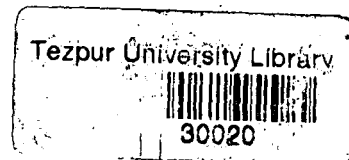




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# **Managing Organizational Change: A Case Study of NGO Mindset in Assam**

**Papori Baruah**

(Registration Number: 012 of 2003)

Submitted in partial fulfillment of the requirements for  
the degree of Doctor of Philosophy  
June, 2005



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## Certificate of the Research Supervisor

This is to certify that the thesis entitled 'Managing Organizational Change: A Case Study of NGO Mindset in Assam' submitted to the Tezpur University in the Department of the Business Administration under the School of Management Sciences in partial fulfillment for the award of the degree of Doctor of Philosophy in Management Science is a record of research work carried out by Ms. Papori Baruah under my supervision and guidance.

All helps received by her from various sources have been duly acknowledged.

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## **Certificate of the External Examiner**

This is to certify that the thesis entitled '**Managing Organizational Change: A Case Study of NGO Mindset in Assam** submitted by **Ms. Papori Baruah** to Tezpur University in the Department of the **Business Administration** under the School of **Management Sciences** in partial fulfillment for the award of the degree of Doctor of Philosophy in **Management Science** has been examined on \_\_\_\_\_ and found to be satisfactory.

The committee recommends for the award of the degree of Doctor of Philosophy.

Research Supervisor

Date \_\_\_\_\_

External examiner

Date \_\_\_\_\_

## PREFACE

India is a large and diverse country which is comprised of regions having dissimilar characteristics; it becomes a tough job for the government to bring development through a common policy. The problem is aggravated by the fact that Indian government is constituted of two types- one at the centre called the central government and another at the state called the state government. Further, more than seventy percent of the Indian population lives in the rural area. Thus the government was increasingly finding it difficult to realize the Herculean task of solving the problems of people and bringing development of the masses all alone. Here came the importance of voluntary effort that led to the emergence of NGO sector. The government encouraged the formation of certain autonomous organizations, which were not under its control with an objective to work for development of people. Significant among them were National Commission for Women, Rashtriya Mahila Kosh, National Institute of Public Cooperation and Child Development, Central Social Welfare Board (which later created State Social Welfare Boards), Khadi and Village Industries Corporation (KVIC), Council for Advancement of People's Action and Rural Technology etc. Later the ministries looking after Rural Development, education, health, environment, women and child welfare and science and technology followed the suit of shouldering developmental activities. Present day Indian NGOs are working in the area of poverty alleviation, training and capacity building, education and literacy, income generation, women and child development, human rights, health and nutrition, relief and rehabilitation, legal aid, consultation, research and publication.

There is no authentic study and a comprehensive database regarding the size of NGOs in India. Since India does not have a centralized registration system, data is not available for all the states together. Further there might be several NGOs who are not registered yet. That implies that the actual number far exceeds the figures mentioned by different authors and directories.

Indian NGOs are facing various problems. The tragedy is that after decades of planning, the role of voluntary action is yet to be properly understood. The society as well as the policy makers have attributed innumerable roles to the Voluntary Organizations (VOs) or the Non Governmental Organizations (NGOs) and presume that NGOs activity is remedy to all problems in the society. NGOs on the other hand are expected to play a critical role in all conceivable aspects of development.

It has been seen that the role of NGOs has been changing over the years. NGOs had undergone various generations of changing role such as charity, relief, welfare, development and empowerment. Today people would like to see the NGOs play the role as a development agency in the present society. New roles demand new competencies and approaches from the

NGOs. It must be recognized that present day NGOs require expertise of a different nature. Strategies radically different in approach and methodology need to be designed. Personnel with different attitudes and orientation need to be mobile to reach the target groups. The need for professional and managerial competence of the staff of NGOs has come up.

Every NGO has two sets of environment to manage namely the external and the internal environment. As the environment is dynamic, it brings forth new and changing demands and challenges for the organization to deal with. Thus for sustaining itself it becomes very much necessary for the NGO to get adapted to the demands of the changing environment. Hence there is an enormous need for these organizations to successfully manage change. The irony is that many of these NGOs either is not competent enough to manage change or is unaware of this need.

In this context Organization Development (OD) has become useful in understanding, predicting and managing Organizational Change successfully. Hence, the gaps that exist between interventions used by NGOs at present, and the desirable interventions that could be used, can be bridged by understanding and studying the OD process in NGOs. Keeping in view all these gaps a strong need was felt to initiate OD research as to how change is managed at various stages of its process positively. Considering the growing importance of NGO's role today, this study was undertaken in NGOs context to explore the relevance of various change management or OD concepts in these organizations.

The process of selecting NGOs for the study took place at three stages. In the first stage, seventy NGOs were selected that fulfilled the criteria for selection. In the second phase the criteria for selecting the eight NGOs (from above seventy) were identified by various change/OD experts. The criteria suggested by the experts for identifying the NGO sample were ranked by various stakeholders of NGOs. Accordingly an NGO sample size comprising six top ranked successful and two less successful NGOs were selected for the study (in the ratio of 3:1) as per suggestions given by the experts, to have an understanding of better performance as well as poor performance. The variables studied for the purpose are: the history of the organization (year of establishment, source of origin, promoters), the geographical area of operation, the vision, mission and objectives, activities of the organization, its partners (employees, target segment, sponsoring agencies, supporting agencies, alliances, etc.), the management process (planning, organizing, leading and control), the individual and group dynamics, the changes undergone, the changes needed, the OD process, the different problems faced by the organizations, the different OD activities carried out, etc. Stratified and convenient sampling techniques were used in selection of respondents.

Most of the OD interventions undertaken by different NGOs were found to be effective in bringing and managing change in different organizations in varying degrees. All the diagnostic interventions gave positive outcome and gave information about demands for change in the internal and external environment. In some cases the self- appraisals were not conducted in a proper way. The collaborative action planning gave positive results. The participation of the members and sometimes the target segment, sponsoring and supporting agencies in setting of goals and objectives, and the means of achieving them was seen to be very effective. This helped to lead change effectively and avoid resistance towards it. The organizations conducting futuristic interventions were found to be proactive in bringing change. The interventions at the target segment level tried to ensure peoples participation as equal partners and not only as recipients of services. Collaboration with the community, various community institutions/organizations, and community leaders greatly helped to carry out the organizational mission and solve the problems faced at the target group and the community level, thus facilitating change. A Conceptual Model on Managing Organizational Change in NGOs as well as a Dynamic Model for NGO Management has been suggested based on research findings. Besides, four sets of broad interventions viz: Strategic interventions, techno-structural interventions, human resource management interventions and human process interventions for NGOs have been presented.

