and procedures; can evolve to

\(^{29}\) Colin Ball, Leith Dunn, op.cit,p.12  
\(^{30}\) Ibid, p.14
reflect the NGO’s changing roles from service provider to strategic innovator. Therefore, there is a need to assess the professional competencies of the NGO personnel in the context of the challenges and requirements of their work.

**Need for Professional Competencies**

Good Intention alone will not yield good and effective results. In the emerging complex scenario and, more so, in a risky environment in which the NGOs are entrenched, there need to be effective mechanism and competencies to deliver the goods. Moreover the functions of the NGOs are becoming more and more specialised and expertise oriented. The increasing space for the NGOs and the changes in development approach and tools, and the widely varied functions and roles of the NGOs necessitates core competencies in terms of organisational systems, human resources and organisational culture.

NGOs, as said earlier, are no longer spontaneous initiatives built only on values and good will. They are growing in size with structures, systems and participative processes, all of that call for systematic and competency based management style. Invariably from every quarter one hears the demand for transparency and accountability from NGOs as they gear up to handle more resources and multiple projects that even the governments are unable to handle. There is a call for NGOs manifesting what they claim to purport in their own organisational systems and culture.
NGOs are no more the old unsophisticated organisations simply doing what they found meaningful, rather they undertake strategic planning and play a pivotal role in policy influencing and managing unprecedented disaster situations. They need to exhibit their capability in implementing big projects and ensure organisational sustainability.

NGOs need to link up their concrete innovations at grassroots level to connect with the forces that influence patterns of poverty, prejudice and violence, exclusionary economics, discriminatory politics, selfish and violent personal behaviour, and the capture of the world of knowledge and ideas by elites. "Moving from development as delivery to development as leverage is the fundamental change that characterizes this shift, and it has major implications for the ways in which NGOs organize themselves, raise and spend their resources, and relate to others".  

Gone are the days when one was looking only for the output or result of social intervention. Today development practitioners, researchers and academia look for more for the way or the process of doing development work: the involvement of the staff, stakeholders and the community are all seen as essential ingredients for efficient intervention.

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As the number of NGOs is growing day by day and the available fund is on the decrease, there is a cut throat competition for accessing the required funds. Fundraising is a highly skilled and specialised activity requiring specific skills and competencies.

Knowledge management and organisational learning is a sine quo non for organisational sustainability and scaling up of its activities. The unique experiences in the community work need to be documented, converted into knowledge system to inform various stakeholders as well as the wider public.

The present research will enquire into the competencies of NGOs in Tamil Nadu to see how far they are matching the required skills and competencies needed to face the challenges explained above.

1.7. Operational Definitions

1.7.1. NGO

NGO for the purpose of this study refers to a wide range of organisations formed for serving/empowering the disadvantaged individuals and groups and involve in a variety of functions with the characteristics such as, organised (legally registered or not but has institutional identity), private (institutionally separate from government and non-exercise of any governmental authority), non-profit distributing, self governing (autonomous functioning independent of any external control) and voluntary (voluntary contribution of time and money without compensation).
1.7.2. NGO Managers

For the purpose of the study, NGO managers refer to the persons holding middle level positions in the NGOs and involved in a variety of roles and functions such as programme coordinator, programme officer, programme manager, project officer, administrative officer etc. But, it does not include the chief functionary and the field staff.

1.7.3. Competencies

A competency is an underlying characteristic of an employee that is a motive, trait, skill, and aspects of one’s self image, social role, or a body of knowledge which results in effective and/or superior performance. Competencies may be grouped as follows:

Skills: the demonstration of expertise (e.g., the ability to make effective presentations, or to negotiate successfully);
Knowledge: information accumulated in a particular area of expertise, for example, accounting, human resources management, and project management;
Self-concepts: attitudes, values and self-image;
Traits: a general disposition to behave in certain ways like flexibility; and
Motives: recurrent thoughts driving behaviours (e.g., drive for achievement, affiliation).
1.7.4. Management

Management refers to decisions and actions by staffs working in an NGO that are necessary to implement decisions made by the leadership, in this case, the Board. While leaders determine policies and strategic direction, managers operationalise these policies through procedures, systems, rules and operational plans. The term management refers to activities in three general functions which include:

- planning: perception of missions, identifying goals, objectives, methods, resources, responsibilities and dates for completion of tasks;
- organizing the structure and resources to achieve the goals in an optimal manner; and
- controlling or co-coordinating the organisation's systems, processes and structures to effectively and efficiently achieve the goals and objectives. This includes ongoing feedback, monitoring, and evaluation systems.

1.7.5. Other Important Terms

Accountability

It is defined as being made up of three components: Transparency, i.e. to account to one's stakeholders; Responsiveness, i.e. to respond to stakeholder concerns; and Compliance, i.e. to act in accordance with standards to which an organisation is voluntarily committed, as well as rules and regulations that it is legally bound to comply with.
Advocacy

It is a method and a process of influencing decision makers and public perceptions about an issue of concern, and mobilising community action to achieve social change, including legislative and policy reform, to address the concern.

Audit

The systematic examination to determine whether the activities of an organisation are implemented according to the standards it has committed to and the regulations it is bound to comply with.

