CHAPTER 4
STRUCTURE AND OBJECTIVES OF NGOs IN KANGRA

The previous chapter presented socio-economic profile of women respondents. It was found that married women are more inclined to voluntarism than single or divorced. Their tendency to implement latest methodologies to earn livelihood; and to change deprived situations of their own lives is phenomenal. Most of the women were educated up to primary level and predominantly belonged to Scheduled Castes. Most of them followed Hinduism, whereas one fourth were Tibetan Buddhists. Women primarily were self-dependent and fall in middle income category. Women from nuclear families were wide in segment also participation of OBC women in voluntary sector was significant.

This chapter will discuss the structure and objectives of NGOs of this study. This chapter will discuss the range of origins of NGOs. NGOs vary immensely in their structure and nature of operations. There are large organizations with multi-million dollar budgets, as well as small informal local initiatives. Some NGOs are engaged in long-term community development work, others provide short-term emergency relief in response to natural disasters etc. The literature available on NGOs in international scenario is quite prescriptive and normative (Clarke 1998; Stewart 1997; Najam 1999; Lewis 2004). Less work is available on the structure and management of non-government organizations. But NGOs’ positive and negative issues are discussed widely by various researchers within the available literature (Lewis 1999). This lack of attention by authors to structure and management aspect is an imperative gap. An effort has been made to cover important dimensions of structural management of NGOs in this chapter.

I
STRUCTURE OF NGOs IN DISTRICT KANGRA

REGISTRATION BENCHMARKS

NGOs work as an interface between the common people and government administration. Establishing an NGO requires understanding of certain procedures and laws. NGOs can be registered as society, trust or section 25 Company. Deed of creation
comprises of objectives of the NGOs for instance: care of the sick, disabled, economically weak, illiterate, women, children, cost effective agriculture, rural development, environment, animal welfare and any other socio-culture or educational activities etc. Memorandum of Association decides the NGOs’ prime focus on activities.

NGOs work with public at large and these organizations are getting more organized day by day. It becomes vital for government to put scrutiny over them to avoid abuse of public interest and money. Many of the NGOs avail funding from government partially or wholly. So a system is required for their legal cataloguing. An NGO is an association of persons and it can be (I) registered under Societies Registrations Act, 1860; by (ii) registration under the Indian Trust Act, 1882 (or Charitable Religious Trusts Act, 1920) or; (iii) by registration under the companies, under Section 25 of the Companies Act, 1956.

According to Goel and Kumar (2004), the Indian Societies Registration Act of 1860 was enacted under the British Raj in India and is the commonest mode of registration. Promotions of charitable objectives, literature, science or fine arts etc. are the main objectives of these organizations. To give broader meaning to these societies, some states made minor modifications to this act. Another simplest and easiest mode of setting up an NGO for the purpose of welfare is by registration under a Trust.

There is an obligation of person (trustee) to manage the property of a trust and welfare of the beneficiaries. Any sort of illegal matter or negligence by the trustee covers under a breach of trust. The least opted way of registration is by under Section 25 of the Companies Act, 1956. This act incorporates cumbersome and complex procedures. A comparative table (Table 4.1) is presented ahead to understand the differences between the company, societies and trusts.

<table>
<thead>
<tr>
<th>Description</th>
<th>Society</th>
<th>Trust</th>
<th>Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Act under which it is registered</td>
<td>The Societies Registration Act, 1860</td>
<td>The Registration Act 1908</td>
<td>The Companies Act, 1956</td>
</tr>
<tr>
<td>Ease of Formation</td>
<td>Relatively simple, it may take 1-2 months.</td>
<td>Very simple, it may take a week</td>
<td>Relatively complicated, it may take 3-6 months.</td>
</tr>
<tr>
<td>Authority with whom</td>
<td>Registrar of Societies</td>
<td>Sub-registrar of Registrar</td>
<td>Registrar of Company</td>
</tr>
</tbody>
</table>