Extreme interest in this study has compelled the researcher for a threadbare analysis of the subject over last four years. In this process, cross sections of stakeholders were interacted upon. Paucity of published materials in this topic, however, helped the researcher to learn many concepts from the grass root level as well as from different experts all over India. NGOs by their nature are not very open and usually do not trust outsiders. It was a tough job to convince them, win their trust in order to conduct the study in their organizations and get information from their people at different levels. Moreover the researcher had to spend lot of time in collecting some important secondary information due to lack of adequate documentation in these organizations. The people in the NGOs are immensely busy and mostly involved in field related activities. Hence the researcher had to give many visits to meet these people. Sometimes she had to travel all the way to the field in order to meet these people. However, the efforts put in by the researcher could help her finally to add valuable inputs to the present study.

Tezpur, Assam

Dated :29.6.05

**Papori Baruah**



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Tezpur, Assam

Dated : 29.6.05

**Papori Baruah**

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# **Chapter – 1**

## **CONCEPTUAL FRAMEWORK**

In today's rapidly changing environment, managing organizational change has become the single-most vital issue faced by the managers or administrators of the organizations. It can be termed as an art that integrates theories, models and experiences related to change. It is seen that those organizations and people, who realized its need and could practice the art of managing change suitably, were successful, whereas others who did not act so failed. Another important sector that is emerging today and playing a crucial role in the nation's development is the non-government sector. Over the years this sector has undergone drastic transformation. They have changed their outlook, their approach to the organizational and environmental management. These organizations also have to manage their human resources, the target segment, funds, other inputs to carry on the managerial functions of planning, organizing, staffing, leading and controlling. Thus managing change is also of enormous significance for the non-government organizations (NGOs). Various views of experts having experience in research administration and consultancy on the role and importance of Organizational Change are discussed below:

S. Ramanarayan viewed that managing change is all about managing the '7 S' of the organizations namely, strategy, structure, style, staff, systems, skills and shared values. He also added that in case of NGOs, their commitment building efforts, goal setting approach, process of ensuring professionalism and managing transition are crucial. B.R. Virmani pointed out that Organization Development (OD) interventions are for change. In a simple way need for change can be termed as a disease and OD as the treatment. OD is used to bring about planned change. According to Bharati Sharma important variables that are to be considered in managing change are, the organization culture, group dynamics, leadership, attitudes, values, motivation, training, learning, organization processes, role of promoters, sponsoring and supporting agencies, organizational vision, mission, objectives, methodologies and activities. The present strategies should be based on past experience. Further an organization should focus on proactive strategy in managing change.

Rashmi Agarwal stated that the organizations should be clear about the organizational vision: Unless and until organizations have a clear picture of the desired future state they cannot move towards it. M.C. Bora stressed upon the significance of managing the environmental variables in change management as the demands of change come



from the external and internal environment. A.K. Banerjee perceived that leading change is vital. Successful change management should be based on an effective and value-based leadership, and a shared vision. In absence of an effective leadership it will lose its true value. M.K.Dixit stated that it is important to go for an appropriate strategy planning to deal with the environment both present and future for attaining an effective change management. Anil Gupta expressed that in case of NGOs, apart from managing their resources and the target segment, the other vital issues like network building, boundary management and capacity building are to be emphasized. Mahesh Purohit highlighted the need of present day organizations in the era of globalization to look upon the macro environmental factors in order to devise appropriate strategy to deal with the external threats and opportunities. D. Sharma opined about the utility of OD tools in managing change. Action Research approach, Survey Feedback approach, Future Search Conferences are extremely useful in bringing about wide change in the organizations. Methew Cherian felt that for knowing the change management in NGOs, it is essential to understand the change parameters, like human aspects in the organization, the target segment, the funding agencies, the partners or alliances etc. for knowing change management in NGOs. Dr. Rajesh Tandon expressed that change management is of great necessity for NGOs not only to bring societal change, but also to bring about a change in the mindset of its members. A. Sharma stated that Change Management could handle NGO identity crisis resulted out of radical transformation. He also pointed out that NGOs are of different nature and the way change is managed is likely to vary. D.D.Mali said that change management in NGOs should focus on sustainable development and building up entrepreneurial characteristics.

Thus, it can be concluded that vision, mission, organizational management processes, individual and group dynamics, organization culture, leadership are some of the important variables influencing change management in the organizations. The role of the stakeholders is also enormous in the change management process of the organizations. For a proper change management organization should keep a track of its environmental variables. Organization Development interventions are used to bring change in the organizations. The NGOs require change management in order to survive and excel.

The concept of Change, Organization Development (OD), non-governmental organizations (NGOs) and various models that are useful managing Organizational Change are discussed in the subsequent pages.

## **Concept of Change**

Different authors have viewed change differently. Some of their views regarding the meaning of change are as follows:

“Change means the new state of things is different from the old state of things”.<sup>1</sup>

“Change is understood as making the form, nature, content etc. of something different from what it is or what it would be if left alone. The process through which a proposed change is effected is treated as ‘Management of Change’.”<sup>2</sup>

“Change constitutes a departure from the established order of things. It may be circumstantial or deliberate”.<sup>3</sup>

According to Nilakant and Ramnarayan, Organizational Change refers to the process of growth, decline and transformation within the organization. They refer to four areas that constitute the content of change viz. technology, marketing, quality and costs. In order to bring about changes in them, organizations need to change three other aspects such as: strategy, structure and people management practices. These three aspects determine the process of change. Finally change needs to be driven by value based leadership.<sup>4</sup>

**Types of Change:** Change has different facets. It can be either deliberate, that is planned or accidental, that is unplanned. Its magnitude can be large or small. It can affect many elements of the organization or only a few. It can be fast (abrupt, revolutionary), or slow (evolutionary). The new state of things can be of an entirely different nature from the old state of things or the new state of things can have the same nature with some modification. Each of these calls for different actions. Change can also be of three types. These are (1) Developmental Change, which refers to improving what already exists in the organization. (2) Transitional Change, which is about moving from the current state to a known new state through a transition state like restructuring, mergers, introduction of new processes, technologies, system and procedures. (3) Transformational Change, which is a fundamental re-invention of the organization by changing its leadership, mission, culture, structure, strategy and HR practices.

**Organizational Change:** It may be understood from the following four major perspectives. They are: (1) Contingency perspective, which is concerned with bringing change in the structure of an organization. (2) Resource dependence perspective, which attempts to reduce the dependence of the organization on the resources acquired from the environment. (3) Population ecology perspective, which tells that in order to survive the organization should change at the population level more than the organization level, by developing distinctive capabilities such as skills, patterns of behavior and management system suited only for their specific niches. (4) Institutional perspective, which states that the social norms, values and culture of the environment in which they operate affect the organizations. These features make up the institutional environment. According to this, organizations change their structures and strategies not to improve performance but to conform to the norms and standards of the institutional environment.<sup>5</sup>

Organizational Change is both continuous and discontinuous. The authors have put forward the 'punctuated equilibrium model of change'. According to this model, Organizational Change is characterized by long periods of slow incremental change punctuated by short, sharp periods of rapid, transformational change. As organizations grow, they move through five distinct stages of change. Each period consists of a relatively calm period of continuous change culminating in a crisis that puts the organization through considerable turmoil. Once the crisis is resolved, the organization goes through a calm period of continuous change, which once again, climaxes in a crisis. The calm period of continuous change is called evolution and the period of turbulent change is called revolution.<sup>6</sup>

