

Chapter-6

Reaching out the Needy through Service Delivery: Present status in the studied NGOs

This chapter presents an analysis on the service delivery process of the studied NGOs. The chapter consists of an analysis on beneficiaries' perceptions regarding service delivery quality with the help of ARCHSECRET multi attribute model; challenges of service delivery process; and social and economic effects on beneficiaries of delivered services.

6.1. ARCHSECRET Model: Early research works (Vaughan. E. and Woodruffe-Burton 28-49, Shui, E., Vaughan. L. and Donnelly. M 324-331, Parasuraman, A., Zeithaml, Valarie, A., and Berry, Leonard, L 41-50,) in the area of service quality within the non-profit and voluntary sector had signaled the need for a bespoke service quality model and instruments for the measurement of the beneficiaries' view of the quality of service delivery.

ARCHSECRET is a model and instruments for measuring service quality of NGOs, based on the assumption that service quality is critically determined by the difference between beneficiaries' expectations of excellence and their perceptions of the service actually delivered (Vaughan, L. and Shiu, E,131-144). Present study was undertaken to investigate the level of service quality shortfall experienced across the 10 dimensions of the ARCHSECRET model by the beneficiaries of the studied NGOs. ARCHSECRET service quality dimensions are:

A –Access, R – Responsiveness, C-Communication, H-Humaneness, S-Security, E-Enabling/Empowerment, C-Competence, R- Reliability, E- Equity, T-Tangibles

The model has 26 attributes. A table is produced for each of the 26 service quality attributes separately for nine studied NGOs. By using 5 point Likert Scale, responses were collected from 542 beneficiaries for all 26 attributes.

6.1.1. Access Dimension: Perception of beneficiaries' on right to services, accessibility of service, physical facilities, equipment, staff, and communication materials as well as information on funding sources are analyzed under this dimension.

i. Accessibility to Right to Services: The degree of agreement with Attribute 1 “The terms and conditions of your right to services are negotiated” on the Access dimension is shown in the table 6.1. The responses of beneficiaries are predominantly positive for the BRO, RGVN, NEADS, DBC and CRD. The positive response suggests that these beneficiaries have resonance with this attribute of service quality and they are content

with it. On the other hand a high number of respondents, displaying uncertainty and negative responses for the NGOs like, SKD, SSA, SDCCC and TDMS. The reason could be that these beneficiaries have had no experience to date of this aspect of service quality or they are not happy with the response from their NGOs.

Table 6.1: Accessibility to Right to Services

Name of NGO	Mean	Std. Deviation
BRO	3.64	1.140
RGVN	3.51	1.269
NEADS	3.41	1.235
DBC	3.59	1.097
SKD	2.83	1.098
CRD	3.50	1.074
SSA	2.29	1.071
SDCCC	2.83	.961
TDMS	2.15	.989

Source: Survey Data, 2012-13

ii. Accessibility to Facilities: The degree of agreement with Attribute 2 “The service, physical facilities, equipment, staff, and communication materials are accessible to you” on the Access dimension is highly positive for RGVN, BRO, NEADS, DBC and CRD. The beneficiaries are expressing uncertainty with the services of SKD and SDCCC. It would appear that there are a number of beneficiaries who are displaying concerns with access to facilities provided by SSA and TDMS.

Table 6.2: Accessibility to Facilities

Name of NGO	Mean	Std. Deviation
BRO	3.70	1.165
RGVN	3.81	1.038
NEADS	3.43	1.170
DBC	3.59	1.210
SKD	3.14	1.141
CRD	3.56	1.013
SSA	2.71	1.371
SDCCC	3.02	1.179
TDMS	2.56	1.219

Source: Survey Data, 2012-13

iii. Accessibility to Funding Sources Information: The degree of agreement with Attribute 3 “Information, advice and support on potential funding sources are made available to you” on the Access dimension as shown in table 6.3 is fairly positive for the BRO,

RGVN, NEADS, SKD and CRD and to lesser extent with DBC. Whereas beneficiaries of SSA, SDCCC and TDMS either disagreeing with or being uncertain about this feature of service delivery could suggest that there is a service shortfall as per the beneficiaries' expectations. The beneficiaries might not be informed about being funding sources.

Table.6.3: Accessibility to Funding Sources Information

Name of NGO	Mean	Std. Deviation
BRO	3.89	1.123
RGVN	3.64	1.136
NEADS	3.18	1.363
DBC	3.20	1.410
SKD	3.40	1.376
CRD	3.54	1.054
SSA	3.00	1.366
SDCCC	3.07	1.488
TDMS	2.85	1.379

Source: Survey Data, 2012-13

6.1.2. Responsiveness Dimension: Responsiveness of studied NGOs on delivery of services in time, handling of complaints, willingness to defend and fight for the individual rights of the beneficiaries and responsiveness to flexibility in delivering services are analyzed under this dimension.

i. *Responsiveness to timely services:* The degree of agreement with Attribute 4 “Staff provides prompt and timely service to you” on the Responsiveness dimension as shown in table 6.4 is predominantly positive for the BRO, RGVN, NEADS, DBC, SKD and CRD and SSA. While in case of TDMS and SDCCC most of the beneficiaries are uncertain or disagreed to a lesser extent. This is overall a good result on this service quality attribute.

Table 6.4: Responsiveness to timely services

Name of NGO	Mean	Std. Deviation
BRO	3.86	1.110
RGVN	3.85	.979
NEADS	3.32	1.098
DBC	3.33	1.248
SKD	3.46	1.314
CRD	3.48	1.297
SSA	3.42	1.025
SDCCC	2.86	1.354
TDMS	3.22	1.188

Source: Survey Data, 2012-13

ii. *Responsiveness to complaints*: The degree of agreement with Attribute 5 “Your complaints are constructively handled” on the Responsiveness dimension as shown in table 6.5, displayed a diverse range of views. Beneficiaries are mostly happy with the services of handling complaints by BRO, RGVN, NEADS, DBC and SKD. On the other hand most of the beneficiaries are uncertain about the complaint handing processes of CRD and SDCCC. The percentage is high for the neutral point of the scale among these NGOs, as the respondents declaring their uncertainty on the constructive handling of their complaints. This could be because they did not have any cause for complaint or that they were not satisfied with the outcome. On the other hand, respondents of SSA and TDMS are not satisfied with complaint handling processes.

Table 6.5: Responsiveness to complaints

Name of NGO	Mean	Std. Deviation
BRO	3.80	.959
RGVN	3.93	1.084
NEADS	3.51	1.270
DBC	3.44	1.270
SKD	3.34	1.259
CRD	3.10	1.266
SSA	2.45	1.338
SDCCC	2.98	1.352
TDMS	2.59	1.185

Source: Survey Data, 2012-13

iii. *Responsiveness to Individual Rights*: The degree of agreement with Attribute 6 “The Studied NGO is willing to defend and fight for your individual rights” on the Responsiveness dimension is shown in table 6.6. This table also displayed a fairly diverse range of views. Majority of respondents of BRO, RGVN, NEADS, DBC, SKD and CRD agreed with the statement, while most of the respondents of SSA, TDMS and SDCCC disagreeing and being uncertain to the studied NGO’s willingness to champion their individual rights.

Table 6.6: Responsiveness to Individual Rights

Name of NGO	Mean	Std. Deviation
BRO	4.04	1.023
RGVN	3.55	1.283
NEADS	3.34	1.206
DBC	3.37	1.092
SKD	3.74	.852
CRD	3.56	1.128
SSA	3.06	1.031
SDCCC	3.24	1.246

TDMS	2.44	1.155
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Source: Survey Data, 2012-13

iv. Responsiveness to Flexible Services: The degree of agreement with Attribute 7 “A flexible service is provided to meet your individual needs” on the Responsiveness dimension as shown in table 6.7, is overall positive for BRO, RGVN, NEADS and CRD. The accessibility of the services for beneficiaries as per their requirement is an important aspect of service delivery and this result reflects well on this aspect of the quality of these NGOs’ service delivery. While in case DBC, SKD, TDMS and SDCCC beneficiaries response are mostly neutral. Perhaps, these NGOs might not deliver services as per the aspiration of the beneficiaries or beneficiaries have no precise view on this attribute.

Table 6.7: Responsiveness to Flexible Services

Name of NGO	Mean	Std. Deviation
BRO	3.88	1.027
RGVN	3.58	1.237
NEADS	3.53	1.341
DBC	3.26	1.270
SKD	3.36	1.258
CRD	3.77	1.168
SSA	3.00	1.390
SDCCC	2.90	1.078
TDMS	3.22	1.450

Source: Survey Data, 2012-13

6.1.3. Communication Dimension: Under this dimension willingness of staff to listen beneficiaries’ point of view on service quality, politeness in communication, and the language they use while communicating with beneficiaries are analysed.

i. Willingness to respond beneficiaries’ point of view: The degree of agreement with Attribute 8 “Staff are willing to listen to your individual point of view” on the Communication dimension was very positive for BRO and TDMS and mostly towards positive in case of RGVN, SDCCC, NEADS, SSA and CRD. Interestingly, except SKD all other studied NGOs are willing to take note of the beneficiary’s view point. This is a good sign for the service delivery as without the beneficiary’s input services cannot be planned suitably.

Table 6.8: Communication: beneficiary point of view

Name of NGO	Mean	Std. Deviation
BRO	4.17	.864
RGVN	3.47	1.298
NEADS	3.32	1.134

DBC	3.47	1.236
SKD	2.89	1.323
CRD	3.32	1.531
SSA	3.35	1.050
SDCCC	3.43	.941
TDMS	3.70	1.137

Source: Survey Data, 2012-13

ii. *Politeness in Communication*: The degree of agreement with Attribute 9 “Staff are polite and courteous with you” on the Communication dimension is shown in table 6.9. It is seen that responses of beneficiaries are extremely positive for SKD and mostly positive for RGVN, BRO, DBC, SSA and NEADS. On the other hand, respondents of CRD, SDCCC and TDMS expressed slightly unfavorable to neutral views on this aspect of the quality of service delivery. Here neutral (neither disagree nor agree) view refers to the unwillingness to comment on particular attribute of service delivery or no knowledge about that.

Table 6.9: Politeness in Communication

Name of NGO	Mean	Std. Deviation
BRO	3.68	1.151
RGVN	3.74	1.313
NEADS	3.47	1.227
DBC	3.53	1.188
SKD	3.91	.951
CRD	3.26	1.367
SSA	3.52	1.313
SDCCC	2.88	1.452
TDMS	2.67	1.271

Source: Survey Data, 2012-13

iii. *Communicating understandable language*: Responses to Attribute 10 as shown in the table 6.10, “Staff communicate in a language that you understand” on the Communication dimension were very positive for CRD, BRO, RGVN, SKD and NEADS. The beneficiaries of DBC, SSA and SDCCC are also satisfied with communicating understandable language. But respondents were slightly disagree to neutral with this attribute for TDMS.

Table 6.10: Communicating understandable language

Name of NGO	Mean	Std. Deviation
BRO	3.87	1.080
RGVN	3.86	1.169
NEADS	3.74	1.147

DBC	3.43	1.234
SKD	3.83	1.071
CRD	3.90	.974
SSA	3.48	1.029
SDCCC	3.45	1.109
TDMS	2.44	1.121

Source: Survey Data, 2012-13

iv. Communicating accurate information: The degree of agreement with Attribute 11 as shown in the table 6.11, “Complete and accurate information is provided to you in good time” on the Communication dimension was overall positive for BRO, RGVN and NEADS. However, beneficiaries are more or less neutral or dissatisfied in case of DBC, SKD, CRD, SDCCC, SSA and TDMS; this is of concern, raising implications for information transfer to beneficiaries.

Table 6.11: Communicating accurate information

Name of NGO	Mean	Std. Deviation
BRO	3.74	1.246
RGVN	3.67	1.139
NEADS	3.53	1.331
DBC	3.36	1.216
SKD	3.17	.707
CRD	2.94	1.268
SSA	2.94	1.289
SDCCC	3.31	1.137
TDMS	2.70	1.068

Source: Survey Data, 2012-13

6.1.4. Humanness Dimension: Under this dimension how staff reassures personal concerns, anxieties and problems; how they express sympathy and respect confidence of the beneficiaries are discussed.

i. Humaneness in reassurance for concerns: The degree of agreement with Attribute 12 “Staff reassure you in terms of your personal anxieties, concerns and problems” on the Humaneness dimension is shown in table 6.12. The responses of beneficiaries are overall positive for SKD, RGVN, BRO, CRD and SDCCC. While, in case of NEADS, DBC and SSA the respondents are mostly neutral and for TDMS respondents are dissatisfied. The NGOs rated low or neutral by the beneficiaries could not establish proper relationships with their target segments.

Table .6.12: Humaneness in reassurance for concerns

Name of NGO	Mean	Std. Deviation
BRO	3.50	1.231
RGVN	3.70	1.151

NEADS	3.21	1.258
DBC	3.14	1.277
SKD	3.89	1.078
CRD	3.52	1.147
SSA	3.23	1.407
SDCCC	3.48	1.194
TDMS	2.30	1.382

Source: Survey Data, 2012-13

ii. *Humaneness in expressing sympathetic to needs:* The degree of agreement with Attribute 13 as shown in the table 6.13, “Staff are sympathetic to your individual needs, while respecting your privacy” on the Humaneness dimension is positive overall for BRO, RGVN and NEADS. Respondents are neutral on their approach for CRD, SSA, SDCCC, DBC and TDMS. On the other hand most of the beneficiaries are dissatisfied with the staff of SKD.