Table 4.1
Comparative Table of Company, Society and Trust
<table>
<thead>
<tr>
<th>to be registered</th>
<th>of the concerned State</th>
<th>tier at District level</th>
<th>of the concerned state.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval of Name</td>
<td>Separate application not required. Name is generally granted if available</td>
<td>Not required</td>
<td>Separate application is required to be made. There are strict guideline for approval of name.</td>
</tr>
<tr>
<td>Minimum no. of subscribers/trustees required</td>
<td>Seven</td>
<td>Two</td>
<td>Two</td>
</tr>
<tr>
<td>Governing Structure</td>
<td>Two tier structure a) General Body b) Board of Directors</td>
<td>Single tier structure the Trustees are the ultimate authority</td>
<td>Two tier structure a) General Body b) Board of Directors</td>
</tr>
<tr>
<td>Voting Rights</td>
<td>All members have equal rights</td>
<td>All Trustees have equal rights</td>
<td>The voting rights may vary on the basis of Share-holding. This provision can be used for control purposes.</td>
</tr>
<tr>
<td>Type of activities allowed</td>
<td>Not much difference between 3 forms. Any kind of charitable and public utility activities can be undertaken.</td>
<td>Same</td>
<td>Same</td>
</tr>
<tr>
<td>Annual Documents to be filed</td>
<td>The Act requires a list of managing body to be filed every year. But different states have different requirements for filling additional documents ever year.</td>
<td>No documents are required to be filled.</td>
<td>Annual return and audited accounts are required to be filed every year.</td>
</tr>
<tr>
<td>General &amp; Board meetings</td>
<td>General &amp; Board meetings are required to be held as prescribed in the bye laws of the society.</td>
<td>No provisions are laid down. Adequate rules should be framed in the trust deed, in this regard.</td>
<td>Specific provisions have been laid down. Atleast one Annual General Meeting and four Board meetings are required to be held every year.</td>
</tr>
<tr>
<td>Transfer of Membership</td>
<td>Membership is not transferable</td>
<td>Membership is not transferable</td>
<td>Membership can be transferred. Restriction on transfer can also be placed.</td>
</tr>
<tr>
<td>Payment to Functionaries</td>
<td>Permitted as per general body approval</td>
<td>Provision in the trust deed should be there for any such payment.</td>
<td>Permitted as per general body approval</td>
</tr>
<tr>
<td>Recurring expenditure</td>
<td>The statutory compliances required are minimal. Consequently recurring expenditure are also negligible</td>
<td>No statutory recurring expenditure</td>
<td>Annual returns &amp; balance Sheet are filed Along with certain fees. Again the quantum of expenditure is not significant.</td>
</tr>
<tr>
<td>Area of operation</td>
<td>Can operate throughout India even if registered in one particular State. No separate registration is required for operating in another state.</td>
<td>Can operate throughout India</td>
<td>Can operate throughout India as the registration is granted by the Central Government.</td>
</tr>
<tr>
<td>------------------</td>
<td>--------------------------------------------------------------------------------------------------</td>
<td>-----------------------------</td>
<td>---------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Income Tax Registration</td>
<td>Compulsory within 12 months of its registration</td>
<td>Same</td>
<td>Same</td>
</tr>
<tr>
<td>FCRA Registration on Prior Permission</td>
<td>Compulsory for receiving foreign funds</td>
<td>Same</td>
<td>Same</td>
</tr>
<tr>
<td>Labour and other relevant laws</td>
<td>To be compiled as per applicability</td>
<td>Same</td>
<td>Same</td>
</tr>
<tr>
<td>Foreigner as a member/ trustee</td>
<td>Possible</td>
<td>Same</td>
<td>Same</td>
</tr>
<tr>
<td>Threat in having foreigner on board</td>
<td>Difficulties may be faced in getting FCRA registration</td>
<td>Same</td>
<td>Same</td>
</tr>
</tbody>
</table>

*Source: ngo.india.gov.in/ngo/sudhanshu.pdf*

Both the company and society are flexible to changing needs of human society. A society’s sphere of activities is restricted. Like company, society cannot directly indulge into no-profit trading. In case of trust, objectives are explained firstly, and it becomes impossible to modify objectives in case of death of the settlor. Various countries apply different rules in case of trust. Some countries do not spot trusts as valid organization. In India itself, different states have enacted their own laws to deal with societies. For instance, in Himachal Pradesh, a new act is launched for registration of societies, i.e. The Himachal Pradesh Societies Registration Act, 2006. Under this act sports organizations cannot be registered. To better understand status of NGOs in this study, figure 1 is shown ahead.

**Figure 1**

**Graphical Representation of NGOs by Core Registration Act**
Figure 1, depicts that twelve NGOs are registered under Societies Registration Act, 1860 and two NGOs are registered under Indian Trusts Act, 1882. The initial year of registration of NGO in district Kangra dated back in 1944. There are eight sub divisions of district Kangrai.e. Dharamshala, Kangra, Palampur, Baijnath, JaisinghPur, Nurpur, Dehra, Jawali. The registration of NGOs can be done in any of these sub-divisional magistrate offices. The registration period in which NGOs are registered is exhibited in figure2. It illustrates that seven NGOs are registered between the years 1990-2000. Four NGOs belong to a registration period of 1980-1990, and it is followed by three NGOs that are registered in post 2000 period.