Similar view has been reiterated by Johnson and Scholes, who have mentioned that there are four types of strategic change namely evolution, revolution, adaptation and reconstruction based on the nature and scope.<sup>7</sup> According to Rajamani, change fall into five categories namely, (1) Changes in the industrial relations climate / environment. (2) Changes in the layout of the plant / changes in the plant and machinery, process etc. (3) Changes in the composition of the work force. (4) Changes in the work methods and practices.<sup>8</sup> According to Sharma, the areas of change are (1) Organizational patterns (2) Sphere and methodologies of working (3) Environmental factor (4) Performance (5) Social and personal values.<sup>9</sup> According to literature of Pria, Organizational Change takes three forms, these are, (1) Problem solving ("push" change). (2) Transition Management ("pull" change). (3)

Organizational Transformation.<sup>10</sup> The first two forms are the change drivers. In case of 'push, or the problem focused change', the change agent is likely to find people asking questions like, who is to blame, and how to get along the situation. In case of the 'pull, or the vision-focused change', the question that is likely to emerge is how to reach the desired state.

**Managing Organizational Change:** There are different approaches to managing change. These vary with the needs, the objectives of the organization, the pressure of the environment etc. Following are some of the concepts elucidating this aspect.

Broadly there are two approaches to implementing change. One is 'participative', i.e. involving people in the planning and implementation of change. The other one is 'directive' approach. According to Nilakant and Ramnarayan, discontinuous change needs to be implemented swiftly, as participation may consume more time and may not lead to better information or ideas and there is more likelihood towards resistance to change as it takes into account the steps like downsizing, delayering, re-structuring etc. The seven steps to implementing change are, (1) assemble a change management team, (2) establish a new direction for the organization, (3) prepare the organization for change, (4) set up change teams to implement change, (5) align structure, systems and resources to support change, (6) identify and remove roadblocks to change, (7) absorb changes into the culture of the organization.<sup>11</sup>

The different styles of managing change are education and communication, collaboration or participation, intervention, direction.<sup>12</sup> Styles of managing change are not mutually exclusive in a 'Change Programme'. Different stages in the change process may require different styles of managing change. Participative style is appropriate for incremental change within organizations; but to undertake transformational change directive approach is more appropriate. The levers for managing strategic change are changes in structure and control systems, organizational routine, symbolic processes, power and political processes, communicating change and use of appropriate change facilities.

In an organization, people, process and technology are inseparable. Change in any one of them will have an impact on the other two. One of the viable ways to bring about an effective change in an organization is to change its culture. Leadership as an instrument of 'Managing Culture' can improve the performance of an organization.<sup>13</sup>

When an organization is attempting planned change, the HR strategies can be categorized into three types. These are education and employment involvement, changes in personnel, and change in structure and systems. While managing change, attaining and maintaining a new culture is essential. Recruitment and selection should be adapted to strategically driven change. Involving employees in performance management is a powerful way of changing organizations. The organization's objectives can be linked to individual performance objectives, thus contributing to organizational change. HRD is an inevitable manifestation of organizational change and has the potential to facilitate all HR interventions. Reward management has the potential to complement organizational change. Employee involvement is an important strategy for achieving organizational change. Downsizing has been shown to be capable of promoting organizational change, but its success will depend on concurrent use of other change strategies. Evaluation of change is vital in order to find the extent to which the actions or change interventions are successful.<sup>14</sup>

Cummings and Worley have elucidated the general model of planned change. According to them it includes entering and contracting phase, diagnosing phase, planning and implementing change phase. Planned change activities should be guided by information about (1) the organizational features that can be changed (2) the intended outcomes from making the change (3) the causal mechanism by which those outcomes are achieved and (4) the contingencies upon which successful change depends. Organizations need to formulate or conduct certain interventions in order to manage change. The authors have classified the interventions into four types namely, human process interventions, techno-structural interventions, human resource management interventions and strategic interventions. The activities contributing to effective change management are motivating change, creating a vision, developing political support, managing the transition and sustaining momentum. Evaluation is to be carried out both during implementation of interventions and after implementation. If the feedback is effective, attention is directed at institutionalizing the changes.<sup>15</sup>

Radical change could be a vital strategy to revive an organization. Even when the organization is successful it can plan for radical transformation as a proactive step in the context of rapid economic, technological and competitive environment. For this the organization should develop a vision, act on it and implement the plan. There arises a need for effective alignment among three key elements: its value creation logic, its organizing principles and its people processes. Aligning growth, managing

acquisition, and diversification are situations where radical change has to be worked into. Revitalizing people, organization, and relationships are essential. The new management has new roles and tasks to play. <sup>16</sup>

The important prerequisites to deal with the complexities involved in the process of managing change are following. (1) The line for change should be carefully selected. (2) Change agents must be carefully chosen. (3) Communication should be carried out in detail and the process should be meticulous and regular. (4) Reasonable monetary compensation and non-monitory schemes must be offered to the workers, who are deprived of conveniences, comforts and customary methods of working. <sup>17</sup>

Thus, many authors like French and Bell, Mal and Sharma have stated change as realizing a new state, whereas Nilakant and Ramnarayan have referred change as the process of growth, decline and transformation within the organization. Several literatures like that of Ackera Maul, Pria, Johnson and Scholes, Greiner and Tushman have indicated change to be either transitional or transformational. Rajamani has classified change into five categories based on the outcomes desired. All the authors have mentioned about the stimuli from the external and internal environment as the factors responsible for change. Adopting technological upgradation, better management practices and suitable organization structure, overcoming deficiencies for achieving better performance, willingness to serve the customer or target segment's needs are stated to be some of the important reasons for change. Approach towards implementation of change could be either participative or directive. Both Rawal and Thornbill have included culture as an important component while managing change. Rawal has further stressed upon leadership as a vital element in managing culture. Thornbill et. al., and Cumings and Worley have elucidated upon planned change as a proactive strategy and have felt that it has to be backed by the right kind of information. Hence, it can be said that change is a phenomenon that occurs as a result of the certain environmental triggers faced by the organization, whereby the existing state of things is destabilized and a new state realized.

### **Organization Development (OD)**

It is observed that some authors/ experts use the terms change management and OD synonymously, whereas some have attempted to differentiate between the two. Hence, it was thought to be proper to compare change to OD.

The field of Organization development was established to help leaders address and embrace change, to view change as an opportunity rather than a threat.<sup>18</sup>

Worren et.al. have compared change management with traditional Organization Development in terms of theory and analytical framework, the role of the interventionist and the intervention strategies. According to them change management is broader than OD in that it includes a wide range of intervention strategies that may enhance human performance directly or indirectly including process consultation, work restructuring, strategic HRM planning and the design on development of information solutions. An OD practitioner is a human process consultant or facilitator in contrast to that of the change management consultant who work in teams, which consists of a combination of client managers and consultants. They work through a joint process of diagnosis, planning and implementation.