Table 6.13: Humaneness in expressing sympathetic to needs

Name of NGO	Mean	Std. Deviation
BRO	3.85	1.086
RGVN	3.78	1.152
NEADS	3.45	1.259
DBC	2.96	1.122
SKD	2.69	1.345
CRD	3.20	1.278
SSA	3.00	1.065
SDCCC	3.07	1.177
TDMS	2.81	1.442

Source: Survey Data, 2012-13

iii. *Humaneness in respecting confidences:* The degree of agreement with Attribute 14 as shown in the table 6.14, “Staff respect your confidences and feelings” on the Humaneness dimension is positive for BRO, RGVN, SKD, SSA and NEADS. In case of other NGOs, beneficiary ratings are mostly towards neutral side. One possible reason could be that the beneficiaries might not have resonance with this attribute.

Table 6.14: Humaneness in respecting confidences

Name of NGO	Mean	Std. Deviation
BRO	3.98	1.088
RGVN	3.65	1.174
NEADS	3.45	1.248
DBC	3.11	1.269
SKD	3.48	1.297
CRD	3.14	1.332

SSA	3.52	1.208
SDCCC	3.10	1.265
TDMS	2.93	1.141

Source: Survey Data, 2012-13

6.1.5. Security Dimension: Here we have analysed beneficiary perception on safety and security under the care of staff and degree of agreement on maintenance of records.

i. Sense of Security under staff care: The degree of agreement with Attribute 15 as shown in table 6.15, “You feel safe under the care of the staff” on the Security dimension is overall positive for SKD, RGVN, BRO, DBC and CRD. Except TDMS, beneficiaries are mostly neutral on their ratings for SSA, SDCCC and NEADS. This is one of the important attribute and being neutral or dissatisfied may reflect underperformance of the studied NGOs.

Table 6.15: Sense of Security under staff care

Name of NGO	Mean	Std. Deviation
BRO	3.58	1.228
RGVN	3.72	1.080
NEADS	3.36	1.344
DBC	3.49	1.213
SKD	3.77	1.031
CRD	3.50	1.233
SSA	3.42	1.285
SDCCC	3.17	1.324
TDMS	2.37	.884

Source: Survey Data, 2012-13

ii. Maintaining beneficiary records into safe custody: The degree of agreement with Attribute 16 “Accurate and secure records are maintained” on the Security dimension is shown in table 6.16. The responses of beneficiaries are fairly positive for RGVN, BRO, DBC, SSA and SKD. In case of NEADS, CRD, SDCCC and TDMS, beneficiaries are uncertain on the security and accuracy of records which is of concern.

Table 6.16: Maintaining beneficiary records into safe custody

Name of NGO	Mean	Std. Deviation
BRO	3.51	1.239
RGVN	3.70	1.191
NEADS	3.30	1.317
DBC	3.51	1.032
SKD	3.46	1.146
CRD	3.02	1.450
SSA	3.45	1.207
SDCCC	2.88	1.064

TDMS	2.78	.934
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Source: Survey Data, 2012-13

6.1.6. Enabling/ Empowerment Dimension: Here beneficiaries perceptions on how NGO environment helps them to take personal responsibility and how they could achieve their personal goals are analyzed.

i. Empowering personal development: The degree of agreement with Attribute 17 as shown in table 6.17, “The studied NGOs environment enables you to take responsibility for your personal development” on the Enabling/Empowerment dimension displayed a positive result for BRO, RGVN, NEADS, CRD and DBC. While in case of SSA, SKD and TDMS, beneficiaries are being neutral.

Table 6.17: Empowering personal development

Name of NGO	Mean	Std. Deviation
BRO	3.83	1.074
RGVN	3.79	1.125
NEADS	3.71	1.231
DBC	3.47	1.188
SKD	3.00	1.435
CRD	3.56	1.215
SSA	3.35	.877
SDCCC	3.00	1.307
TDMS	2.74	1.130

Source: Survey Data, 2012-13

ii. Enabling personal goals: The degree of agreement with Attribute 18 “Specific opportunities and support for you to attain your personal goals are provided” on the Enabling/Empowerment dimension is shown in table 6.18. The ratings are positive for BRO, RGVN, DBC, CRD and NEADS. This reflects the positive impact of these NGOs’ activities on beneficiaries’ life. On the other hand, responses for SSA, SDCCC, TDMS and SKD are by and large neutral.

Table 6.18: Enabling personal goals

Name of NGO	Mean	Std. Deviation
BRO	3.84	1.175
RGVN	3.79	1.073
NEADS	3.47	1.238
DBC	3.63	1.287
SKD	2.80	1.158
CRD	3.56	1.198
SSA	3.23	1.117
SDCCC	3.21	1.260

TDMS	2.81	.962
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Source: Survey Data, 2012-13

6.1.7. Competency Dimension: Beneficiary perceptions on required level of delivered services, ability of the staff to perform their duties, and need based service delivery are discussed under this dimension.

i. Service Level competency: The degree of agreement with Attribute 19 “The required level of service is delivered, with clearly stated terms and conditions” on the Competence dimension as shown in the table 6.19 is overall positive for SKD, BRO, RGVN and NEADS. On the other hand, in case of DBC, CRD, SSA, SDCCC and TDMS, beneficiaries mostly have neutral view. The reason could be that they might not happy with the way services are provided.

Fig.6.19: Service Level competency

Name of NGO	Mean	Std. Deviation
BRO	3.59	1.212
RGVN	3.52	1.144
NEADS	3.47	1.428
DBC	3.14	1.277
SKD	3.63	1.140
CRD	3.24	.938
SSA	3.19	1.276
SDCCC	3.14	1.280
TDMS	3.04	1.531

Source: Survey Data, 2012-13

ii. Competency of staff and ability to do duties: The degree of agreement with Attribute 20 “The required number of staff have the ability to do the job” on the Competence dimension is shown in table 6.20. The ratings are positive overall for RGVN, BRO, SKD, SSA and NEADS. While beneficiaries of DBC, SDCCC, TDMS and CRD, are neutral on competency of staff.

Table.6.20: Competency of staff and ability to do duties

Name of NGO	Mean	Std. Deviation
BRO	3.64	1.222
RGVN	3.69	1.209
NEADS	3.47	1.291
DBC	3.10	1.105
SKD	3.63	.973
CRD	2.70	1.266
SSA	3.58	1.385
SDCCC	3.02	1.405
TDMS	3.26	1.163

Source: Survey Data, 2012-13

iii. *Service delivery as per needs*: The degree of agreement with Attribute 21 “The full range of services is delivered to meet your changing needs” on the Competence dimension is shown in table 6.21. The ratings are positive overall for NEADS, RGVN and BRO. The beneficiaries of DBC, SKD, CRD, SSA, SDCCC and TDMS are either disagreed or were uncertain, which signifies that service range provision could be further improved and be more responsive to the needs of the beneficiaries.

Table 6.21: Service delivery as per needs

Name of NGO	Mean	Std. Deviation
BRO	3.63	1.224
RGVN	3.69	1.177
NEADS	3.70	1.033
DBC	3.11	1.346
SKD	3.09	1.055
CRD	3.08	1.383
SSA	3.04	1.248
SDCCC	3.00	1.325
TDMS	2.81	1.272

Source: Survey Data, 2012-13

6.1.8. Reliability Dimension: Here beneficiary perception on reliability of services delivered by the staff, service dependability, and staff behaviour are assessed.

i. *Services delivered as per promises*: The degree of agreement with Attribute 22 “Staff deliver the appropriate service as promised” on the Reliability dimension is shown in table 6.22. The ratings are positive for NEADS, RGVN, BRO, DBC and SSA. The respondents of CRD and TDMS are uncertain and respondents of SDCCC and SKD disagree on this attribute. All staff should ensure that promises made to beneficiaries can be delivered within the time and conditions specified. Promises made create expectations of service delivery which, if not met, lead to dissatisfaction.

Table 6.22: Services delivered as per promises

Name of NGO	Mean	Std. Deviation
BRO	3.75	1.147
RGVN	3.72	1.097
NEADS	3.82	1.092
DBC	3.41	1.136
SKD	2.74	1.291
CRD	3.28	1.262
SSA	3.42	.886
SDCCC	2.79	1.200

TDMS	2.96	1.018
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Source: Survey Data, 2012-13

ii. *Reliability in delivering dependable services:* The degree of agreement with Attribute 23 “A dependable service which does not vary over time is provided” on the Reliability dimension is shown in table 6.23. The ratings tended towards the positive for BRO, RGVN, and SKD. Respondents of NEADS, DBC and CRD are uncertain and respondents of SSA, TDMS and SDCCC are relatively dissatisfied on the reliability of dependable service delivery. Reliability of service delivery is crucial to beneficiaries as such beneficiaries either disagreeing or being uncertain on the dependability of service delivery requires attention.

Table 6.23: Reliability in delivering dependable services

Name of NGO	Mean	Std. Deviation
BRO	3.75	1.059
RGVN	3.44	1.382
NEADS	3.22	1.343
DBC	3.03	1.296
SKD	3.60	1.397
CRD	3.06	1.185
SSA	2.94	1.365
SDCCC	2.69	1.047
TDMS	2.96	1.480

Source: Survey Data, 2012-13

iii. *Reliability in staff behaviour:* The degree of agreement with Attribute 24 “The behaviour of staff makes you feel that you can trust them and have confidence in them” on the Reliability dimension is shown in table 6.24. The beneficiary ratings for BRO, RGVN, NEADS, CRD, DBC and SKD are fairly positive on this attribute. While responses for SSA, SDCCC and TDMS are towards adverse side, mostly beneficiaries are dissatisfied with staff behaviour.

Table 6.24: Reliability in staff behaviour

Name of NGO	Mean	Std. Deviation
BRO	3.71	1.138
RGVN	3.49	1.269
NEADS	3.47	1.456
DBC	3.66	1.128
SKD	3.51	1.040
CRD	3.70	1.147
SSA	2.87	1.258
SDCCC	2.67	1.052

TDMS	2.56	.892
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Source: Survey Data, 2012-13

6.1.9. Equity Dimension: Here beneficiary perception on level of equity in delivering services is analyzed.

i. Delivering equitable services: The degree of agreement with Attribute 25 “An equitable service is delivered to individual beneficiaries, as well as groups of beneficiaries” on the Equity dimension is shown in table 6.25. The ratings for RGVN, BRO, NEADS, DBC and SSA are overall positive. Responses of beneficiaries of SDCCC, SKD and CRD are neutral and for TDMS, majority of beneficiaries are dissatisfied.

Table 6.25: Delivering equitable services

Name of NGO	Mean	Std. Deviation
BRO	3.82	1.139
RGVN	3.91	1.014
NEADS	3.86	1.003
DBC	3.51	1.294
CRD	3.06	1.252
SKD	3.31	1.323
SSA	3.42	1.336
SDCCC	3.00	1.361
TDMS	2.56	1.423

Source: Survey Data, 2012-13

6.1.10. Tangibles Dimension: Beneficiary perception on uses of physical facilities and equipment are discussed under this dimension.

i. Providing full range of services: The degree of agreement with Attribute 26 “A full range of up-to-date physical facilities and equipment are provided” on the Tangibles dimension is shown in the table 6.26. It is seen that for BRO, RGVN, NEADS, DBC and SKD the ratings are towards the positive end of the scale. Beneficiaries of CRD, SSA, SDCCC and TDMS are mostly uncertain on the provision of a full range of up-to-date facilities.

Fig.6.26: Providing full range of services

Name of NGO	Mean	Std. Deviation
BRO	3.86	1.118
RGVN	3.78	1.110
NEADS	3.75	1.179
DBC	3.50	1.046
CRD	3.06	1.252
SKD	3.51	1.067

SSA	3.19	1.046
SDCCC	2.98	1.047
TDMS	2.96	1.055

Source: Survey Data, 2012-13

6.1.11. Service Delivery Quality: Beneficiary satisfaction on service delivery quality of BRO is rated well by majority of beneficiaries, followed by RGVN, NEADS, CRD, DBC and SKD. This is an excellent result for these NGOs. But, beneficiaries of SSA, SDCCC and TDMS are demonstrating poor attitude on the quality of service delivery as shown in the table 6.27. These NGOs should ensure quality service delivery for the beneficiaries.

Table 6.27: Overall service delivery quality and beneficiary satisfaction

Name of NGO	Mean	Std. Deviation
BRO	3.82	.983
RGVN	3.78	1.121
NEADS	3.69	1.293
DBC	3.47	1.168
CRD	3.55	1.138
SKD	3.42	1.313
SSA	2.59	1.185
SDCCC	2.59	.993
TDMS	2.52	1.014

Source: Survey Data, 2012-13

6.1.12. Overall Satisfaction: NEADS has highest number of beneficiaries who are happy with the overall service delivery. Beneficiaries of RGVN, BRO, CRD and SKD are also satisfied with the services provided. Majority of the beneficiaries of DBC are neutral. On the other hand, in case of SSA, SDCCC and TDMS beneficiaries are predominantly dissatisfied with the overall service delivery. Beneficiaries' Satisfaction is normally taken as a measure of beneficiary experience with specific episodes of service delivery and so is primarily outcome driven and may fluctuate over a given period. This is shown in the table 6.28.

Table: 6.28 Overall Satisfaction:

Name of NGO	Mean	Std. Deviation
BRO	3.60	1.233
RGVN	3.53	1.335
NEADS	4.00	1.078
DBC	3.20	1.381
CRD	3.43	1.099
SKD	3.48	1.112

SSA	2.83	1.141
SDCCC	2.51	1.254
TDMS	2.56	.801

Source: Survey Data, 2012-13

6.1.13. The mean rating of the importance of the 10 ARCHSECRET dimensions:

Beneficiaries were asked to rate the importance of the model. Following table (6.29) shows the overall score for each dimension as given by the respondents.