![Figure 2: Categorization of NGOs by Registration Period](image)

**Figure 2**

**Categorization of NGOs by Registration Period**

<table>
<thead>
<tr>
<th>Year Period</th>
<th>NGOs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1980-1990</td>
<td>4</td>
</tr>
<tr>
<td>1990-2000</td>
<td>7</td>
</tr>
<tr>
<td>Post 2000</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>14</td>
</tr>
</tbody>
</table>

**FOREIGN FUNDING OF NGOS**

The importance of non-government humanitarian assistance and development has increased recently. Fundraising by non-government agency has inclined too. Because of extended responsibilities or economic crisis, world over governments are narrowing down their development budgets. Therefore, governments also collaborate with non-government donor agencies for better funds availability. In this scenario of limited government resources, most of the NGOs try to avail foreign funds from donor agencies.

Stoianova (2010) says that the Global Humanitarian Assistance (GHA) programme has focussed to understand the volume of private funding and how it is utilized. In the past decade, governments worldwide aided victims of humanitarian crisis with US$97.8 billion of fund. Year 2010 recorded peak level of humanitarian assistance
ever. Nearly a quarter (24%) of this funding is contributed by non-government agencies. Private funding grew from 17% in 2006 to 32% in 2010, based on initial figures for government humanitarian aid. Fund of US$18 billion was raised from non-government in response to humanitarian assistance between 2006 and 2010. Areas of Haiti and Pakistan received maximum assistance during emergency. In severe global crisis, humanitarian assistance remained consistence (figure 3).

**Figure 3**

**Total Humanitarian Aid from Governments and Total Private Voluntary Contributions to Humanitarian Aid, 2006–2010**

*Source: Development initiatives based on OECD, DAC and FTS data for aid from governments and Development initiatives’ own research for private funding*

NGOs should be registered under following laws if they want to avail foreign funding:

1. NGOs should be registered under People’s Action for Development (India) PADI, the Societies Registration Act, 1860, of which the Union Minister for Agriculture is the ex-officio President, to facilitate funding of specific rural development projects of voluntary organizations by foreign donors interested in India’s efforts to eradicate rural poverty.

2. Directly from the donors as provided under the Foreign Contribution (Regulation) Act 1976 and in such cases, return of receipts and their utilizations are to be submitted to the Ministry of Home Affairs, Government of India as stipulated and

3. With prior approval of the Government of India, on the request of the proposed foreign or Indian recipient. 22,924 associations stood registered under FCRA (Foreign Contribution Regulation Act) as on 31st March, 2001.
It is found that NGOs in district Kangra are linked with foreign donors, and their dispersal according to their FCRA registration status is represented ahead. Figure 4 represents that nine NGOs are registered under Foreign Contributory Regulatory Act and five NGOs did not have the FCRA registration. In district Kangra, NGOs receive considerable foreign funds from DANIDA (Danish International Development Agency), CCF (Christian Children Fund), CIDA (Canadian International Development Agency), Ford Foundation, MISEREOR (Germany), EED (EvangelischerEntwicklungsdienst, Germany), Danish Centre for Conflict Resolution (Copenhagen), JICA (Japan International Corporation Agency), Win Rock International (USA) etc.

**Figure 4**

FCRA (Foreign Contributory Regulatory Act)

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**Case 1: Indo-German Changar Eco-Development Project**

NGOs in this study accomplished several foreign funded projects. In this series, one project is worth mentioning that gave rise to a revolution in voluntary action in district Kangra. This project has helped in the formation of several new women development units. The project is popularly known as Indo-German Changar Eco-Development Project (IGCEDP). HPED, Palampur (Himachal Pradesh Eco-Development Society) was the main executive organization to implement this project. HPEDS is an autonomous and decentralized institution, was registered in the year 1993, under the Societies Registration Act, XXI 1860. HPEDS implemented IGCEDP in two phases. This project was specially designed for “Changer” region of Himachal Pradesh, it is important to understand that what Changer is? And why this region is so important? The Changar region in district Kangra of Himachal Pradesh is a ruined belt of the broken hills and
valleys. The Changar region is located in the Shivalik range of outer Himalayas, in Himachal Pradesh. Naturally sensitive geology with unstable soil profiles is found in changer region. Improper land management, increasing human and livestock population, deforestation resulted in degradation, especially of land and water. Main problem of the region is shortage of fodder and water in dry months.