Beneficiaries

Beneficiaries those intended to benefit from NGO activities, the primary stakeholders of a development or a humanitarian intervention, usually in a state of poverty, marginalization and vulnerability.

Capacity Building

The process of increasing the ability of an individual, organization, or community to put an idea into action.

Certification

The process of confirming that an organisation complies with specified requirements or standards.
Code

A central guide and reference for organisations to help clarify an organisation’s mission, values and principles, linking them with standards of good organisational practice.

Goal

A statement describing the intended long-term result of a programme.

Governance

An organisation’s structure and policies for Decision-making which include board, staff and other stakeholders.

Intervention

Activities undertaken by an organisation for the betterment of a community or situation.

Mission

A mission statement defines the core purpose of the organisation - why the organisation exists.

Network

Group of NGOs loosely connected for a common issue such as eradication of child labour.

Objective

A measurable statement about the end result that a service or programme is expected to accomplish in a given period of time; objectives are based on goals, the purpose of a programme, or the organisation’s overall mission.
Principles

Statements or descriptions of what should or should not be done that describes the rules, parameters or guidelines for performing the task; values that govern a person’s behaviour.

Self-Regulation

The process by which a sector or group of organisations regulate their own performance separate to that to which they are legally bound to comply with.

Standards

Statements that explain what organisations should do to achieve good organisational practice, used to measure organisational performance

Statutory Regulation

A rule that is bound by law, whether to the state or other authority.

Transparency

An openness and willingness to accept public scrutiny that reduces the capacity for an organisation to engage in dishonest or deceitful practices.

Vision

A compelling and inspiring image of a desired and possible future that an organisation seeks to achieve.
1.8. Objectives of the Research

1. To assess the level of professional competencies in the NGO sector in Tamil Nadu with regard to organisational efficiency, programme effectiveness, stakeholders' participation in implementation process and organisational sustainability. The core competencies identified are necessary to cope with the developmental changes in the fast changing social and economic scenario.

2. To highlight the specific areas of competence of NGOs in Tamil Nadu. This will help us to see the core competence in areas such as Human Resource Management, Project Management and Leadership.

3. To evolve a package of competency standards for the development professionals immediately for the purpose of knowing the level of competency but indirectly will help NGO managers for recruiting and training suitable development workers. The competency standards will enable the NGO managers to self-assess their training needs in relation to the competency standards. It will also help the NGOs to identify the key performance areas for their staff and design suitable performance appraisal systems.

4. To contribute to the literature and research on NGO management that is very much very in a nascent stage in India and help further researches on NGO management.

5. To offer suggestions for promoting the professional competencies among NGO managers.
1.9. Scope of the Research

The research focuses on studying the level of competencies of NGO managers in Tamil Nadu. From reading the literature on NGO management, discussion with development professionals and NGO practitioners, the researcher developed competency standards. These competency standards were grouped into nine unit areas or competency dimensions: Vision, Perspectives, Project Planning and Organising, Direction/Controlling, Boundary Management Skills, Leadership Skills, Problem-Solving and Decision-Making, Managing Change, Self-Management. The questionnaire also includes a section on prioritising the training needs of the respondents. The study compares the existence of these standards on different categories of the respondents based on; age, sex, experience, salary level, focus areas, type of NGOs, type of activities, and sectoral focus.

While the researcher has grouped the competencies into nine dimensions, each of the competencies is analysed separately to know the level of competencies existing in the NGO sector. This also serves as a check list for NGO personnel on what the competencies are required to work in NGOs. The study focuses on the competencies of NGO managers in all types of organisations that are different in terms of their core constituencies, sectoral focus, level of operation and core strategies of interventions.
1.10. Limitations of the Study

- As there is lack of NGO literature in Indian libraries and documentation centres on the emerging NGO sector, the researcher has to heavily rely on the resources available on the net and on the studies done in western countries.

- The research on NGO management and development professional is still in a nascent stage in India and therefore it is one of the pioneering researches in the NGO sector and therefore the researcher had to face difficulties in setting research parameters.

- The study is an explorative and descriptive one involving comprehensive study and therefore more and more specific and more in-depth studies need to be taken up.

- The reliability of the data very much depends on the respondent’s attitude to such study and how he/she has taken to answer this questionnaire.

- The sampling was done based on the available number of NGOs collated from various sources and many NGOs are not included in the list. Therefore, it may not be representative of all the NGOs operating in Tamil Nadu.
1.11. Chapter Scheme

The first chapter briefly introduces the growth, prevalence and importance of NGOs in today’s social development. It also explains the research problem-need for competencies of NGO personnel, operational definition of the key terms, objectives scope and limitations of the study.

The second chapter deals with the concept of the NGO, professionalism, and competencies-the key terms of the research, describes in detail the functions, types of NGOs, discusses the need for professional management practices and the relevant competencies and gives the survey of the studies and researches conducted so far in relation to the topic of the research.

The third chapter deals with methodology of sampling, tools of data collection and statistical tools employed in the research. The second part of the chapter deals with the description of Tamil Nadu, the area of study.

The fourth chapter deals with the analysis and interpretation of the primary data collected for the purpose of the study.

The fifth chapter is the concluding chapter dealing with the summary of findings, suggestions based on the findings and conclusion of the research.