In case of Access dimension, beneficiary rating is highest for DBC and lowest for TDMS. CRD got highest rating and SDCCC scored lowest for Responsiveness dimension. In Communication dimension beneficiary rated highest for BRO and lowest for TDMS. RGVN rated highest by beneficiaries for Humaneness and SDCCC rated lowest. In Security dimension BRO topped the list and TDMS rated lowest. Again BRO topped the list and rating for SSA is lowest for Enabling/Empowerment. In Competence, RGVN rated highest and TDMS rated lowest. In Reliability, RGVN rated highest and SSA rated lowest. In Equity and Tangibility dimensions, RGVN and NEADS rated highest and SDCCC and TDMS rated lowest respectively by their beneficiaries. On the other hand, overall mean rating across the dimensions for BRO is highest, followed by RGVN, NEADS, DBC, CRD, SKD, SSA, SDCCC and lowest for TDMS.


Although beneficiaries rated comparatively well for across the dimensions in case of high performing NGOs compared to low performing NGOs, still in some of the dimensions high performing NGOs have to pay attention (In terms of difference of mean compared to the mean score of the highest rated dimension) otherwise downfall will start soon. BRO, RGVN and SKD have to pay attention on Access dimension. RGVN and SKD have been rated low in Responsiveness dimension. DBC and SKD have been rated comparatively low in communication. In Humanness dimension DBC, CRD and SKD rated low. In security dimension DBC, CRD and SKD rated low. RGVN, DBC, CRD and SKD rated comparatively low in Enabling/ Empowerment. In competence, CRD and SKD rated low, BRO and SKD rated low in Reliability. In Equity NEADS and SKD are ratted low and in Tangibles CRD has been rated low.


This shows the quality of service delivery process of studied NGOs. This result also reinforces the relevancy of the 10 service quality dimensions of the ARCHSECRET multi-attribute scale. For the studied high performing NGOs, it is critical to ensure that there are no major shortfalls in service delivery across the dimensions and to a higher extent across the dimensions for low performing NGOs.


Table: 6.29. The mean rating of the importance of the 10 ARCHSECRET dimensions

Dimensions	Name of NGO								
	BRO*	RGVN*	NEADS*	DBC*	CRD*	SKD*	SSA**	SDCCC**	TDMS**
	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean
Access	79.45	79.45	80.00	81.48	80.12	78.11	61.50	58.87	57.33
Responsiveness	80.83	79.65	80.95	80.11	80.98	78.28	63.24	56.77	61.30
Communication	81.64	80.75	81.54	77.48	81.27	78.09	64.07	67.13	55.89
Humaneness	82.04	83.00	81.86	79.70	79.16	78.61	62.48	57.79	58.93
Security	80.50	80.04	80.25	76.13	77.69	78.74	63.20	61.69	58.70
Enabling/ Empowerment	82.15	79.25	80.62	78.79	78.27	77.19	58.15	59.51	60.26
Competence	81.03	82.10	80.73	81.66	78.12	77.26	63.11	59.87	59.00
Reliability	79.62	82.91	80.05	80.16	79.29	77.09	57.70	63.77	65.37
Equity	80.47	81.63	78.52	81.21	81.63	79.19	66.50	55.97	61.11
Tangibility	82.42	81.22	82.62	81.18	77.55	80.67	61.17	65.28	57.78
Overall Mean Score	81.02	81	80.71	79.70	79.40	78.32	62.12	60.65	59.56

Source: Survey Data 2012-13

 Highest Rating

 Lowest Rating

 Needs improvement

* High Performing NGOs, ** Low Performing NGOs

- Overall beneficiary responses are shown with the help of stacked bar diagram in the following figures (NGO wise)