However, availability of mixed forests and fruit trees in degraded region is quite beneficial for the region. These trees have medicinal values too (trees such as Amla, Bil, Mango, Dheiun, Harar, Bahera etc. have health benefits). The Indo-German Changar Eco Development Project, Palampur triggered this availability of local surplus fruits. They tried to utilize this surplus availability of fruits as the source for income generation. This project involves two voluntary organizations, i.e. New Hope (Kangra) and Himalaya Bachao Samiti (Chamba) in demonstrating a possible alternative.

An NGO called Samridhi Mahila Cooperative Society, evolved out of this project. Samridhi is an institution owned and managed by the producer women themselves. It works to empower women of changer in their struggle against the natural and social conditions. Staff of Samridhi is professional and dedicated. The producer women fetch in fresh and sorted hand-picked wild fruits from the trees. Then they do all the initial stage processing at their production firm. The products then brought to the apex unit at Thakurdwara region for finishing “Changer” is the brand name used for marketing and is popular among consumers all over. Wage labour is paid to each women producer and the final returns are also used for common good. Samridhi is now setting up literacy centres in its villages to empower illiterate rural women. Over the years, this co-operative of women won many achievement awards. It is also one of the most successful co-operatives of north eastern zone of India.

Master Trainer Imparting Training of Pickle Making at Samridhi Co-operative
Foreign funding is available to most of the NGOs, but this availability is camouflaged by multi-dimensional problems too. Most of the NGOs of this study that are registered under FCRA discussed their diverse problems in availing funding. Figure 5 describes the problems faced by voluntary organizations under FCRA.

![Figure 5](problems_confrontation.png)

**Figure 5**
Problems Confrontation by NGOs under Foreign Funding

It is found that five NGOs found the procedures (availing and implementation) of foreign funding really rigid. Whereas four NGOs replied that they came across a problem of grass root knowledge versus imposed professional technicalities. NGOs in Kangra confronted problem of rigid procedures imposed by foreign donors. Foreign donors expect from a local NGOs to be highly technical while scrutinising any project. One of the representatives from a leading NGO in Kangra asserted that “local people do not need computerization or irrational technological advancement rather they want livelihood which is their prior need”. It is very difficult for any regional NGO to fulfil great professional demands of foreign donors. Donors want local NGOs’ offices to be fully equipped with latest technologies like Wi-Fi, GPS (Global Positioning System), full-time staff availability, 24 hours media presence etc. NGOs’ representatives said that the native social workers and their regional field workers own better understanding of community than any outsider. NGOs have to stick to the guidelines given to them by the foreign donors contrary to the deep rooted needs of the region.
NGOs often get crammed between concerns of their donors and beneficiaries (Ebrahim 2005; Kilby 2006; Mitchell 2012; Murtaza 2011; Townsend et al. 2002). Ebrahim (2005) identifies three types of accountability: ‘upward’ accountability toward the donors, ‘downward’ accountability to beneficiaries of organizations outputs and ‘internal’ accountability that relates to responsibility to the staff and the mission. Donors’ ideologies overlap the needs of beneficiaries. This results into a lack of downward accountability by NGOs. It limits NGOs’ capability to induce beneficiaries for social change. It makes NGOs more vulnerable to allegations of being foreign agents (Murtaza 2011; Dupuy et al. 2012; Parks 2008). The demands of professionalization and lack of accountabilities make NGOs mere puppets at the hands of donors. They are not able to detect and sensitize needs of the masses.

However foreign funding has an important role to play in the future. There is a need to rethink about appropriate funding by prioritizing need based projects for the beneficiaries. NGOs in Kangra traverse a state of flux that is adding new horizons of challenges for them. Though they are in a phase of turning modernized; yet they don’t want to completely change their indigenous knowledge to serve their community.

**Extent and Magnitude of NGOs’ Functioning in Kangra**

Level of NGOs decides their territory of working. Unlike all India level organization, a state level organization is restricted to carry out its function only in one state. It can acquire land and operate bank accounts only in one state. It is found that all the fourteen NGOs are of state level. They can work anywhere in the state. Moreover these NGOs are also working in collaboration with other state’s NGOs on various projects.