In classic OD, the basic assumption was that one must change his attitudes or ideas before the change in structure or technology of the organization is brought about. But today OD has moved away from this concept and it is more so used as a tool to bring about change in an organization. It will be helpful to understand the concept of OD, which is a vital process or method in managing change.<sup>19</sup>

According to French and Bell, OD is a long term effort, led and supported by top management, to improve an organization's visioning, empowerment, learning, and problem solving process, through an ongoing collaborative management of organization culture with special emphasis on culture of intact work teams and other team configuration, using consultant- facilitator role and the theory and technology of applied behavioural science, including action research.<sup>20</sup>

Related to the above is the view expressed by Cummings and Worley, who have defined OD as a system-wide application of behavioural science knowledge to the planned development, organizational improvement, and to the processes that lead to organizational effectiveness.<sup>21</sup>

OD deals with different issues and this aspect is included in the proceedings of Training course on Organizational Development for Civil Society Organizations in East, Central and Southern Africa (1998). According to this OD covers a range of issues like –(1) Internal issues that affect the running of the organization. (2) Interventions aimed at helping an organization to do what it was not able to do, or enable it to do what it was able to do in a better way. (3) Interventions that enable the organization to achieve growth and respond to the changing environment. (4) The act

of harnessing knowledge, skills resources and systems in order to enable organizations to realize lasting and positive change within an organization. (5) Process used by change agents in facilitating organizations to define their problems, understand and analyze them and come up with solutions. <sup>22</sup>

In line with the above issues Stephen has stated that OD invariably deals with the following processes. They are, 1) in a rapidly changing environment, development paradigms too keep changing. Mission and strategies also need to be constantly validated, and OD facilitates this process. 2) OD aims at developing interpersonal competence, 3) OD is concerned with bringing change in the total culture of the organization, 4) OD facilitates structure and systems building. <sup>23</sup>

**Characteristics:** The characteristics of OD as cited in the proceedings of Training course on Organizational Development for Civil Society Organizations in, East, Central and Southern Africa are - (1) OD is a planned process of organizational change. Though organizations change all the time, it is only the structured systematic process of real change, which is OD. (2) OD leads to improvement in the effectiveness of the organization in the use of resources, systems, skills etc. (3) OD is undertaken within a system-wide framework. (4) An OD process promotes a set of preferred values related to the individuals in the organization. (5) OD conducts the planned change through a learning process. <sup>24</sup>

The characteristics of OD as planned change are further discussed by Ramnarayan et. al. According to the authors OD aims at building internal competencies in individuals and teams in the organizational context, and at taking organizations to higher level of performance by building individual, group, system and process related competencies. It focuses on behaviour, on people, processes, systems, structure etc. and extend from individual based interventions to structural changes and system revamp. A number of special characteristics together distinguish OD from other approaches in managing and improving organizational functioning. These are - (1) OD is a behavioral science based approach to organizational improvement, (2) OD is a normative approach to organizational change which is grounded in value laden assumptions of what constitutes ideal individual and organizational growth, (3) OD implies deliberate intervention in the ongoing process of an organization. 4) OD is a normative-reeducative approach to change that is based upon the assumption that social norms are among the strongest reinforces of behaviour. <sup>25</sup>



But durable change or development requires change in the norms of behaviour. Since such norms critically affect the culture of the organization, development implies a changing organizational culture by reeducating people so that they question, modify or discard old norms and replace them with the more effective ones.<sup>26</sup> Some of these are- (1) Legitimacy of Organization and Management, (2) Systems approach to change, which considers that: organizations operate as a social system consisting of different subsystems. (3) Use of action research model in OD, (4) Use of qualified behavioral science practitioners as external consultants, (5) OD should develop long term focus.<sup>27</sup> Systematic OD activities have a recent history. To use the analogy of a mangrove tree, it has at least four important trunk stems. One trunk stem consists of innovations in applying laboratory training insights to complex organizations for example the 'T Group training', which emerged around 1996, "Team building session", which emerged in early 1950s etc. The second major stem is survey research and feedback method which was developed around 1946 at Survey Research Centre, Michigan, USA. Both these two stems are intertwined with a third, the action research, which emerged around 1945. The fourth stem is the Tavistock sociotechnical and socioclinical approaches that took its form in the 1940s.<sup>28</sup>

**Process:** However good the design of OD programme might be but ultimately what matters is its implementation. The following authors have given some important suggestions concerning this.

Ramnarayan and Grover developed a checklist of some key issues that an OD practitioner should abide by. These are (1) developing the need for change (2) involving key actors, and establishing relationships of mutuality (3) identifying and diagnosing problems, and establishing priorities for action (4) mobilizing actions, and establishing and stabilizing change.<sup>29</sup>

Dayal mentioned that OD is more than skill development or preparing an individual for a job. OD policy and practices need to have people orientation and have to be widely spread throughout the organization and cover all levels. While formulating a strategy for OD interventions two areas of concern are, acquiring values about work and the organizational approaches that are needed for employees to acquire new attitudes and internalize them. The individuals should learn what is expected of them from their experiences at work and their interactions with other people. Certain minimal conditions should exist for change to come about in the attitudes towards work and people. These are following: (1) Employees should be able to place new

meaning to their experience at work, i.e. react differently to the work related situations than they may have done in the past. (2) Employees should perceive that there is congruence between what is articulated as policies and what is practiced. (3) The positive experiences are reinforced or repeated in a variety of situations. (4) The change is widespread and not confined to a limited area or people. (5) Employees understand the reason why a change in their attitudes or behaviour is required. The goal of achieving change in work attitudes would have to involve the total organization and begin at the top level of the hierarchy. Organizations need to look for the leverage points or anchors for the change initiatives. These are needed especially in large organizations to keep the programme focused and to monitor its implementation effectively.<sup>30</sup>

According to Burke, the practitioners, consultants and academicians need to follow the following prerequisites while implementing OD: (1) OD is basically a strategy for planned change. The delineation of phases for creating readiness for change, implementing and stabilizing change, and deciding what needs to be done in each of these phases can be useful. (2) The role of leadership, particularly the visioning process. (3) The structure and processes, particularly making the functioning flexible and less bureaucratic. (4) Linking training in terms of learning as to how to work together better, solve problems more effectively and improving the learning processes in the organizations.<sup>31</sup>

According to French and Bell, the process of OD basically consists of three phases namely, (1) The *Diagnostic Phase*, which attempts to analyze the current state of the organization in terms of its various structures, systems and processes in order to identify actual or potential strengths and weaknesses. (2) *The intervention or action phase*, which is concerned with taking action to bring about the desired identified changes in the organization. Implementation of action takes place through joint interventions. (3) *The stabilization or process maintenance phase*, which is concerned with stabilization of the changed or new system so as to permeate into the culture of the organization. In line with the above three broad phases as discussed above, the OD process involves a number of systematic steps. They are: (1) Awareness of the need for change on the part of the client organization. (2) The entry of the change agent or consultant at the request of the client system, (3) Development of consultant-client relationship by clarifying mutual expectations and goals of the contract, (4) Information collection by the consultant to assess the state of the