Figure 6.1

BENEFICIARY RATING ON SERVICE DELIVERY QUALITY OF BRO

■ STRONGLY DISAGREE
 ■ DISAGREE
 ■ NEITHER DISAGREE NOR AGREE
 ■ AGREE
 ■ STRONGLY AGREE

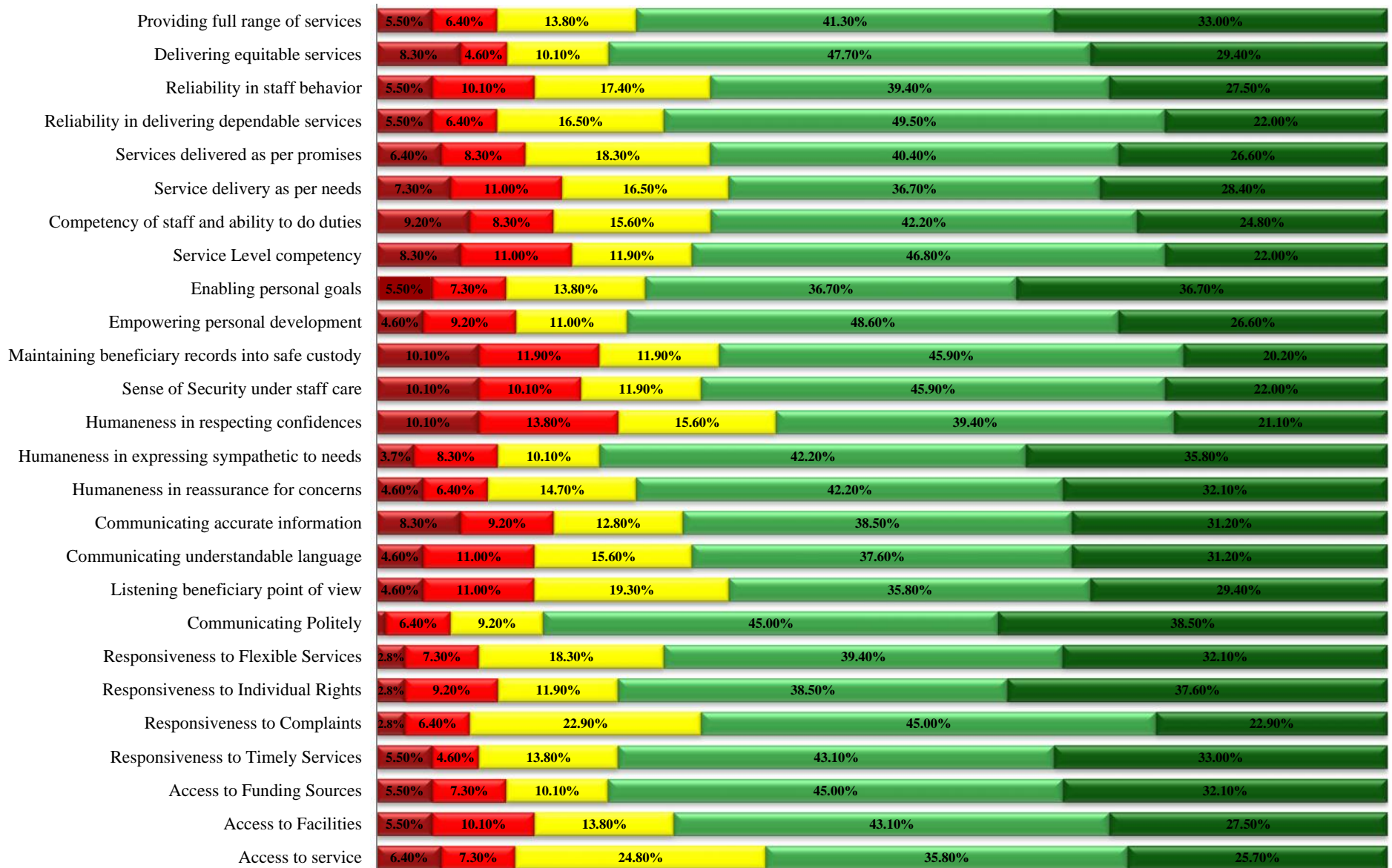


Figure 6.2

BENEFICIARY RATING ON SERVICE DELIVERY QUALITY OF RGVN

■ STRONGLY DISAGREE
 ■ DISAGREE
 ■ NEITHER DISAGREE NOR AGREE
 ■ AGREE
 ■ STRONGLY AGREE



Figure 6.3

BENEFICIARY RATING ON SERVICE DELIVERY QUALITY OF NEADS

■ STRONGLY DISAGREE
 ■ DISAGREE
 ■ NEITHER DISAGREE NOR AGREE
 ■ AGREE
 ■ STRONGLY AGREE

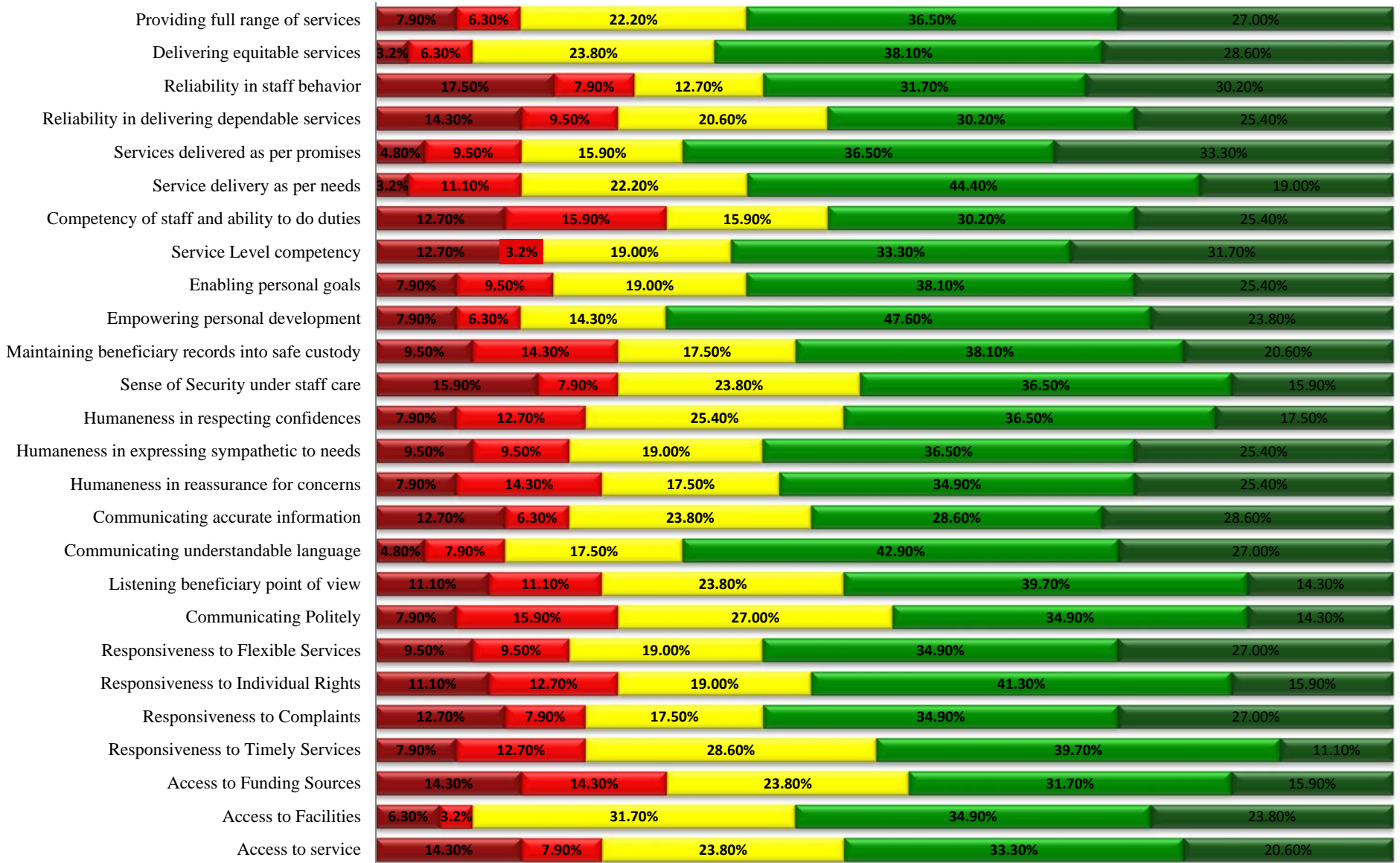


Figure 6.4

BENEFICIARY RATING ON SERVICE DELIVERY QUALITY OF DBC

■ STRONGLY DISAGREE
 ■ DISAGREE
 ■ NEITHER DISAGREE NOR AGREE
 ■ AGREE
 ■ STRONGLY AGREE

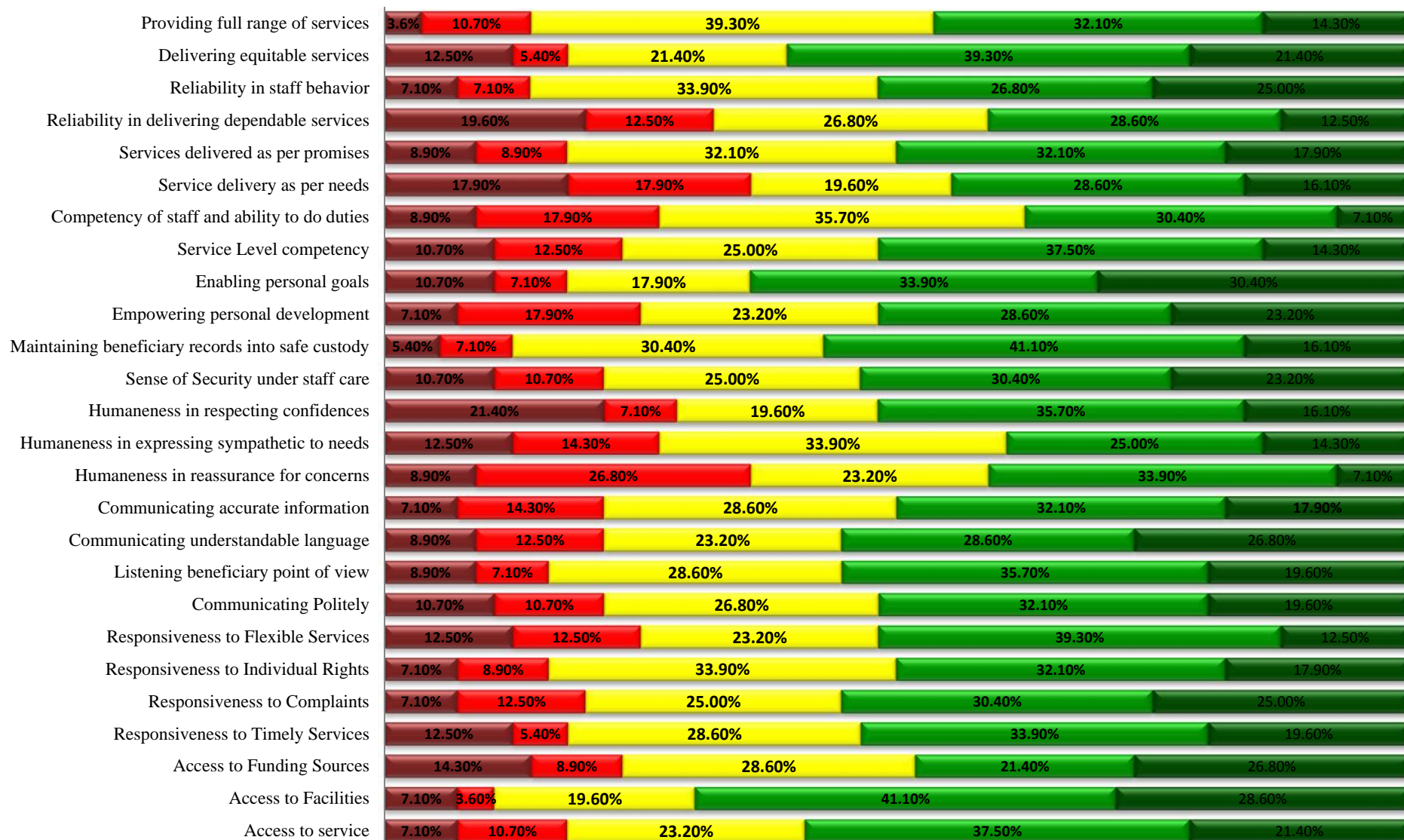


Figure 6.5

BENEFICIARY RATING ON SERVICE DELIVERY QUALITY OF CRD

■ STRONGLY DISAGREE ■ DISAGREE ■ NEITHER DISAGREE NOR AGREE ■ AGREE ■ STRONGLY AGREE

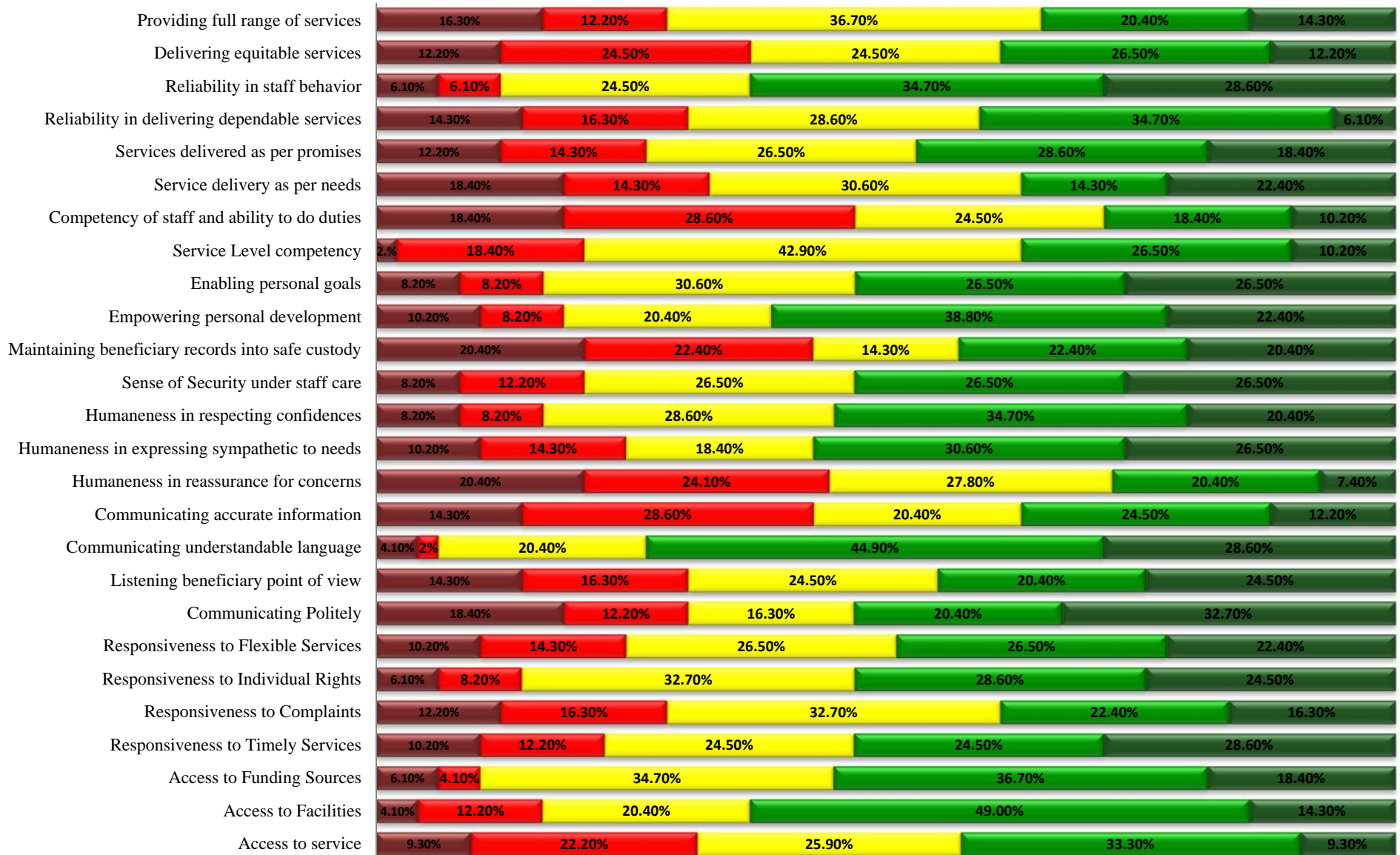


Figure 6.6

BENEFICIARY RATING ON SERVICE DELIVERY QUALITY OF SKD

■ STRONGLY DISAGREE ■ DISAGREE ■ NEITHER DISAGREE NOR AGREE ■ AGREE ■ STRONGLY AGREE

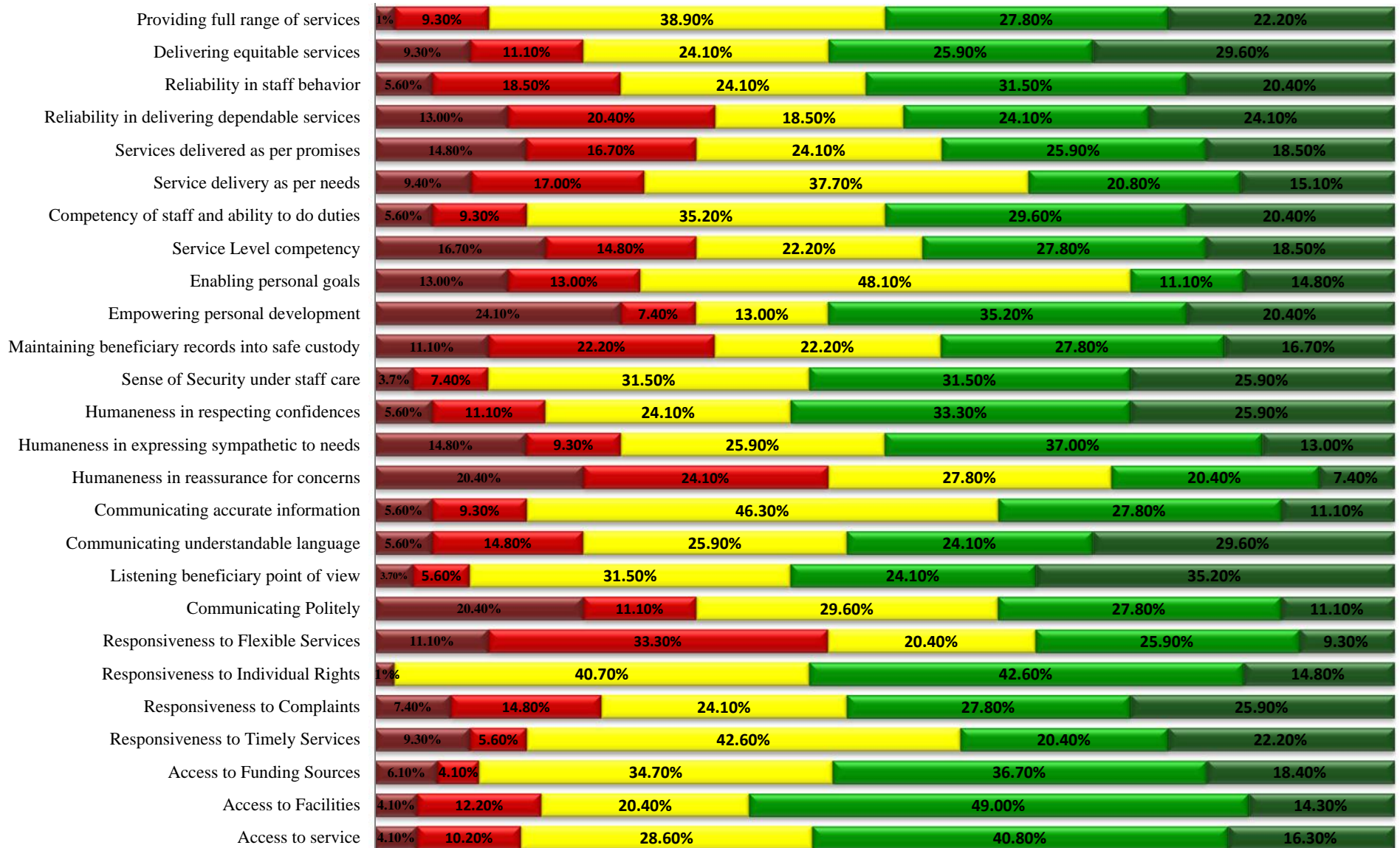


Figure 6.7

BENEFICIARY RATING ON SERVICE DELIVERY QUALITY OF SSA

■ STRONGLY DISAGREE
 ■ DISAGREE
 ■ NEITHER DISAGREE NOR AGREE
 ■ AGREE
 ■ STRONGLY AGREE

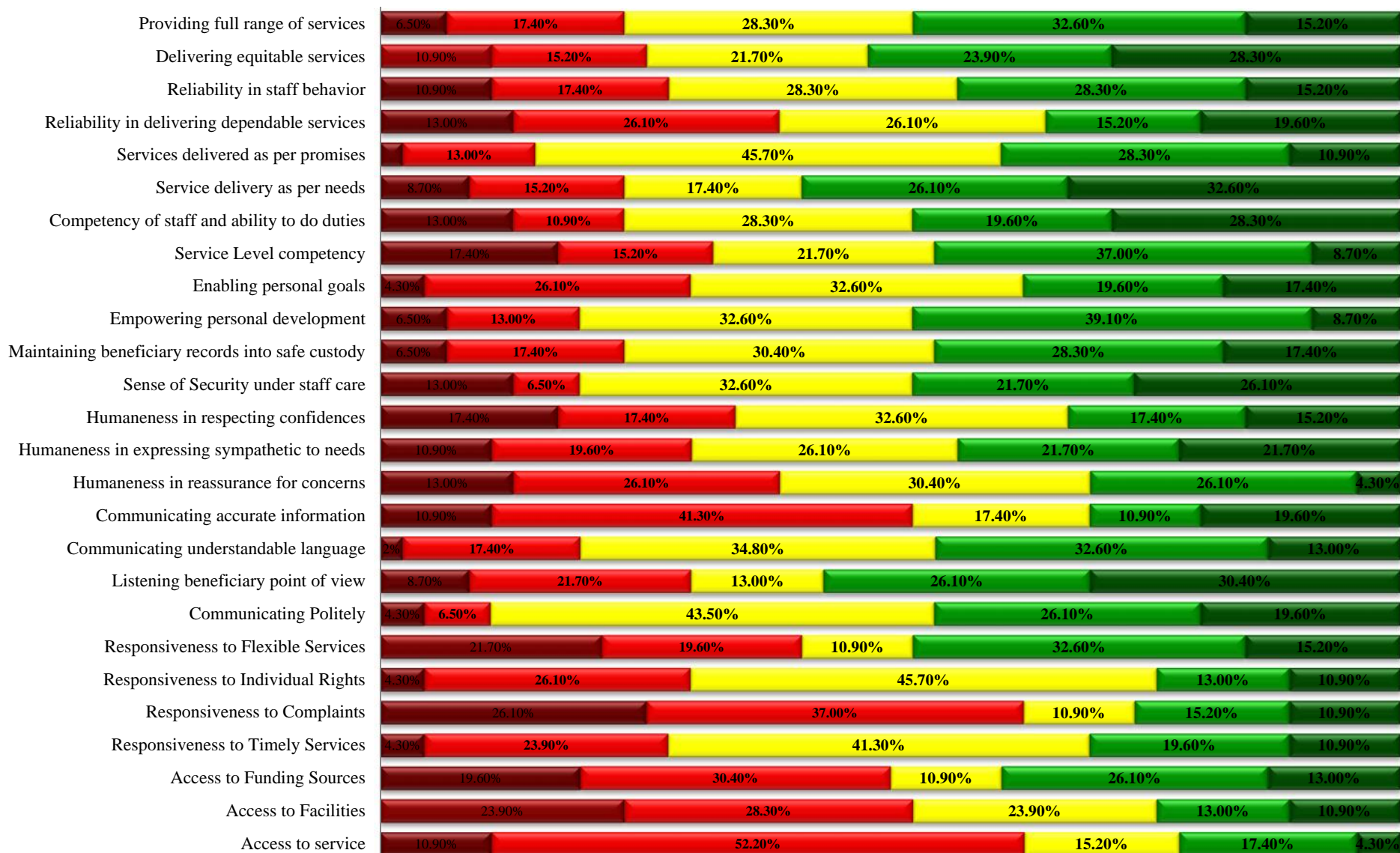


Figure 6.8

BENEFICIARY RATING ON SERVICE DELIVERY QUALITY OF SDCCC

■ STRONGLY DISAGREE
 ■ DISAGREE
 ■ NEITHER DISAGREE NOR AGREE
 ■ AGREE
 ■ STRONGLY AGREE

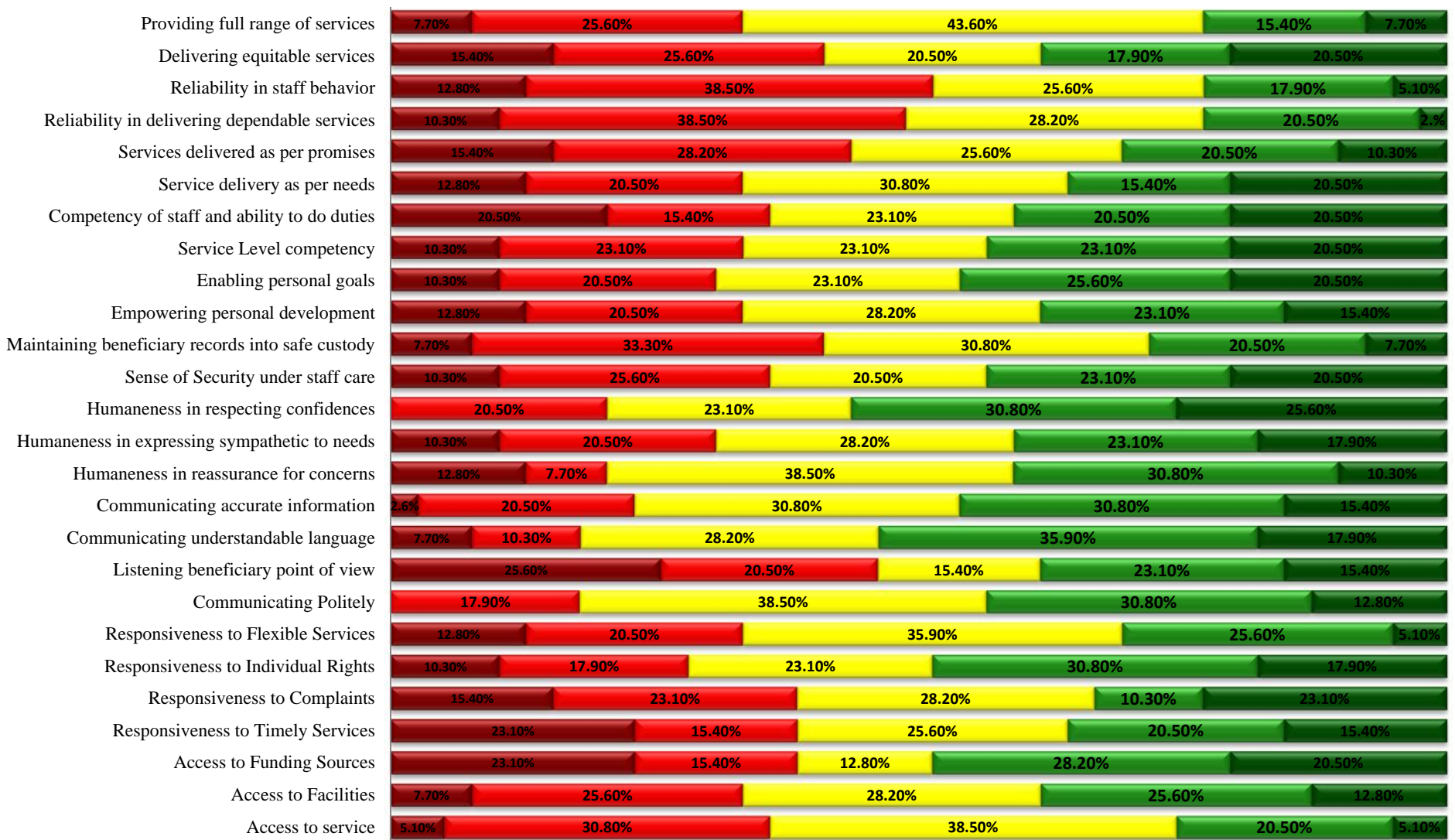
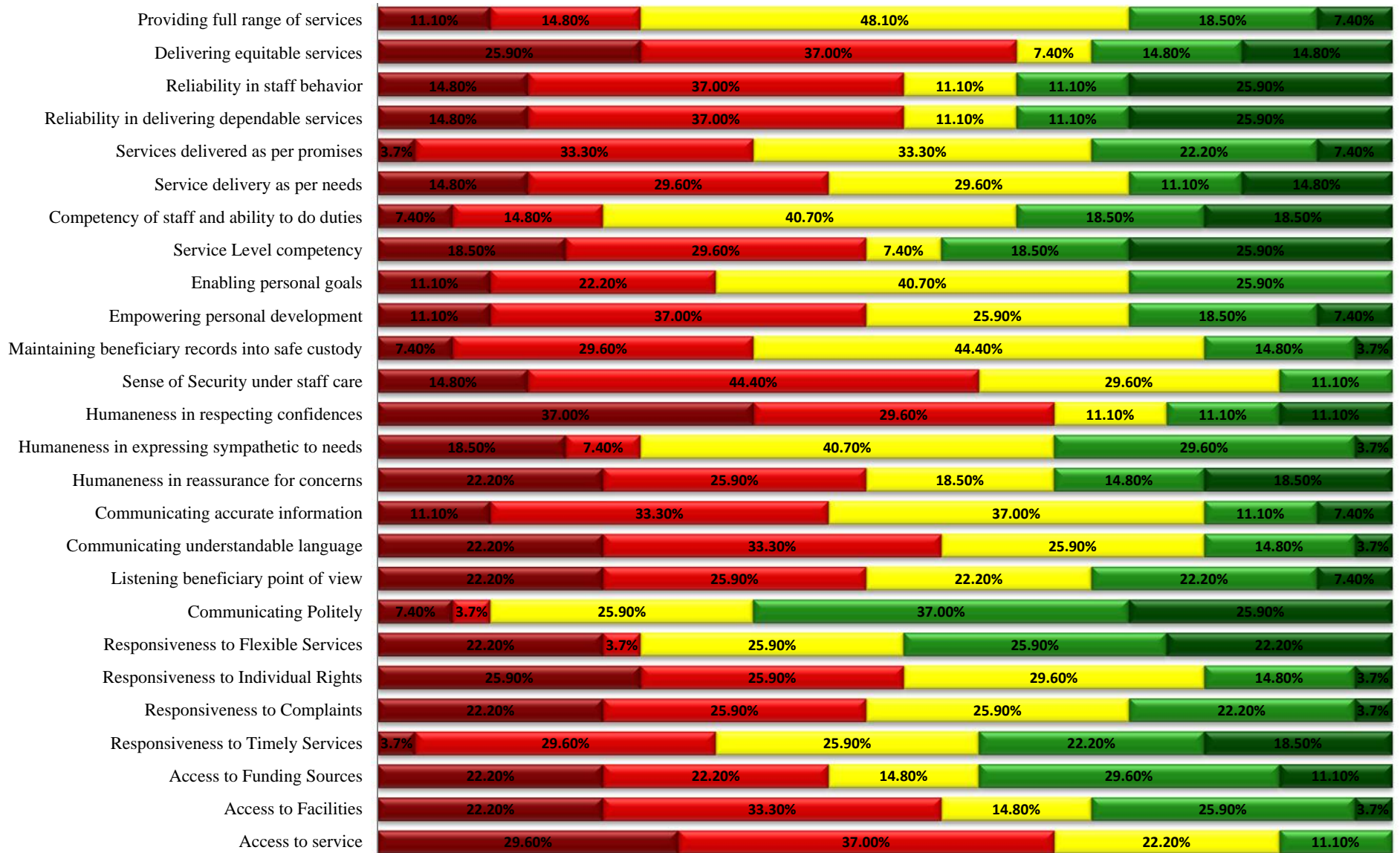


Figure 6.9

BENEFICIARY RATING ON SERVICE DELIVERY QUALITY ON TDMS

■ STRONGLY DISAGREE
 ■ DISAGREE
 ■ NEITHER DISAGREE NOR AGREE
 ■ AGREE
 ■ STRONGLY AGREE



Following sections of the analysis are set out to assess qualitatively the critical challenges of service delivery in the operations of studied NGO's social activities and the capacity building processes. The aim was to evaluate the following major themes, like; underlying factors in the challenges of service delivery, the sustainability of high performing NGOs' operations than low performing NGOs' activities and the challenge of sustainability confronted by the studied organizations.

6.2 Service Delivery:

i. Identifying Beneficiaries: Respondents expressed their unhappiness towards the way beneficiaries are selected. According to them in most of the times the studied NGO contact one person in the village, and that person prepares the list, or they asked details from the local government servants to prepare the list. Respondents have suggested is to blend all these systems together. Respondents want NGOs to select their beneficiaries in a forum which is represented by all three parties, local government servants, Panchayati Raj Institutions (local Self-Government Institution) Members and villagers themselves. Respondents had following to say,

“NGOs first contact a person with whom they have acquaintance, and then this person determines which the families more suitable to receive the grants are. With this system there is always a likelihood of biasness. He selects people who are known to him” (FGD)

“Government servants too can be bias at times, best is to have both our and their ideas when selecting families for projects.” (FGD)