NGOs vary greatly in their magnitude. According to size, large NGOs have their extensions or branches in different regions, whereas small NGOs have their single office management. It depends completely upon the skills and qualities of staff of NGOs. NGOs’ quality work and determination can influence development tasks irrespective of their size. Though large NGOs have certain proficiencies, i.e., for instance: a) They can emancipate and extend multiple projects, b) they have enough staff and proficiency to handle foreign funded projects and, c) they are experienced at handling finances etc.
Whereas the negatives are a) they can be unbending, b) their administrative structure may suppress transformation; c) they normally have a higher proportion of funding from government donors that restricts their own operational and campaigning activities.

Small NGOs have plus points i.e. a) they are quite flexible and able to change quickly, b) they are dedicated to their work passionately, c) their donors are usually small, give them more freedom to operate d) they are often very near to communities whom they aid, e) they can be more creative. The negatives of small NGOs are: a) Their financial accountability is generally weak; b) they may lack technical background, or have more good intentions than useful tactics, d) if a staff member leaves, they usually have no pool of people to draw on their employees. Different kinds of organizations have different strengths and flaws. And what exactly matters is that how an organization uses those strengths and overcomes its weaknesses. A detail of branches or extension of Kangra’s NGOs is depicted by table 4.2

<table>
<thead>
<tr>
<th>Branches of NGOs</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>10</td>
</tr>
<tr>
<td>1-10</td>
<td>3</td>
</tr>
<tr>
<td>11-20</td>
<td>-</td>
</tr>
<tr>
<td>21-30</td>
<td>-</td>
</tr>
<tr>
<td>31-40</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>14</strong></td>
</tr>
</tbody>
</table>

Table 4.2 illustrates about the number of branches of the NGOs in this study. Ten NGOs do not have branches as they operate from a single office; whereas one of the NGO has 30-40 branches. Three NGOs operate from 1-10 branches. Tibetan Women’s Association in district Kangra operates with maximum number of branches. Today, the TWA has over 16,000 members and 56 branches worldwide including branches in: India, Nepal, Europe, Japan, the United States of America and Canada.
Main Source of Funding of NGOs

The voluntary agencies avail financial assistance from membership fees, public donations, and grants from government organizations or welfare boards. Another significant source of funding is assistance from foreign donors. In modern scenario, the problems of fund raising by voluntary organizations have become difficult. Funding is imperative for existence of NGOs. Figure 6 explains the categorization of NGOs by their main source of funding.

Figure 6
Main Source of Funding for NGOs

It is observed that nine NGOs in study avail government aid only; there is only one NGO that depends upon self-aid, whereas same number of NGO gets foreign aid only. And three NGOs are accessing funds from all sides i.e. (government/foreign/self). It is observed that NGOs build a sense of trust with donor agencies or organizations by accomplishing projects successfully. Then it becomes easy for the organization to get funds regularly. It is observed that both negatives and positives are intricate in GO-NGO relationship. Corruption, favouritism and red-tapism are the dark sides of confluence of NGO and donor agencies. Genuine and accountable NGOs get opportunities to flourish, once they come in contact with unbiased donor agencies. And the consequence of the
poor combination of corrupt NGO-donor agencies results in scams of crores of money, black listing of agencies and organizations etc. Even the monitoring panel assigned by some donor agencies are the part of corruption, bribery etc. NGOs cannot work independently if they remain under partial and unethical donor agency.

II

AREA OF OPERATION OF NGOs IN KANGRA

NGOs work on awareness building, protecting human rights and raising voices for political, economic, socio-cultural rights etc. UNDP (2004). NGO movement play special role in strengthening women self-help groups that bring a quality change in the lives of disempowered. Voluntary organization provide platform to powerless to raise voice. NGOs identify areas that need immediate attention on community level. Figure 7 represents the prime area of operation of NGOs in district Kangra.

Figure 7

Graphical Representation of NGOs by their Area of Operation

Figure7 depicts that five NGOs are operational in capacity building of women. Another five NGOs work on livelihood generation or economic strengthening of women. Two NGOs found legal literacy of women as an important agenda. However,
one NGO prioritizes health awareness and rest of the one aims for political strengthening of women.

**Case II: Jagori**

NGO Jagori works for women strengthening by implementing various programmes. This trust is working on various programmes for instance SAATH, SAFAL, AGAAZ, and AZAD etc. Under AWAJ - Aware Women’s Action for Justice Programme, legal support is provided through Nari Adalats (Women’s Courts). It is managed by bare foot village level legal activists as well as formal judicial processes. VAW (Violence against Women) and girls has become a central issue for women’s movements world over. This NGO has been highlighting an issue of violence against women in nearly 100 villages of district Kangra since last ten years. NGO asserts that it was quite difficult to get cases of violence at initial stages. Patriarchal representation of the state tried to redirect that the state is peaceful. And there are no such problems like violence against women. However, as women’s group became strong, they expressed different realities. Problem of domestic violence started to emerge swiftly. Previously, domestic violence was attached with problem of drinking, that only drunken men beat their wives. However, NGO’s community mobilization work brought to the light cases of incest, child rape, harassment by brother in-laws and of course a lot of cases of men remarrying, throwing their wives out of the home, taking away male children from the custody of the mother etc. (www.jagorigrameen.org).