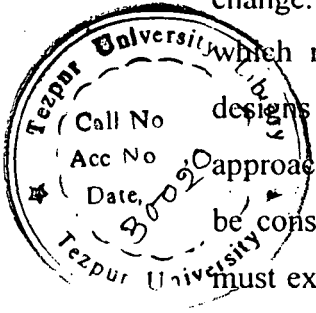
organization or unit, (5) Joint diagnosis of problems by the consultant and client based on the data analyzed, (6) Development of the action plans / strategies to bring about change, (7) Implementation of the action plans, (8) Monitoring and receiving the progress of the actions, (9) Stabilization of the changes, (10) Termination of the client -consultant contract.<sup>32</sup>

The Proceedings of Training course on Organizational Development for Civil Society Organizations in East, Central and Southern Africa, 1998 have highlighted the different stages in the organization development process of the NGOs, these being entry of the consultant, problem definition and diagnosis, action planning, implementation and consolidation. The different issues that are to be explored are, the need and role of a consultant, the change drivers, symptoms and causes of problems, the options available, the key people, the conditions under which the plans would be executed, drawing up plans and specific interventions, their implementation and finally monitoring, evaluating and reinforcing change.<sup>33</sup>

**OD Interventions:** They are set of structural activities in which selected organizational units (target groups or individuals) engage in a task or a sequence of tasks with the goals of organizational improvement and individual development. The major ' families ' of OD interventions are : (1) Diagnostic activities, (2) Team - building activities: Activities designed to enhance the effective operation of teams, (3) Intergroup activities, (4) Survey feedback activities, (5) Education and training activities, (6) Techno-structural or structural activities, (7) Process consultation activities, (8) Grid Organizational Development Activities, (9) Third party peace making activities, (10) Coaching and counseling activities, (11) Life and career planning activities, (12) Planning and goal setting activities, (13) Strategic management activities, (14) Organizational Transformation Activities. Interventions can also be classified based on the target groups. These are the individuals, Dyads/ Triads, Teams and groups, inter-group and the total organizations.<sup>34</sup>

**OD in India:** In India, OD and planned change started in the early 1960s. A group of Indian professionals trained at the National Training Laboratories ( NTL ) at Bethel, Maine, USA, brought a good deal of OD technology to India. Grid programmes were initiated in the early 1960s in Larson and Toubro and in mid 70s OD was introduced as a formal and structured part of the HRD department. The T-group was initiated and widely used at the Small Industries Extension Training ( SIET ) Institute, Hyderabad, State Bank of India and in the Indian Institute of Management ( IIM ) programmes

in the mid 1960s. But, these efforts were unable to create any impact.<sup>35</sup> According to Srinivas, OD is culture specific and it cannot be simply copied to other cultures. The issue of non-transferability of OD technology to cultures such as India has arisen because of lack of trust of its techniques to be applied in Indian conditions. However, a deeper examination of values embedded in Indian religion and philosophy suggests that the cultural values are indeed largely supportive of organizational renewal and change. The rich cultural heritage of India contains a paradigm of change based on which new approaches and designs of OD interventions may be possible. Such designs are likely to be accepted more readily in India. They are, (1) A participative approach to OD has to be adopted. (2) The influencing role of the government has to be considered. (3) As Indian culture is strongly hierarchy based, an OD facilitator must explain the need for change, the things to be changed and the benefit of OD to the target group. (4) In any OD-based change effort in the Indian context one needs to take in consideration the prevailing cultural values, norms, attitudes, beliefs etc, and leverage the functional ones for making the change effort a success. All the above aspects are likely to yield positive results.<sup>36</sup>



**Need for OD in NGOs:** Like the profit making or the business organizations, the non-profit organizations too today need to focus on efficiency and growth. Otherwise they will stagnate and die out. They have to cope up with the environment both external and internal, go for strategy planning in order to realize their vision, mission and objectives, give efforts towards building teams and establishing an appropriate leadership, proper structuring of the organization, devising an effective planning, monitoring, evaluation and information system, developing a network with the sponsors, the supporting agencies, other NGOs and government agencies, conducting capacity building or skills development of its members and the target segment etc. Thus Organizational Development is the tool for change management and the answer to the above problems.

Wheeler and Hunger have advocated some strategic management concepts to non-profit organizations such as SWOT analysis, mission statements, stakeholder analysis and Corporate Governance. Besides, the following strategies are suggested for the non-profit organizations: (1) Strategic Piggybacking (2) Mergers and (3) Strategic alliances.

OD is a relatively new concept in the NGO sector. There is very limited documentation of OD experiments conducted in this sector. Further the number of OD

practitioners who have established a meaningful, interactive relationship with NGO sector is small. Some issues of concern are:

(1) Any outside intervention is perceived with suspicion by the NGOs. (2) Funding is for projects that are time bound. Thus adhocism is the dominant mode of functioning leading to many a time a vision which is shortsighted. (3) If the NGO leadership is not strong, OD can be perceived as a threat. (4) A tension emerges when conventional and professional approaches do not converge. The OD facilitator will need to be skillful in dealing with this tension. (5) NGOs are not exposed to behavioral science labs and training. Hence the use of certain behavioral science models may be unsuitable for the NGOs. (6) NGOs may not be ready to use professional input at a cost. In such a context the affordability of the cost is a critical issue and the returns have to be tangible.<sup>37</sup>

Authors like French and Bell, Cumings and Worley have mentioned OD as a long term effort, a systemwide application of behavioral science knowledge to the planned development, organization improvement and processes that lead to organizational effectiveness, through a collaborative approach. Several literatures like that of the proceedings of training course on OD for civil society organizations have highlighted different issues that OD has to deal. Stephen has emphasized the different processes that OD is concerned with. Ramnarayan, Chin and Benne have stated that one of the characteristics of OD is that it is a planned process of organizational change. They have also mentioned that OD leads to improvement in the effectiveness of the organization in the use of resources, systems and skills etc. But for this, change in the norms of behaviour is required. Norms affect the culture of the organization and development implies changing the organization culture. French and Bell has mentioned that OD basically consists of three phases namely the 'diagnostic phase', 'intervention or action phase' and 'stabilization or process maintenance phase'. Burke has added that delineation of phases is essential to achieve clarity. Burke, Ramnarayan and Grover, and Dayal has stressed upon need to involve all people of the organization in the action planning and implementation phase. In India for OD to be successful should consider the values of Indian Culture apart from prevailing environmental factors. The non-governmental organizations also have to face the pressures for change. In this context OD is highly useful for these organizations. But for this gaining their trust and confidence is essential.