Further they highlighted the importance of both pre and post inspection in terms of projects. The respondents believe that the sustainability of some projects (credit & subsidy) will be negatively affected as a result of less pre as well as post inspections. Furthermore, the respondents highlighted the importance of informing the community about their responsibilities in keeping these funds revolving so that they can keep borrowing from those projects. Respondents explained following views,

“It is important that they give loans to right people because if people start not to pay loans all of us will be badly affected. Some take loans for pure consumption, and then obviously can't pay the loan back” (FGD)

“Some people take everything as grants, so it is important to inform people about their responsibility in managing the fund. They need to be told that there is only limited amount of money if you keep taking money out and if you don't put money back, soon money will be over, this need to be communicated”(FGD)

Responses from multiple stakeholders too highlight the importance of relying on

multiple sources rather than selecting beneficiaries on a single source, which might lead into comparatively greater bias.

ii. Kinds of services provided: Majority of the beneficiaries interviewed highlight the importance of carrying out the right projects in the right village rather than carrying out any project in any village. According to them they were never consulted before implementation of the project. Therefore respondents note that some non-critical needs were addressed when there were other burning issues. Since resources are limitedly available prioritizing might hold the key in achieving effectiveness. Two respondents elaborated their views about DBC as follows,

“They build sanitary facilities in our village but most of our households already have manageable sanitary facilities. We are not saying they are perfect but they do a good job, and our local health officers are satisfied, but we had a major problem about our water tank, we find it very difficult to do our agriculture without its proper functioning” (FGD)

“NEADS did a programme on our rights; we have enough rights in our country. I mean at the moment we have bigger problems like selling our crops. It would have been better if they can help us form a “cooperative” by giving us some resources”. (FGD)

iii. Participative Planning: We can argue that participation in NGO-led service is a constraint at some stages in the service delivery chain especially at decision-making level. If the beneficiaries are not involved at the stage of decision making then policies passed may not be in their (beneficiaries) favour and therefore, the poor shun participating in NGO activities if decision making is left to representatives only without hearing the voice of the majority beneficiaries.

This research also has found out that projects implemented by studied NGOs are a replica of the donors’ policy objectives and programs. More often than not, these projects do not involve the primary beneficiaries in their design but tend to seek the involvement of the primary target including the local leadership at the time of implementing the project.