Women’s court popularly known as Nari Adalats is an initiative where the cases of domestic violence are heard, negotiated and solved with the help of multilogues. In an open, co-operative atmosphere, all including men are open to express. Jagori has started community based women’s courts on weekly basis in three blocks (Dharamshala, Rait and Nagrota Suriyan). A team of 12 women and 3 male legal justice activists negotiates the cases. Violence survivors belong to multiple communities, religions and caste groups, including tribal women. Young girls outside marriage and men also approach Nari Adalats. Jagori helps unresolved cases to seek help from court, guides them to access legal support. Several victims of domestic violence became a part of the team of Nari Adalats. They help other suppressed women to raise voice against injustice.
Under SAFAL (Sustainable Agriculture, Forest and Land) programme, Jagori focuses on organic agricultural production and environmental re-generation. The programme also prioritizes to alleviate the status of women farmers. Programme gives impetus to increase green cover, raise awareness on climate change, global warming and reduction in the use of plastic etc. Under programme there is a provision information on agricultural subsidies, distribution of seeds; scheme to preserve traditional seed, and demonstration events on organic practices such as making vermi-compost pits etc. This programme strengthens women farmers of the region.

Another programme AGAJ (Aware Girls Action for Justice) of JAGORI aims to build confident and empowered girls. JAGORI built Kishori Samooh in 30 villages of district Kangra. NGO organises continuous sessions on health, hygiene and nutrition needs of young girls. Girls are given training by NGO on life skills such as self-defence trainings, self-awareness, management skills and decision making abilities etc. Formal and informal interactions are planned by NGO on gender discrimination, human rights and leadership skills. It is expected that such pilot projects set example in the region. It may also help the government to understand that a holistic approach to women’s empowerment and well-being can yield better results.

Case III: Gunjan

It is operational in sensitization of regional women about epidemic disease of AIDS. Women’s vulnerability to HIV/AIDS and other STDs is inextricably linked to their biological and social roles, including their socio-economic status, prevailing sexual practices and behaviours, and the access to health care services (NACO 2008; Rao Gupta 2005; Mulgaonkar 1996). Early marriage, violence, and sexual abuse against women are the major socio-economic reasons of their vulnerability to HIV infection (NACO, 2008). The rate of HIV infection in women is as much as two or four times higher than that in men, not only due to psychological factors but also due to the nature of HIV transmission (Kumar et al. 2001).

Gunjan spreads awareness about prevention of Mother to Child Transmission. This is the main reason for spread of HIV in paediatric age group. HIV may also be transmitted during last trimester of the pregnancy. The efficiency of transmission through
breast milk ranges between 16-29%. The chance of infection during labour and child birth are increased by factors like are maternal viral load, rupture of membranes for more than four hours, operative vaginal delivery, infection-chorioamnionitis etc. The project identifies and track HIV positive pregnant women from the ICTCs (Integrating Counselling and Testing Centre). Rural population do not access to proper treatment in pregnancy that includes socio-cultural preference of people in non-institutionalized deliveries at home. The project implemented by Gunjan plans to connect to HIV positive women from their identification till institutional delivery and administration of necessary medicines to the exposed children. Outreach workers and district co-ordinators of Gunjan follow positive pregnant mother and child till 18 months post-delivery. Gunjan successfully handled cases of several HIV positive mothers’ delivery to HIV negative babies.

Case IV: Uthaan

It is a non-profit grass-root development organization in district Kangra, Himachal Pradesh. It is strengthening the elected women representatives of Panchayat in Kangra and Chamba district since 1996. It is an active partner of PRIA (Society for Participatory Research in Asia) in Himachal Pradesh in the programme “Governance Where People Matter”. The interventions aimed at (1) capacity building of civil society citizen leaders, community based organizations, small voluntary development organizations, Gram Sabhas etc. to develop a representative voice; (2) capacity building of three tiers of PRIs, district administration, line departments etc. to respond to the voice of the new leadership from civil society; and (3) to establish connection between voice of civil society and government institutions. Uthaan’s capacity enhancement interventions aimed at strengthening of newly elected political representatives. Uthaan influenced women of Kangra and enabled them to represent well in political arena.