## **Non- Government Organizations**

The broad subdivisions of the society for social welfare action are the government and the non-government. The non-government organizations (NGOs) are subdivided into (a) the Private and (b) the voluntary organizations. Private organizations differ from the voluntary organizations (VOs) in that they have profit motive. On the other hand, the voluntary organizations are mostly motivated by a missionary zeal. Developmental organizations in India emerged in the name of 'Voluntary Organizations'. Today this sector has emerged as a new force contributing to social development, plugging a breach in the state machinery. Flexibility and an informal system of functioning bring these organizations in closer contact with beneficiaries and further allow them to take speedier and well targeted action at a lower cost. They strive to employ innovative methods to suit local conditions or specific needs.

**Definitions- NGOs and VOs:** As mentioned before NGO is a broad-based term and could include all those organizations that are other than government. Some explanations are as follows. NGOs in general include all formations of voluntary organizations in addition to business association, trade unions, foundations, consultants, cultural bodies, health and educational institutions, cooperative societies, religious organizations etc. The conceptual coverage under NGOs has considerably enlarged to embrace all VOs, societies, trusts, cooperatives, Panchayats and Zila Parishads. Conceptually any action by an individual, an informal group or a duly constituted organization, which is not prompted by external pressure or self-interest, can be termed 'Voluntary action'. A general misconception is that any activity outside the government is "voluntary". One needs to differentiate between organizations in the "general" non-government sector and VOs. Cooperative, trade unions or Panchayati Raj institutions are all non-governmental but are not voluntary organizations. Possible reasons are, they are bodies that aim at and work towards the welfare and development of only those who are its members (co-operations, trade unions) not all. They are designed to make profit and distribute it to the members (co-operations, trade unions, local self-government bodies, and farmers' societies). They are party-politicized (co-operatives, self-government institutions, trade unions). VOs on the other hand must work on a no-profit, no-loss basis. They have to be non-aligned, non-partisan and free from party politics.<sup>38</sup>

The World Bank has defined NGOs as "private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development". In wider usage, the term NGO can be applied to any non-profit organization which is independent from government. NGOs are typically value-based organizations, which depend, in whole or in part, on charitable donations and voluntary service.<sup>39</sup>

In India, voluntary organizations are known by different terms. The term voluntarism is derived from the Latin "Voluntas" i.e. "will". Voluntary organizations are a heterogeneous group of entities that represent diverse objectives and methodologies and yet share important traits- the ethos of voluntarism, the absence of the profit motive, a "private" character oriented towards the larger public good. The most important feature of a voluntary organization is that, it is guided or motivated by a vision, inspiration, ideology or commitment to improve the circumstances and prospects of the disadvantaged and or to act on issues detrimental to social well being. It is a group of like-minded people coming together voluntarily to commit themselves to promote a chosen vision/inspiration/ ideology for social change/ development without any personal gain.<sup>40</sup>

For the purpose of this study, the term NGO is used for those organizations that are other than government, non-profit oriented and working towards developmental action on voluntary basis. The relationship between the NGOs and the 'client group' is not based on monetary terms. In absence of self-generating resources NGOs need to be financed by outside agencies (funding and supporting agencies) that are local, national or international. The primary task or work of these organizations is not to generate financial resources for its own sake but to serve its target segment. Thus, all voluntary organizations fall under this category. It might also include those NGOs that are employing people or giving an allowance or remuneration to the working members, staff and the office bearers. The researcher has taken the term NGO because today this term is most widely used for referring to the developmental organizations.

An NGO should have four key features, these are as follows, (1) They are formed voluntarily, (2) are independent, (3) not for profit, and (4) not self-serving.

The activities undertaken by these NGOs fulfill a social need. They generally supplement government efforts. It does not go against the government but should not be affiliated to any political party. They often act as catalysts in large government

sponsored programme. The moving force behind the NGOs is a commitment to remove disparities, advocate and introduce new ideas in social development. These values, ideologies and objectives are generally sustained and strengthened by a committed core group in the organization, which acts as the role model for the other members.<sup>41</sup>

An NGO needs to register under the laws of the land (in India under the Registration of Societies Act/ Trust Act / Company's Act) to get a legal identity. This is the minimum requirement to open a bank account or apply for grants. A 'memorandum of the association' (or the Constitution of the organization, its governing principles) and other documents are required.

It is after some forty years of independence, in the seventh plan document, the government of India attempted to lay down the criteria to identify non-profit, non-partisan VOs (in this case NGOs), so as to enlist their help in rural development programme. They are: (1) The VO (this case NGO) should be a legal entity. (2) It should be based in a rural area and be working there for a minimum of three years. (3) It should have broad based objectives serving the socio-economic needs of the community as a whole, mainly its weaker sections. It must not work for profit but on a no profit and no loss basis. (4) Its activities should be open to all citizens of India irrespective of religion, caste, creed, sex or race. (5) It should have the necessary flexibility, professional competence and organizational skills to implement programmes. (6) Its office bearers should not be elected members of any political party. (7) It should declare that it would adopt constitutional and non-violent means for rural development purposes. (8) It should be committed to secular and democratic concepts and method of functioning.<sup>42</sup>

NGOs can be differentiated on the basis of following features. (1) *By source of inspiration*: Since the NGOs represent some form of social commitment, their founders are inspired by various ideologies. For some, the inspiration comes from religious and spiritual roots, while for others, philosophers and historical leaders are the major influences. This includes Gandhian thought of voluntarism advocated by Mahatma Gandhi, Vinoba Bhave, Jay Prakash, A.V. Thakkar (known as Thakkar Bapa); the Marxist ideology; religious leaders who belong to different faiths/ religion like Hinduism, Christianity, Islam, Buddhism, Sikhism or all religions. There are also young professionals and others interested in social work of their own accord. (2) *By area of operation*: NGOs can be classified as per geographical area of operation-



working in urban, rural, or both; by difficult area, needy areas covered, like deserts, hills, areas prone to flood and drought and politically, economically and socially backward areas. (3) *By their target group*: It can be further classified according to their proximity to the target segment or the grassroots; by the size of beneficiaries/target population; and by their focus group for example, woman, empowerment, Capacity Building, income generation, awareness, literacy, infants, youths etc. (4) *By the functional areas*. (5) *Type of NGOs by number of projects/programmes*.<sup>43</sup>

Likewise Stephen has also classified NGOs on the basis of their activities, scale of operation, source of origin, use of professional input in the organization, scale size, number of staff employed and volume of funds.<sup>44</sup>

Sethi has classified NGOs into three dimensions in order to determine the nature of NGOs. They are as follows- (1) Orientation towards development, which the author again has classified into three categories. (a) Those that engage in welfare activities of charity or provide aid/funds for relief and welfare. (b) Those that are involved in facilitating and initiating a process of self-help amongst the grassroots communities. (c) Those who work towards mass action or specific social action and political empowerment. (2) Level of operation of NGOs that is at the grassroots intermediary or support organization level. (3) Stage of evolution. An NGO could be either at the stage of initiation, adolescence or maturity.<sup>45</sup>

Apart from nature of inspiration and size, another way of classifying the NGOs is according to the very rationale for initiating voluntary action, for example, need of the target people, experimentation with new ideas of improving target people's condition etc.<sup>46</sup>

In the light of above classification, it would be worthwhile to understand the categorization of NGOs by the World Bank.