This research further found out that because of power imbalance caused by the financial muscle of the donor, the studied NGOs are unlikely to implement the agenda of the target beneficiaries. Project ownership is affected by how the projects were designed and introduced in the community by the studied NGOs with little involvement of the primary actors and more so, the local leaders. It emerged that often a time, the projects were only introduced to the community at the time of implementation, with little involvement of

the community members and the leadership. It was found out that the leaders have little control of the projects and where they are implemented. For this reason, the leadership didn't bother to follow up on the projects, and at the same time, the community felt that it is the role of the donors and the studied NGOs to regularly be there to follow up 'their' projects. This finding raises relevancy questions of projects implemented in communities and whether these projects address real community needs. The fact that the NGOs have accustomed communities to participation incentives like money, it is likely that communities will participate for money and not the results the projects are designed to achieve.

iv. The Service Delivery Team: The majority of employees, project managers and volunteers were of the opinion that operations of service delivery teams were not up to standard. Even members of NGOs like, BRO, RGVN and NEADS who were interviewed indicated that they were not happy with the work of other members. This on its own was an indication that NGO development team members were not actively involved in the management of NGO affairs; and if they were involved, their contributions were minimal. The majority of employees (85%) across NGOs groups (High Performing and Low Performing) indicated that they were not happy with the operations of their teams. One of the employees of SDCCC working in AACP project noted that his project team members were seen only when there was an important occasion in the NGO like agricultural tool distribution day; otherwise they were never seen in the NGO office.

This is an indication that non-governmental development teams were not actively involved in project activities on issues related to the welfare of the community. Collaboration and partnership was totally absent in the NGOs yet this was necessary to improve health, education, fighting against HIV and AIDS and welfare conditions for the community. In the studied NGOs, mostly in low performing NGOs, there were no blue prints for collaborative success, but there were some recipes for failure, such as participation of communities on the part of project teams, who are just selected for the sake of satisfying NGOs policies and statutory instruments relating to the involvement of local communities in the NGO development and service delivery. In response to questions that sought to establish whether the communities took an active role in their NGOs, one of the community volunteers remarked that, to achieve quality on the NGOs programmes there was need for strong partnership between communities and employees which was totally lacking in the NGOs covered in the study.

The major challenge highlighted by employees, managers and volunteers was the need for capacity building for members who did not know their roles in the service execution.

One of the project managers of RGVN gave an account of their service delivery team:

“We faced challenges with regard to operations of service execution. The role of members of project teams revolved around their composition, powers, duties and responsibilities particularly around the management of finances”.

v. Infrastructure Availability and Record Keeping: Most of the studied NGOs lacked current gadgets and equipment such as computers. The interviews conducted with the employees established that most of them were not computer literate. The information provided through observations consistently suggested specifically in SSA, SDCCC and TDMS that low achievement or poor quality of community service delivery was wide spread in their intervention areas due to critical shortages of current working conditions. This study also established that service delivery to the community was further constrained by the lack of other resource materials other than stationary. The ability of NGOs for example to improve service delivery within the rural communities can depend significantly on the availability of resources, such as adequate physical resources, learning facilities, equipment. The current study also established a critical shortage of essential materials in rural areas. Alan (115-126) noted that adequate physical resources, learning facilities, equipment and effective supervision were seen as a precondition for the provision of quality service delivery.

From the examination of the state of record keeping in the NGOs, the study established that record keeping was not properly done. The record books referred to include attendance registers, inventory of stock records, training plan and financial records and other related books. Not only that but also in low performing NGOs like, SSA and TDMS no working plan was found, training plan, fundraising plan or annual report. Under such working conditions there was no way quality service delivery and sustainability could be guaranteed. In TDMS, the absence of the training plan for employees was an indication that most of the employees did not receive training for a quiet long time.

It is found that the some of the studied NGOs did not have records such as asset registers. Head employees' records and performance records are crucial documents since they show the supervision programme and how employees are performing. The absence of such records was an indication that there was a total lack of supervision.

vi. Gender Imbalance: The majority of employees in the NGOs studied are male.

There is a large gender gap with low ratio of female to male employees. Gender inequalities characterized by the dominant male and subordinate female relationships is prevalent in the studied NGOs. Gender challenges still dominate in the NGOs studied except RGVN, TDMS and SSA.

The research reveals that lesser number of women did not hamper the NGOs dealing with women issues. Wherever possible the NGOs saw to that women employees dealt with specific women issues if situation demands. Therefore, gender imbalance could be not be leveled as impediment in delivering services.

vii. Educational Qualification among Employees and service delivery quality:

Majority of employees attained “10+” level or less, and not holders of any professional qualification. Majority of the project managers were degree holders.

Among the employees who participated in interviews, only a small number were temporary employees with “10+” level or “10+2” level qualifications. Notable improvements were evident in employees’ qualifications especially in the High Performing NGOs. The study found out that the level of education among employees and managers of the High performing NGOs was reasonably higher compared to the Low Performing NGOs. Majority of the employees of the High Performing NGOs were graduates. This was a key enabling factor in improving the sustainability in service delivery of these NGO. This is supported by Merriam (19-32) and Alan (09-18), who noted that qualified employees are critical to any reforms designed to improve the quality of service delivery.

viii. Employees’ Experience and Service Delivery: In response to the question that sought to establish the number of years of experience for the project managers and employees, it was assumed that experienced employees are likely to be more effective in their work. As they work, they use their experiences to solve some of the challenges they encounter in their duties. Majority of project managers and employees had 1-5 years of experience in case of SSA, SDCCC and TDMS. What is of significance was that, for the project managers and employees, of BRO, RGVN, CRD, NEADS, DBC and SKD were well experienced members of staff with 5 years up to 15 years of experience. This is in line with Alan (11-13), who noted that experienced workers are more effective in their work place. This was an indication that these employees were dedicated to their work.

ix. Comparison of Services between High Performing and Low Performing NGOs studied: During the observation period it was seen that in NGOs like SSA, TDMS and

SDCCC employees were involved in jobs other than their project work and not related to their scheduled duties during working hours. Findings from observations, interviews and empirical study show that BRO, RGVN, DBC, NEADS, CRD and SKD operations are sustainable because these NGOs and its branches are managed by experienced and trained managers, which is not the case with other NGOs like, SSA, SDCCC and TDMS. Not only that but, NGOs like BRO, RGVN, DBC etc.do not face problems of poor leadership, deliberate planning, lack of funding plan, inequitable distribution of capable human resources or lack of trained personnel. One of the project managers of BRO highlighted that they attributed their success to proper management of the NGO and their community and timely monitoring and evaluation of the NGO's work. He also spoke of their ability to mitigate the impact of service delivery complication which he said was owed to the competence of their staff. As stated bellow, one of the project managers involved in HIV AIDS project of DBC proudly gave an account of their management conditions:

"...to be honest our statistics are a lot better than the other NGOs. I have always urged my staff, never to like filling those referral forms. I tell them every time that we should try our best level to deal with all cases we come across within the NGO rather than transfer them to other hospitals".

He went on to give the reasons for not encountering sustainability challenges.

"...Any manager who does not know how to mobilize his subordinates is like the coach of a football team that would sit in the stands instead of standing behind the bench of his players. It is providing training and motivation that managers can help their subordinates to be more productive, to achieve their goals and work in harmony".

"...In my view, what matters is the motivation of employees and creating a good working environment. We must pay our people, taking into account the work they do, offer them job security and ensure good relations between all managers and subordinates. We should also reward employees for their efforts and show them that we appreciate them when they are doing well their job".

A project manager of NEADS was asked to explain the secret of sustainability of his NGO, and he said:

"...We live in a society where information is very important. Therefore, all employees should have access to training and systems that provide the data necessary for them to be able to make good decisions. I think it is important to plan well for the future of the NGO, to evaluate different options and choose the most effective without having any

unnecessary information as option”.

The statement itself answers why high performing NGOs’ operations are sustainable while other such NGO’s activities are not sustainable.

x. Availability of Information and Resources: At best, the availability of appropriate information is a necessary condition for improving the sustainability of NGOs. The in-depth analysis of data established that the challenge of sustainability in the operations of NGOs continue to mount due to a number of factors which among others were the lack of resources such as qualified personnel, stationary, equipment and the poor and dilapidated state of the workplaces of the NGOs covered by the study, especially in the low performing NGOs. Adequate physical resources including infrastructure, learning facilities, equipment and sound management practices were seen to be affecting the provision of sustainable service outcomes of studied NGOs.

The information provided by the data sources including the observation, consistently suggested that non-sustainability of non-profit organizations was widespread as a result of the total absence of resources necessary for the provision of a quality substance or product.

“...In a situation where more than 4 employees share one office, sustainability of NGO and quality service delivery could not be guaranteed at all. Some of these organizations were NGOs by name. They are still registered, but if you go to most of the offices you will find just a few people and quite a number of them do not even have a programme officer or any programme that they are working on” said one of the volunteers of SKD.

xi. Employee Dissatisfaction: There was high level of dissatisfaction among employees in the whole branches of TDMS and SSA. Dissatisfied employees indicated that they could not afford to send their children to better schools like the private schools due to their poor salary conditions. This may be one of the reasons of high attrition rate among the employees of these NGOs. This is important to mention that this is not the only reason of dissatisfaction among employees.

xii. Role Ambiguity: NGOs pretend to provide counseling, training, legal assistance, research and rehabilitation as stated in profile or areas covered by them while the studied NGOs, like SDCCC, SSA and TDMS do not have any specialized personnel to respond to the above named areas.

xiii. Identifying Beneficiaries: Respondents expressed their unhappiness towards the way beneficiaries are selected. According to them in most of the times the studied NGO contact one person in the village, and that person prepares the list, or they asked details from the local government servants to prepare the list. Respondents have suggested is to

blend all these systems together. Respondents want NGOs to select their beneficiaries in a forum which is represented by all three parties, local government servants, Panchayati Raj Institutions (local Self-Government Institution) Members and villagers themselves. Respondents had following to say,

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Responses from multiple stakeholders too highlight the importance of relying on multiple sources rather than selecting beneficiaries on a single source, which might lead into comparatively greater bias.

xiv. Participative Planning: We can argue that participation in NGO-led service is a constraint at some stages in the service delivery chain especially at decision-making level. If the beneficiaries are not involved at the stage of decision making then policies passed may not be in their (beneficiaries) favour and therefore, the poor shun participating in NGO activities if decision making is left to representatives only without hearing the voice of the majority beneficiaries.

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This research further found out that because of power imbalance caused by the financial muscle of the donor, the studied NGOs are unlikely to implement the agenda of the target beneficiaries. Project ownership is affected by how the projects were designed and introduced in the community by the studied NGOs with little involvement of the primary actors and more so, the local leaders. It emerged that often, the projects were only introduced to the community at the time of implementation, with little involvement of the community members and the leadership. It was found out that the leaders have little control of the projects and where they are implemented. For this reason, the leadership didn't bother to follow up on the projects, and at the same time, the community felt that it is the role of the donors and the studied NGOs to regularly be there to follow up 'their' projects. This finding raises relevancy questions of projects implemented in communities and whether these projects address real community needs. The fact that the NGOs have accustomed communities to participation incentives like money, it is likely that communities will participate for money and not the results the projects are designed to achieve.

xv. HR competitiveness: Under this section, we examine how NGO set up has become a constraining factor in the delivery of services to the poor. Our findings are based on the verbatim comments from the respondents and the literature review. The studied NGOs seem to be perfect in everything that they do without taking cognizance of other intervening factors like climate, location and government policy on service delivery. NGOs have entered a grey area of recognition and visibility; they compete for space and end up wasting money on non-deliverables,

"The practice has seen a lot of signposts littering villages with names of NGOs operating in the area" (FGD).

Key informant interviews with BDOs in the project area concurred with FGD findings,

"You find a sign post with NGO X, another one with Y, Z, a lot of money is spent on posters, all in the name of service delivery, but the actual deliverables is pea nut".

This visibility syndrome has posed a great challenge to the NGOs.

While taking on the new concept of basket funding, our finding was that, studied NGOs have joined the system without taking proper analysis of their strengths and comparative advantages in terms of staff, space and capacity to delivery of services.

"..we are faced with a big problem of our staff running from one organization to another, however much we tried to make staff sign contracts but we have no control over

staff turnover”(Project Coordinator of CRD Interview, August 2012).

Analysis of the SDCCC reports showed how they have been facing problems due to the shortage of staff. To the “small organizations” operating in only one district, were feared to be swallowed by the bigger organizations who hire competent staff for higher salary.

Professionalization of NGOs also was reported as a challenge faced by NGOs in service delivery. As NGOs expand their services to the grass root poor beneficiaries the elite staff shun working in ‘hard to reach’ and ‘hard to survive areas’, the elite prefer to work in urban areas where they can access other services like internet. The professionals even shun working for local NGOs and prefer ‘big organizations’.