NGOs and Entrepreneurial Trainings of Women in Kangra

Self-reliance of community and value of the available resources are the two important component of social entrepreneurship. As an entrepreneur NGOs’ prime job is to facilitate. Ravichandran (2004a and 2004b) says that when other sources of funding to
NGOs are meagre, then NGOs resort to entrepreneurial activities. So NGOs’ increased dependence upon auxiliary activities is directly linked to decline in donations and funds. Studies found that NGOs try to adopt financial liberalization by relying on entrepreneurship. It is observed that five NGOs in study have adopted entrepreneurship as an auxiliary activity to strengthen women. These NGOs are imparting training on handicrafts, forest based products; apparel making, food processing and agro based products etc. distinctly.

**Case V: Stitches of Tibet (SOT)**

*It is a non-profit vocational training program initiated by the Tibetan Women’s Association (TWA) in 1995. The project provides opportunities for Tibetan women to become self-reliant. This NGO gives priority to women who recently arrived from Tibet. These refugee women are given 18 months training on traditional Tibetan apparel stitching. Additionally tutoring is also provided to them on Mathematics, English and*

**Entrepreneurial Project initiated by Tibetan Women Association in 1995**

![Stitches of Tibet](image_url)

*Tibetan Women Association ensures that 80% of the positions are reserved for newly arrived refugees and 20% of the positions are reserved for exile based. Priority is given to applicants from low socio-economic backgrounds.
Computing. Lack of confidence, problem of language, lack of education, lack of cultural adjustment etc. are common problems of Tibetan Women Association. So TWA initiated “Stitches of Tibet” (Picture).

SOT serves as an income generation project that aims to develop self-sustaining women. Ten trainees are selected in every eighteen months. This project promotes economic stability to Tibetan women living in exile. One full-time paid tailor, part-time subject tutors, Tibetan and English language volunteers are available in the centre for training. Skills enhancement training in computing, English etc. make Tibetan women self-reliant. Since 1998, SOT has been marketing for products produced in their training centres. This project aims to eventually become totally self-sufficient by generating income through selling items produced by the trainees. Most of the former trainees are now working in reputed boutiques and factories. This project is well accepted and received by the Tibetan community.

Case VI: Kangra Mahila Sabha

It is an NGO, known for imparting pine needle handicraft training to poor women. Pine tree is present in Himachal for more than 100 years. These trees have little value for community because it causes forest fires and nothing grows under them. Kangra Mahila Sabha (KMS) created a brilliant idea of making craft products from pine needles like baskets, hat, wish cards, coasters etc. Numerous women were being trained by master trainers of Kangra Mahila Sabha. KMS had been working in the state since past 31 years primarily on social welfare approach. Kangra Mahila Sabha has been running 10 creches with the help from Central Social Welfare Board, New Delhi since 1990 in Kangra. Besides, KMS also works on strengthening of elected women members of Panchayat. Picture ahead shows women of Self Help Groups collecting pine wood for wood crafts.
III

OFFICE MANAGEMENT OF NGOs IN DISTRICT KANGRA

NGOs’ Criteria of Selection of Members

An executive board is the supreme governing body of a non-government organization (NGO). Board members are the vital part of NGO governance. Almost all the organizations of the study give importance to diversity and inclusion. Board members have to be empathetic to the needs of the masses they serve. Achieving a balanced board is a challenging task. Equitable representation is a must for meaningful diversity in NGOs’ board. Members can place fundamental issues on the agenda of their
organizations, and elect members accordingly. Donors consider diversity and inclusion into account when they select organizations for funding.

It is observed that NGOs in this study select members that are first of all trusted by community. One who can work in harsh conditions for community. Those who hold better understanding of the aims, methodologies, practices of the organizations. It is found that all the fourteen selected NGOs in Kangra are secular in selecting members for their organizations. They deny any particularities while selecting members. It is also found that most of the Tibetan NGOs usually have members of Tibet origin or foreigners; who are interested in studying people of Tibet living in exile at Kangra. It is seen that 2-3 NGOs under study has dummy members who are not active in operational and campaigning activities. In such NGOs, only three-four members work overall on the behalf of all the members. Rarely do they conduct discussion meetings. It is observed that members in such NGOs are in blood relations. Under Societies Registration Act (1860), there is a mandate to have seven members in the governing body of the organization having no blood relation to promote representation of diverse sections of the society. However, to defy this clause, many organizations heads have made their daughters-in-laws or other family members the board members who are part of the family but not having direct blood relation. Mostly treasurer posts are restricted within the family members. And majority of the board members are kept out of fence and everything revolves around one or two members. Rest of the members remain silent signatory to authenticate the board decisions which they hardly aware of. So such transparency issues really bring bad name to voluntary organization.