**Categories of NGOs:** The term NGO is very broad and encompasses many different types of organizations. In the field of development, NGOs range from large, Northern-based charities such as CARE, Oxfam and World Vision to community-based self-help groups in the South. They also include research institutes, churches, professional associations and lobby groups. The World Bank tends to interact with two main categories of NGOs: i) operational NGOs - whose primary purpose is the design and implementation of development-related projects, and; ii) advocacy NGOs - whose primary purpose is to defend or promote a specific cause and who seek to influence the policies and practices of the Bank. It should be noted, however, that

these two categories are not mutually exclusive. A growing number of NGOs engage in both operational and advocacy activities, and some advocacy groups, while not directly involved in designing and implementing projects, focus on specific project-related concerns.

As the operational NGOs are related more to the area of this study, an insight into these organizations would be helpful. The World Bank has classified operational NGOs into three main groups: (1) community-based organizations (CBOs) - which serve a specific population in a narrow geographic area; (2) national organizations - which operate in individual developing countries, and; (3) international organizations - which are typically headquartered in developed countries and carry out operations in more than one developing country.

According to World Bank individual operational NGOs vary enormously according to their purpose, philosophy, sectoral expertise and scope of activities. A number of different NGO typologies exist. For example, NGOs have been classified according to whether they are more relief or development-oriented; whether they are religious or secular; whether they stress service delivery or participation and whether they are more public or private-oriented.<sup>47</sup>

The conceptual coverage under NGOs has considerably enlarged to embrace all VOs, societies, trusts, cooperatives, Panchayats and Zila Parishads. For the purpose of this study the term NGO is used for those organizations, which are other than government, are non-profit oriented and working towards developmental action on voluntary basis. The primary task of these organizations is not to generate financial resources for themselves but to serve its target segment. In absence of self-generating resources NGOs need to be financed by outside agencies. Kumar and Stephen have classified NGOs according to the source of inspiration, their target group, area of operation, functional activities and operations. Kumar has further added the rationale for initiating voluntary action and size of the organization as means for classification. Sethi has classified NGOs into three dimensions according to orientation towards development, level of operation and stage of evolution.

### **Other concepts**

Several theories put forward by different people for understanding and managing the different variables of change has greatly helped to form a strong theoretical background of the subject and devise appropriate interventions like OD tools for

managing change better. This has also helped in the evolution of 'Change Management' as an area of vital importance that has been successfully applied in the profit making organizations and experimented in the non-profit making organizations.

"Kurt Lewin and friends model of Planned Change": Lewin introduced two ideas about change. The first idea states that what is occurring at any point of time is a resultant in a field of opposing forces. This is the equilibrium point. The second idea says about change as a three stage process unfreezing the old behaviour or situation, and moving to a new level of behaviour and refreezing the behaviour at the new level. Edger Schein improved this idea by specifying the psychological mechanism involved in each stage. Another modification to Lewin's model was proposed by Lippitt and others. They expanded the three stage model into a seven stage model which is as follows.

*Phase 1:* Developing a need for change. This corresponds to Lewin's unfreezing phase.

*Phase 2:* Establishing a change relationship

*Phase 3:* Clarifying or diagnosing the client system's problem.

*Phase 4:* Examining alternative routes and goals; establishing goals and intentions of action.

*Phase 5:* Transforming intentions into actual change efforts. Phases 3,4 and 5 correspond to Lewin's moving phase

*Phase 6:* Terminating the client consultant relationship.<sup>48</sup>

"Beyond the Quick Fix' Model by Ralph Kilman" : It specifies the critical leverage points for organizational change. These are referred to as tracks. The five tracks are, (1) the culture track, (2) the management skill track, (3) the team building track (4) the strategy structure track and (5) the reward system track. This model has five sequential stages: (1) initiating the program (2) diagnosing the problems (3) scheduling the 'tracks' (4) Implementing the 'tracks, and (5) evaluating the results.<sup>49</sup>

"Burke Litwin model of Organizational Change" : According to this model, OD interventions directed toward mission, strategy, leadership and organization culture is the second order or transformational change.<sup>50</sup>

"Systems Theory" : This theory view organizations as open system in active exchange with their environment. The system is characterized by an input- throughput- output mechanism. Open system has purposes or goals which must align with those of the environment. While taking a system approach one begins by identifying the individual

parts and then seeks to understand the nature of collective interaction. System denotes interdependency, interconnectedness and interrelatedness among elements in a set that constitutes an identifiable whole. Similar to this is the concept of Open System Planning.<sup>51</sup>

“Open System Planning” : Developed in the late 60s by a small team of consultants led by James Clark and others, addresses the interface between organization and the environment OSP entails: (1) Scanning the environment to determine the expectations of internal organization and stakeholders. (2) Developing scenarios of possible futures, both realistic and ideal. (3) Developing action plans to ensure that a desirable future occurs.<sup>52</sup>

“Parallel Learning Structures” : Dale Zand introduced this concept in 1974 under the label collateral organizations and defined it as a supplemental organization coexisting with the usual formal organization to deal with ill structural problems the formal organization is unable to resolve.<sup>53</sup>

“Normative Reeducative Strategy of Change” : According to Chin and Benne, many human behavior are rooted in socio-cultural norms, values and belief. It is based on assumptions that norms form the basis for behaviour and change comes through reeducation in which old norms are discarded and replaced by new ones.<sup>54</sup>

“Action Research” : It is a model for planned change. It is described as a process of systematically collecting research data about an ongoing system relative to some objective, goal, or need of that system; feeding these data back into the system (client group); taking actions by altering selected variable within the system based both on the data and on hypothesis and evaluating the results of actions by collecting more data.<sup>55</sup>

“Process Consultation” : It is a method for intervening in an ongoing system. The crux of this approach is that a skilled third party (consultant) works with individuals and groups to help them learn about the human and social processes in the organization and learn to solve problems that arise from the process events.<sup>56</sup>

“Gestalt Approach to Team Building” : Herman applies Gestalt orientation to organization development by focusing on the individuals where they are helped to recognize, develop and experience their own potency and ability to cope with the various demands posed by the environment. Here the individuals realize the positive and negative sides or the strengths and the weakness, and accordingly try to utilize or improve them.<sup>57</sup>

“Role Analysis Technique”: It is an intervention designed to clarify role expectation and obligations of team members to improve team effectiveness. In this approach, in a structured series of steps, role incumbents, in conjunction with team members, define and delineate role requirement. The role being defined is called the focal role.<sup>58</sup>

“Visioning”: It is the term used for an intervention in which group members in one or more organizational groups develop and /or describe their vision of what they want the organization to be like in the future. When the vision is accepted and shared by everyone in the organization it is called as ‘shared vision’.<sup>59</sup>