“the professionals come and go, so we depend on the strength of our members and the volunteers that we trained, however, technical knowledge can only be handled by subject specialists” (Director, SKD Interview, August 2012)

The respondents suggested that the money spent on NGO administration is a waste of resources. They specifically mention the high valued vehicles used by executives of these NGOs. Furthermore, they were in the idea that grass root level NGO employees who really work in the field are not properly paid compared to their high level executives who according to the respondents’ views do not do any work rather than having a visit once every few months. Followings were some respondent views,

“High level managers of NGOs come to the village in very expensive vehicles, and that kind of money can change lives of several families altogether” (FGD)

“People who work for NGOs at village level are not paid well, that’s why it seems they lose their interest in work. They are the ones who can really help us. So we suggest if they can be paid better they will do their job better.”(FGD)

Furthermore some cast their doubts on the transparency of NGOs. Respondents say they are never informed how much money they have for a given project. While appreciating the work done, respondents would really like to see more transparency from these NGOs. Respondents had following views,

“I don’t think they spend all the money they get for the projects. Of course we can’t question them then we will lose even what we are getting right now, but most of us are doubtful whether they are really spending everything on the project” (FGD)

“If you ask me a number I say around 50% to 60%, remaining I think it goes somewhere else we don’t know for sure but you know there are rumors like that.”(FGD)

Another complaint made was that NGOs lose their interests in ongoing projects. They start projects well with much enthusiasm but after some time they lose the interest and

they start to move into new projects by abandoning the current projects. Respondents see this as a waste of much valuable resources. Two respondents elaborated on their points as follows,

“At the beginning of the project everything moved very nice bit after while we start to notice the NGO involvement is reducing and then the project collapses.”(FGD)

“It is important to keep running the project at least for some time so that people can see results; as a result of uncompleted projects we see a large waste of resources. Under some projects we clearly see this wastage” (FGD)

xvi. Lack of Ownership: Interviews with the TDMS staff revealed that the communities do not own the projects that they implement, unless there is money they do not want to participate. Projects seem to have created the impression that nothing can work without money. Some local leaders who were interviewed complained that people no longer attend their meetings because they don't have allowances. As a result of this, some of the leaders and community members don't want to attend project meetings and activities, and this was affecting the ownership of the projects and the work of local leaders. It also emerged from interviews with NGOs staff that projects often undermine what people know and they participate for formality reasons not because they believe in the project. Interviews with volunteer members, project beneficiaries and some of the leaders indicated that donors and NGOs should regularly follow up 'their' projects or else they collapse. Whereas this was a genuine demand for regular follow up, it was observed in this research that the community seemed to separate themselves from the project by calling them 'their' projects, and for sure that was likely to affect their sustainability in the absence of the donor. A similar sentiment was echoed by one employee of SDCCC as he said:

“...Projects implemented by NGOs are a replica of the “donors” policy objectives and programmes. More often than not, these projects do not involve the primary beneficiaries in their design, but tend to seek the involvement of the primary target including the local leadership at the time of implementing the project”.

According to the sentiments from employees, organisations are becoming more networked, which is weakening traditional management hierarchies and potentially opening up new capacity for continual learning, innovation, and adaptation. Not only that but also, the dysfunctions of the traditional management, keep organisations in perpetual fire-fighting mode, with little time or energy for innovation. Since employees and managers of the studied NGOs were isolated, working in poorly supported NGOs with

resource constrains, the motivation and incentives to become proactive participatory managers were severely limited. Most of the project managers of the low performing NGOs, in response to the question on whether they had received any professional development course, reported that they had not received any professional development orientation that was linked to NGO sustainability and building a shared vision. This chaos also undermines the building of value-based management cultures and opens the door for opportunistic grabs for individual power and wealth.

Although there were wide variations in the level of impact of particular factors on quality service provision, in general, quality social service is a difficult phenomenon to achieve in NGOs. Also associated with the non-availability of resources were the attendance patterns of the study sample, which demonstrated that a significant number of stakeholders particularly at the branches did not attend their NGO duties regularly. However, in summary the general trend on the findings of the study, is that most participants added the lack of resources to their quality indicators. Qualitative and quantitative data collected in the field sessions indicated that not all is well in the non-governmental organizations system. The nature of non-profit system is such that there is rarely one cause for a particular problem. Multiple factor causation is the rule and not the exception. NGO planners need to think carefully about the strategies that can be put in place to improve the service delivery sustainability of NGOs.

6.3 The mechanisms or policies for sustainability used by High Performing NGOs:

The study on challenges of sustainability of studied NGOs social activities provision is a crucial factor. Contrary to the NGOs like SSA, SDCCC and TDMS where the supervision of employees was ineffective, BRO, RGVN, CRD, SKD, DBC and NEADS being experienced, the supervision of employees were always present. Due to their strict supervision and guidance the services delivered are result oriented.

NGOs like BRO, RGVN and NEADS etc. do not experience any critical shortage of funds because these NGOs do not depend solely on a single donor. The study established that high performing NGOs do not depend only on state support. NGOs like BRO, RGVN, SKD, CRD, DBC and NEADS ensured that their personnel frequently receive in-house training, attend workshops. Asked on the mechanisms or policies for sustainability used by a high performing NGO such as BRO, the project manager of the NABARD sponsored low cost housing explained:

Our programs link communities to local government through development forums. Through the forums, communities discuss their development priorities directly with local government administrations and all parties identify and implement social development projects. These and

other mechanisms or policies used and implemented by BRO make the NGO to be sustainable. For this reason, we continue with our adaptation and growth in a changing business environment depending on “institutional learning”, which is the process whereby leaders and management teams change their shared mental models of the company, their markets and their competitors. For this reason also, I “think of planning as learning and of corporate planning as institutional learning and authentic listening”.

As stated by Chipanapah (26-33), “Authentic listening is about being generous – listening with a giving attitude that seeks to bring forth the contributions in someone, versus listening with limiting assessments, opinions and judgments”. Therefore, good leadership in the NGOs is about transforming feelings, attitudes and beliefs of employees and stakeholders as well as providing a conducive environment to improve the culture and practice of the NGOs.

In fact, NGOs who face challenges of sustainability in their service delivery process were lacking in planning of their work, fundraising plan and many other administrative tools. The process involving sustainability in service delivery requires good leadership, monitoring and evaluation of activities; training of employees etc.

In summary, negative perceptions exist about the image and efficacy of the studied NGOs. NGOs have to work very hard to improve their capacities, image and performance. If people are convinced that NGOs are performing and they are effective than the regular public sector agencies in delivering services they will support NGOs in their capacity development interventions for better service delivery.

The study presents below a discussion that sought to examine the social and economic effects of projects implemented by the studied NGOs. Here the study envisioned to examine both positive and negative impacts of projects on their target segments.

6.4 Impact of Service Delivery:

i. Improvement in production, Food Security and household incomes of project beneficiaries: This study found out that projects related to agriculture implemented by NGOs like RGVN, NEADS, CRD, SDCCC and BRO to some extent had impacted on the agricultural production on some of their beneficiaries. The production impact was found in isolated households, and groups and the effect hardly spread to the neighboring non-group members.

This study also observed elements of success occurred where there was good leadership and individual-household ownership of given projects. To a large extent, members of beneficiary groups participating in the projects had been directly affected on their household basic needs such as improving on their nutrition and food security.

The implementing NGOs said that the projects had not impacted much on production even though the organizations had provided exotic breeds of goats and pigs that many members said had died because they couldn't adapt to the local climate, and farmers failed to manage them as they were not provided training in rearing and maintaining.

Literature from internal research studies conducted by the NGOs like RGVN, SKD and NEADS showed that, some household members that had participated in the projects had planted kitchen gardens from which they said that they collected vegetables to supplement their meals. According to an impact study conducted by NEADS, on the group formation, the number of families having 3 meals a day increased by 16% (61.2-82%) between 2001 and 2009. In case of RGVN and SKD no such data was found.

In case of System of Rice Intensification (SRI) programme, interviews with the staff and beneficiaries of RGVN, NEADS, CRD, SSA and SDCCC revealed that incomes of farmers had increased at the primary targets level, although this study could not establish comparative figures.

The NEADS impact study also established that because of the increased savings at the Microfinance Associations, more than 80% of the microfinance members, mostly women had access to credit. More than 40% of those who borrowed from the microfinance used the money to finance education of their children. We found that number of beneficiaries of the projects was accessing medical services due to increase in their household incomes. Before the members joined the microfinance project, affordability of medical services was rated at 28.5% and by 2009; this had increased to 57.1 %.

Although the studies by NGOs like BRO, NEADS, RGVN, CRD and DBC paint a picture of project success, some of the donors interviewed in this investigation expressed doubt about the impact of their projects, especially projects that aimed at improving economic livelihoods of their targets in exception of the project that directly targeted the very poor category. One of the donors and the studied NGOs' staff said that the project targeted *very poor* was most successful. Although the *very Poor* project had at the time of this data collection targeted very few beneficiaries, it was considered by both donors and case study NGOs staff as very successful compared to other projects, despite the fact that other projects targeted more beneficiaries. SDCCC staff said, "This was because the project directly targeted the very poor households and its impact is visible as the grants provided to them had been used to start small business in addition to meeting their basic needs such as shelter, and acquisition of utensils and had increased their access to meals". Two of the major, big, and long serving donors to NGOs like, NEADS, CRD, RGVN and DBC

expressed optimism about the impact of their economic projects. One of the donors interviewed said, “The projects in the area of gender justice and food security seem to be very successful; the economic empowerment including microfinance is mixed”.

ii. Created Employment and increased access to social services: Donor aided projects implemented by the studied NGOs had widely created employment opportunities to farmers. Improvement of incomes and employment was also found at group level, especially to members of beneficiary groups. We came across evidence to show that incomes of members of farmers’ groups had improved and that they had used these incomes to provide for their social needs at the household level. Literature and interviews with direct beneficiaries such as those in the microfinance program, sounded excited about the changes that had occurred in their lives. The improvement in beneficiary incomes enabled members, especially women to acquire valuable assets like land, and in some areas some of the members had constructed commercial buildings. This was also eluded by the local leaderships in the intervening areas of the NGOs like BRO, RGVN, NEADS, DBC, CRD, SDCCC, SSA and TDMS.

Economic related projects had indeed increased loans access to the rural farmers located in hard to reach areas. An impact study conducted by the NEADS in 2009 on group centered approach found out that, “62.2% of the farmers in the groups had built houses, 35.4% had bought land, 17.1% started rearing livestock, 62.9% had spent their income on the education of their children and 14.6 had increased their livestock and some of the farmers interviewed in the impact study sought that they now have a choice, either to go to a government hospital or a private health care facility for treatment.

Therefore, it could be argued that amidst the minimalist role of the state in the provision of social services, the NGOs studied, with the support of donors has to a certain extent managed to facilitate the poor communities to provide for their own social and economic welfare needs.

On the one hand, it was observed that the effects of donor aided projects through the NGOs studied; especially economic projects implemented by them hardly affected the community members outside groups. Non-group members interviewed sounded resigned about the activities of the groups and demand for the NGOs to come to their rescue. On several occasions, while interacting with non-group members that lived in the neighborhoods of group members, their poverty situation appeared to be rather appalling.

iii. Raised awareness, and developed grassroots skills through training and exposure:

a. Raised Awareness: Group members, community leaders and members interviewed strongly felt that donor aided projects had accelerated awareness among community members on; the savings culture, need for education, production and human rights, especially women and children's rights. The local leaders interviewed in the districts covered by the NGOs testified about the increased awareness especially about women and children's rights among community members. The leaders specifically pointed to reduced domestic violence, and the growing proactive response of women in reporting domestic violence related cases to local courts for redress. Parents now know the importance of taking their children to school especially the girl child.

b. Developed Grassroots Skills: Interviews with the stakeholders like, chief functionaries, project coordinators, staff and beneficiaries revealed that it valued the skills and exposure that come with donor-aided projects and that the projects had significantly contributed to the development of human resources within communities. These skills were spread over different categories of beneficiaries, namely; workers of groups, group members, community process facilitators, the NGOs' staff and local leaders. Some of the group members interviewed said that they had gained new skills in animal rearing practices and kitchen gardening. This study found out a wide array of individuals, and most dominant of these were the group of Community Process Facilitators who have multiple problem solving skills developed as a result of direct involvement in the implementation of donor-aided projects.

It can be concluded that projects implemented by the studied NGOs contributed to the creation of human resources at the grassroots level. Therefore skills development could be considered as one of the most indelible mark on beneficiary communities as a result of donor aided projects implemented by these NGOs.

iv. Harnessed social networks and expanded beneficiary horizons: This study found out that even though, social networks existed before projects were introduced by the studied NGOs; still these projects increased their cohesion by attracting members to come together into groups. It was revealed by staff that, community members have accelerated their connectivity and this has increased the opportunity for them to address other community problems beyond their group. In a study conducted by DBC, it found out that 38% of the members that joined the microfinance groups, wanted to share ideas with other community members. The NGOs staff interviewed in this study said that members of groups had started to address problems beyond those at their groups and households

but also those problems that generally affected their community including gender based violence, where members benefited from peer counseling.

v. Reduced domestic violence and Improved gender relations: It also emerged from that, implemented projects have facilitated the improvement in domestic relations. Gender specific trainings by the NGO projects positively affected 20% of the male perceptions about gender roles in most agricultural groups. This has resulted in role distribution at household level where cash crops and food crops are now managed by both men and women.

Interviews with some of the local community leaders, like village headmen in project areas revealed that some of the projects have significantly improved gender relations especially at the household level. This was attributed to the sensitization efforts by gender rights projects implemented by the NGOs like SKD, NEADS, TDMS, SSA and DBC.

vi. Created dependency: Donors, local leaders and NGOs staff interviewed agrees that projects and handouts given to groups are responsible for creating dependency especially among the community and project beneficiaries. It was also found out that community members through the groups that are created for funding purposes tell lies for the sake of getting donations. A member of staff of the BRO sounded frustrated when she said, “some of the groups we have funded and we think have progressed well, but they will always find a reason to come back with a new proposal asking for more money”. One of the donors interviewed said that, “too much handouts to Middle Level Farmers groups create expectations and give false impression to the farmers that without handouts they cannot improve their farms”.