**Election Procedures of NGOs in Kangra**

NGOs highlight anomalies in the system like: corruption, lack of transparency, red-tapism etc. But with their increasing powers, NGOs themselves now face the same criticism. Some NGOs work on papers only. They indulge in wrong practices of mis-utilization of funds etc. They are too accused of giving bribes to government officials for release of funds. It is observed that some organizations of the study do not allow any outsider, researcher to study their office management aspect.
In this study it is found that all the fourteen voluntary organization follow election system. Seven NGOs follow democratic and transparent ways of conducting elections, whereas rest of the NGOs conduct elections according to their wish. Half of the NGOs observe superfluous way of conducting elections. Their election procedures are quite irregular. They generally show it on their annual magazines about the conveyance of elections. NGOs in this study elect representatives to speak on their behalf, trusting that they will say what the whole organization idealizes, and do what the NGO is supposed to do. The proper conduct of elections of these representatives is vital to the democratic process. Long before the date of elections NGOs’ groups make plans for the coming year. It is found that elections in the organizations are held during an annual meeting of the general membership. However, if for example directors are elected from different regions, then authorization of the new board take place at the annual meeting. Election of officers, committee chairs and members of standing committees can take place at the first organizational meeting of the board.

It can be summarized that majority of the NGOs are registered under Societies Registration Act, 1860. Half of the NGOs in the study are registered between the years 1990-2000. More than half of the NGOs are registered under Foreign Contributory Regulatory Act. These NGOs implemented several foreign funded development projects. It is observed that Tibetan NGOs are supported completely by fellow foreign donor organizations. Foreign delegates and students approach these organizations for their internships, trainings, learning etc. Half of the NGOs under foreign funding expressed that the procedures of foreign funding is really rigid. They have to obligate to the guidelines while applying for or finalizing any project. The other half of the NGOs articulated that they came across a trouble of grass root knowledge versus imposed professional technicalities. NGOs felt a sort of inflexibility in functioning when their grass root knowledge is overshadowed by foreign donors’ technicalities. While implementation of project NGOs processes often clash with donor’s guidelines. It is found that all the NGOs are of state level. They can function anywhere in the state. More than half of NGOs avail government aid only; very few NGOs depend upon self-aid and foreign aid separately. Less than one fourth of NGOs are accessing funds from all sides
i.e. government/foreign/self. Majority of NGOs do not have branches, usually they operate from single office.

Most of the NGOs’ prime area of operation is capacity building and economic empowerment of women. Very few NGOs are working on political strengthening of women and in health awareness. This is an erroneous feature of NGOs of this study that they are ignoring health aspect of Kangra women. As it is a prior need of women of district Kangra. Nearly two NGOs in Kangra have chosen legal support of oppressed women as their objective to work. It is observed that NGOs’ mobilization is seen in violence against women. Nearly one fourth of NGOs impart entrepreneurial trainings to women. In entrepreneurial activities, NGOs impart livelihood skill training to women. Handicrafts, forest based products; apparel making, food processing and agro based products etc. are the main distinct elements of entrepreneurial trainings of women. The impact of these entrepreneurial activities is discussed in detail in chapter seven.

All the fourteen NGOs claimed to be open and secular while selecting members. They negate any sort of discriminations while selecting members. NGOs were found to prioritize empathetic attitude, social work aptitude, community proximity in members while their selection. Half of the NGOs organize elections according to wish whereas rest arrange elections after every three years. Nearly half of the NGOs follow proper rules in election process. They reflect transparency in the whole process and another half conducts on papers only (fake proceedings). NGOs expressed problem of good leadership and efficient successors. That is why they stick to same board for years and years to come. It is found that in office management aspect; more than half of NGOs are average and need to mend immediately.

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i The Tribune News Service, Shimla, August 27
ii For more information visit www: globalhumanitarianassistance.org
iii The Indo German Changer Eco-Development Project is jointly implemented by GTZ (Deutsche Gessellschaft fuer Technische Zusammenarbeit) German Agency for technical Cooperation and the Himachal Pradesh Eco Development Society. Funding is provided to a NGO by both the Government of Himachal Pradesh and the Government of the Federal Republic of Germany