It was further revealed that dependency had taken away the inner motivation by community members to do things by themselves but wait for donations. This concern was shared across NGO members, the donors and the local leaders. It was observed that communities are obsessed by the need to consume more donor resources. As one of the project managers of BRO said, “People are losing their culture of self-dependence and are now more dependent on the outside to solve their problems”

6.5 The NGO compromised: It has been argued that donors get the front seat as compared to the communities that are targeted by NGOs. One of the senior Advisors from SKD said “the NGOs are constantly working for someone else’s agenda. Most of the time they serve the interest of the donor, how you will account, how will you report and how you could please the donor; at the end they lose capacity to think about what they are doing. For some NGOs working for donors, they cannot even step aside and see what is

good for people of the operational area. They are concerned about keeping their jobs to meet their immediate needs and are not able to challenge the donors and end up reducing the chances for change.” The situation could be worsened further by the NGOs’ drive to survive other than resolving problems in the community, just like one of the CRD senior staff said, “we hang on to bad donors because we need the money to survive, even when we know things are very difficult but because we must keep afloat, we accept bad donors”.

6.6 Funding Expectations and Deception: Interviews with project beneficiaries revealed that, the NGOs studied and other NGOs alike were found to be responsible for raising community funding expectations by promising farm inputs, and funding activities of community groups. In most cases, this was not available to all the groups that asked for it whence affecting their morale to volunteer in community projects. These organizations deliberately embarked on a campaign to form groups both in the area of microfinance and agricultural production. Documentation review and interviews with the SDCCC staff revealed that, SDCCC initiated sensitization activities that resulted in the creation of many groups including microfinance groups. This study found out that, most groups were formed as a result of the community’s excitement to get external support on the basis of what they were told by the case study organization. It however emerged that, only a few of these groups that were formed after the sensitization were functional as many had fallen out because their funding expectations were either not met or had misused funds given to them by the case study Organization.

6.7 Project, Work Load, and Activity Fatigue: NGOs spend much of the time on interacting with external donor agencies more often simply doing routine business of reporting to donors, servicing donor consultants and keeping things normal.

Some of the respondents interviewed, especially Community Process Facilitators and some of the community members said that, the NGOs had provided many trainings to its target groups, but many of these trainings are short lived before the cycle is complete. Some of the CPFs said that they are involved in too many activities and they have less time for their homes. Some of the beneficiaries and members of the group said that they spend a lot of time in-group meetings and less time at home.

At the NGOs level, the staff pointed to activity stress and too many reports to write to different Donors. It clearly emerged that, the organization is a classic example of donor fatigue, and was no doubt associated with activity and accountability stress for the workers. While analyzing the effects of fragmented aid, Stephen Knack noted that,

fragmented aid implies higher transaction costs as the number of donor mission and required reports to donors increase along with greater diversity in donor rules and procedures for managing projects and programs. There is no doubt that this situation directly applies to the case study NGOs that had too many donors and each with different rules and accountability procedures. A senior officer of the SKD said, that “..... in fact, the finance department has suffered from frequent staff turnover, partly because of a heavy workload and the difficulty to deal with different accounting requirements for all these donors”.

The general consensus among community members and some of the studied NGOs’ staff was that, the project approach by the donors was a big problem and hardly provided room to reflect and adjust. The community members argued against the segmented nature of the projects implemented by the NGOs studied, and criticized the fact that most of the projects were isolated from each other and they argued for holistic development (development in the whole and not in parts).

6.8 Undermined Local Leadership: Interviews with the local leadership at the lower local governments, especially the Gaon Panchayat (Local self-government machinery) members revealed that all the NGOs studied went directly to the communities without informing the Panchayat Office. Accordingly, most of the local leaders interviewed at this level felt that other than being involved in the mobilization for some of the activities, they are often left out in the planning and implementation of activities and this was making it difficult for them to follow up on the projects. It was further observed that, in many cases, some of the projects collapsed or had problems and the lower local government was not interested in intervening because they felt it was not their responsibility even when they had the capacity to do so.

Most of the lower local government leaders especially ward members, interviewed said that they had not revealed any official documentation of the work being done by the NGOs. The interpretation of this is that, projects have created the mentality that NGOs can do without government. The president of Saraguri sapor GP under Disangmukh Development Block said, “The NGOs like NEADS do not share their reports with us, we just hear but sometimes we do not know where to start to intervene in the case of a problem. For this reason, there is a lot of project duplication by government because we do not have information about projects of most of these NGOs”.

It could be concluded that, even though the studied NGOs staff argued that the NGO projects complemented government plans, the NGO’s implementation design, apart from

involving the leaders in mobilization activities, ignored and isolated the structures of government and the organizations do not for example involve them in the planning let alone provide them with project working documents.

6.9 Sustainability of donor aided projects: This section attempts to answer to examine the long-term sustainability elements of donor aided projects through case study organizations.

i. Project Ownership: Interviews with project beneficiaries expressed and exhibited more ownership with economic related projects such as financial grants, loans and agriculture projects because of their immediate benefits unlike socially inclined projects like gender justice, child education, right based approach etc.

ii. Community Involvement: This study found out that, project ownership is affected by how the projects were designed and introduced in the community by all the studied NGOs with little involvement of the primary actors and more so, the local leaders. It emerged that often, the projects were only introduced to the community at the time of implementation, with little involvement of the community members and the leadership. It was found out that the leaders have little control over the projects and where they are implemented. For this reason, the leadership did not bother to follow up the projects, and at the same time, the community felt that it is the role of the donors and the case study NGO to regularly be there to follow up ‘their’ projects. This finding raises relevancy questions of projects implemented in communities and whether these projects address real community needs.

iii. Creation of Community Based Structures: It was found out that, the studied NGOs viewed community involvement and enhancing sustainability of donor aided projects through the creation of structures. For this reason, in either case, the studied NGOs like BRO, RGVN, CRD, SKD, NEADS, DBC, SDCCC and TDMS created or chose to work with community-based structures and as a result, a string of organizations were formed with the these NGOs ‘ financial support. This study also found out that most of the structures, some of which became Community Based Organizations and groups, increasingly became dependent on these NGOs for financing and where projects ceased, a number of them collapsed.

It emerges that nearly all the case study NGOs’ projects have been implemented through groups both existing and new ones were created to serve that purpose. Interviews with some of the leaders in the districts where interviews were conducted, perceived these structures as ‘NGOs structures’. Both the community and the local leaders interviewed

demanded that the donors and NGOs should regularly monitor “their” projects. Whereas this might appear a genuine demand on the part of the local leaders, it is clear in the language used by the local leaders that these structures and projects are viewed as belonging to NGOs, partly due to the way they were designed and implemented in the communities. Without a clear role for the local leaders in these projects, it is unlikely that the local governments, like Panchayati Raj Institutes (PRI) will follow through some of the structures and some of the project activities when the donor funds finally run out.

On the one hand, it has been found out that these studied NGOs are largely donor dependent and so were many of the structures created by it and therefore questioning the future for most of these structures and their associated projects, without donor funding; the sustainability approach of focusing on such structures is unviable.

6.10 Financial sustainability: The sustainability element that NGOs were aware of and planned for was on the finances. Reviewed literature at the case study organizations showed that most of the organizations studied are more than 90% dependent on donations. Reviewed literature revealed that incomes earned from service fees and consultancies helped the organization to pay for running expenses. This would mean that if the NGOs have to raise its own money it will have to consider investing in tenable and viable businesses that are not tied to donations.

In the final analysis, all these NGOs’ strategies for financial sustainability of the projects are weak given that much effort is on raising donor funds. It is unlikely that the livelihood project is a reliable avenue for investment and raising funds, unless many of these have outgrown the donor mentality. Interviews with some of the donors revealed that they were pessimistic about the continuity of projects when they pull out. Some said that most projects would fail without their support and this will no doubt wash away the results of their work.

6.11 Constraints in the implementation of donor aided projects:

This section tries to examine the constraints encountered by the studied NGOs in implementing donor aided projects at grassroots level.

i. Sector based approach: NGOs like RGVN, NEADS, and CRD are emerging out of the sector based approach to development. According to some of the leaders interviewed, this approach failed to address some of the development problems from a holistic perspective. The block development officer of Bhogamukh Development Block of Jorhat, for example said that, “if they are supporting income generation activities of Self Help Groups, the NGO should also address food security issues that will feed each other for

projects to be successful”. This was also re-echoed by the NGO advisor of CRD who said, “The sector-based approach is the western way of doing things and yet we think holistically”. This argument implies that however good the projects are, they tackle the problem partially and are unlikely to impact on their beneficiaries because of how problems are defined and interventions designed.

ii. Community, donor and political pressures: This study found out that, donor aided project suffered from both internal and external pressures from local politicians and donors. Interviews revealed that leaders in Jorhat district put a lot of pressure on NEADS to implement projects in their home district. The Humanitarian Assistance to the flood Affected People of Assam program was said to be one of those programs that suffered political and community pressure to be implemented in Jorhat district after the NEADS had implemented the program in Tinsukia district for some years though this study found that it had the low performance compared to Tinsukia. The low performance in Jorhat was related to the fact that the case study organization hurriedly implemented the program in Jorhat following the same approach that was used in Tinsukia. The same stories were repeated in other NGOs too. In addition, it was also revealed by one of the project managers of CRD that the donors preferred and argued that NGOs work near home to lower its running costs.

iii. Project activities spread thinly: Interviews with project beneficiaries revealed that the studied NGOs had in most cases failed to follow up on the projects that were being implemented. It was also noted that projects by all the studied NGOs are spread across the districts of Assam, and with a lean staff, it is not possible for the staff to regularly monitor these projects and provide regular mentoring support. Documents reviewed showed that the studied NGOs, like BRO, RGVN, CRD, NEADS, SKD, DBC has over the years received quite a significant amount of donor financing and this could be partly responsible for spreading so thinly and this was likely to have long term effects, as resources end up scattered and not concentrated in a given area.

iv. Short project spells: Literature and discussions with the NGO staff revealed that many of the projects implemented are normally between 1-3 years, and only a few had their project period extend for 6months or 1 year to allow unspent money to be spent. The short projects are as a result of donor time frames towards funded projects. According to the staff of the studied NGOs, donors perceive projects as a one off and yet with a one year project for example, it is unlikely that tangible results will be attained because it will require learning at the beginning before actual results (intermediate) could be attained”.

Related to the constraint on NGO compromise, it was revealed that the studied NGOs have not been able to reflect well enough on the design and implementation of projects due to short project spells. In some of the areas under NEADS intervention, like in Deughariajan under Selenghat Development Block of Jorhat district interview with community members revealed that some projects like Micro Watershed Drainage Development had done a good job but abruptly went silent and the community members don't know what happened. This notion was alluded to by the Block Development Officer of Selenghat Development Block in Jorhat, "projects close abruptly before communities can fully benefit from them". During interviews with one of the field committee member, he said, "for example we had started drainage scheme but failed to continue after NEADS withdrew its support". Another community member said, "The projects arrive unannounced and end unannounced living communities in suspense". While interviewing communities in Radhikajan, Panichakua and Chengelijan of Titabor, the community expressed disgust at incomplete projects.

v. Donor rigidity and the Log frame approach: Interviews with some of the studied NGOs' staff revealed that inflexible donors could be a major bottleneck in the implementation of projects. Such rigid donors that in addition to being fixated to the log frame, they hardly trust and any suggested changes by the implementing organization have to go through prolonged to and fro communication over the changes. Because of their rigid nature, a senior project manager of NEADS said "in the case of Aide et Action, we started to look for groups that knew how to prepare good book of accounts. Members of staff of the studied NGOs were asked why they hang onto inflexible donors, in their response, they said that, they have been compelled by the need to survive as staff, and it has been difficult for them to say no to the donors conditions.

vi. Mistrust by donors: This study found that a good number of donors do not fully trust the capacity of the NGOs to competently and professionally implement projects that they have agreed with them. This study came across overwhelming evidence to show donor mistrust of the studied NGOs. The NGOs staff interviewed mentioned that donors have to be represented on selection committees where grants are being given to community groups or individual beneficiaries. This shows that donors do not trust the local NGOs' objective decisions on the groups funded.

Projects designed and implemented by the NGOs are often influenced by donor's policy objectives with less consideration of the communities' and local leaders' input in their design and implementation. Both social and economic projects strongly lacked the

participation of their primary target beneficiaries at the design stage, thus making most of the projects implemented to be top-down projects. Donor aided projects through all the case study NGOs had to a limited extent facilitated the process of enabling, very few project beneficiaries to improve and provide for their own social and economic welfare needs while most of the beneficiaries are still struggling to meet their own social and economic needs. Therefore, we can conclude that, to a large extent, the too many uncoordinated donor aided projects, created a dependency syndrome among target beneficiaries and accelerated it at a wider community level. This dependency syndrome has further suppressed, the entrepreneurial potentials among local communities, and instead created a regular demand to be helped just like others were helped. Furthermore, donations are the lifeline of projects and NGOs, without which are unlikely to survive. More than 90% of the projects implemented by the case study organizations were entirely externally supported and driven with donor funds and there is no doubt that without donor support most of these projects and their grassroots structures will close and cease to exist. Finally, the NGOs and the donors neglected and undermined social, political and cultural circumstances of the local people, that is; the local knowledge of what they know and what worked for them.

The chapter portrayed the service delivery process of studied NGOs. Adopting ARCHSECRET model as a tool to assess beneficiary satisfaction of service delivery quality the study reflected the shortcomings of the NGOs studied. It was found that among the NGOs studied, BRO rated high in most of the dimensions followed by RGVN, NEADS, DBC, SKD and CRD. On the other hand beneficiary rated TDMS as weakest in performance.

Moreover, an analysis on service delivery of the studied NGOs qualitatively, reflected that major drawbacks are lack of infrastructure, lack in record keeping, lack in training provision, lack of proper human resource policies and experienced people. Likewise the present chapter also explained on the impact of projects implemented by the NGOs and its problems.