“Force -Field Analysis”: It is a technique for understanding a problem situation and planning corrective actions. It rests on the assumptions that the present state of things (the current condition) is in equilibrium representing a resultant in a field of opposing forces i.e., the desired state can be achieved by dislodging the current equilibrium, moving it to the desired state and stabilizing the equilibrium at that point. To move the equilibrium level from current to the desired condition, the field of forces must be altered by adding driving forces and by removing the restraining forces.<sup>60</sup>

“Search Conferences and Future Search Conferences”: These are constituted of three phases. *Phase one* is the environmental appreciation, where one tries to see the changes in the world around us, and the desirable and probable feature. *Phase two* is the system analysis, where one attempts to examine the history of the system, the analysis of the present system and the desirable future for the system. *Phase three* is the integration of system and environment, where one takes into account of dealing with constraints, devising the strategies and action plans.<sup>61</sup>

Beckhard’s Confrontation Meeting : In this approach, in a series of activities, the management group generates information about its major problems, analyze the underlying causes, develop action plans to correct the problems, and set a schedule for completing remedial work.<sup>62</sup>

“Survey Feedback” : It is a widely used intervention for organization development which rests on the process of systematically collecting data about the system and feeding back the data for individuals and groups at all levels of the organization to analyze, interpret meanings and design corrective action steps.<sup>63</sup>

“Grid Organization Development”: Developed by Blake and Mouton, it is a six-phase program lasting about three to five years. During this period the organization can move systematically from the stage of examining managerial behaviour and style to the development and implementation of an ‘ideal strategic corporate model’. It starts

with developing individual manager's skills, then to perfecting teamwork in the organization, then shifts to developing intergroup relations, and later developing and implementing an 'ideal strategic corporate model' for the organization. It also takes care of critiquing, measuring and evaluating the results.<sup>64</sup>

"Trans-organizational Development": It is an important form of organizational change process. It involves the trans-organizational systems, which is comprised of business alliances and network alliances formed for such purposes as coordinating services to the public, conducting joint research and development, exchanging technology, or gaining access to worldwide market.<sup>65</sup>

"Total Quality Management": It is a continuous quality improvement, which is a combination of a number of organization improvement techniques and approaches including the use of quality circles, statistical quality control, statistical process control, self-managed teams and task forces, and extensive use of employee participation. The features of TQM are as follows: primary emphasis on customers; daily operational use of the concept of internal customers; measuring and analyzing deviations in manufactured products and the manufacturing process; competitive bench marketing; continuous search for sources of defects with a goal of eliminating them entirely; participative management; an emphasis on teams and teamwork, major emphasis on continuous training; top management's support on an ongoing basis.<sup>66</sup>

"Reengineering": According to Hammer and Champy reengineering is the fundamental rethinking and radical redesign of business process to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service, and speed. It focuses on visualizing and streamlining any or all business process in the organization, which they define as a "collection of activities that takes one or more kinds of input and creates an output that is of value to the customer."<sup>67</sup>

"Mc Kinsey's 7.S" Approach: This approach identifies the seven key aspects in an organization, the 7 - These are as follows: *Strategy*: Systematic action and allocation of resources to achieve company aims; *Structure*: Organization structure and authority/ responsibility relationships; *Systems*: Procedures and processes such as information systems, manufacturing process, budgeting and control processes; *Style*: The way management behaves and collectively spends its time to achieve organizational goals; *Staff*: The people in the enterprise and their socialization into

the organization culture; *Shared values* : The value system shared by the members of an organization; *Skills*: Distinctive capabilities of an enterprise.<sup>68</sup>

All the above theories have helped the researcher to understand the concept of organizational change and development better. Further they have provided an insight into the factors influencing change and also the techniques, approaches and interventions that can be used in managing change. Kurt Lewin and friends model of planned change has given valuable concept of leading and maintaining change. Beyond the quick fix model has helped to understand the key leverage points for organizational change. System theory and Open System planning have helped to view the organization as an open system having a continuous exchange with its environment. Beckhard's Confrontation Meeting, Action Research and Survey Feedback are important interventions to collect data about the organization through peoples' participation in data collection, action planning and implementation. Force Field analysis and Mc Kinsey's 7 S approach help to keep a balance among the different forces and components in an organization. Process Consultation, Gestalt approach and Role Analysis are some of the important team building interventions. Visioning, Search Conferences, Grid Organization Development and Total Quality Management help in visualizing a desired future state for the organization and adopting action plans to attain it.

The following are some of the concepts which have a great bearing in bringing change related to the people.

*Personality*: Personality of an individual affects human behaviour. It is sum total of an individual's psychophysical systems that determine his/her behaviour in a given environment or situation. Personality includes both internal and external aspects of a person. Personality may be understood as the characteristic patterns of behaviour and modes of thinking that determines a person's adjustment to the environment. The external aspects relate to one's height, weight, facial features, colour, physical aspects and other traits. One's attitudes, values, learning etc. are examples of internal aspects of personality<sup>69</sup>.

*Perception*: Perception is the process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment. Perception is also defined as a process, which involves seeing, receiving, selecting, organizing, interpreting and giving meaning to the environment. The functioning of the whole

process is influenced by the individual who is perceiving, the objects or events that are being perceived and the environment in which perception occurs.<sup>70</sup>

*Attitude:* According to Munn, attitudes are learned predispositions towards aspects of our environment. They may be positively or negatively directed towards certain people, service or institutions. Attitudes are related to the feelings and beliefs of people. They respond to persons, objects or events. They affect behaviour positively or negatively. They undergo changes.<sup>71</sup>

*Value:* value is a concept of desirable, an internalized criterion or standard of evaluation of a person possesses. These determine or guide an individual's evaluations of many objects encountered in everyday life.<sup>72</sup>

*Learning:* learning implies a relative change in behaviour, which occurs as a result of experience. Learning is the process of having one's behaviour modified more or less permanently, by what one does and the consequences of one's action or what one observes.<sup>73</sup>

*Motivation:* Motivation is the willingness to exert high levels of effort towards organizational goals conditioned by the effort's ability to satisfy some individual need.<sup>74</sup>

*Group dynamics:* The characteristics of the group/group behaviour are referred to as group dynamics. It comprise of conflict, job frustration, job stress, communication, leadership, power and politics, decision-making etc.<sup>75</sup>

*Conflict:* It is the struggle between the incompatible or opposing needs, wishes, ideas, interests, or people. Conflict arises when individuals or groups encounter goals that both parties cannot obtain satisfactorily.<sup>76</sup> Conflict can also be a disagreement, the presence of tension, or some other deficiency within or between two or more parties. Conflict can be public or private, formal or informal. It can be approached rationally or irrationally.<sup>77</sup>

*Communication:* It is the sum of all things one person does when he wants to create understanding in the mind of another. It is a bridge of meaning. It involves a systematic and continuous process of telling, listening and understanding.<sup>78</sup>

*Power:* It is the ability to influence others. Influence is the process of affecting the thoughts, behaviour, and feelings of another person. Attached to power is authority, which is the legitimate right to influence others.



*Politics:* Organizational politics refers to those activities that are not required as part of one's formal role in the organization, but that influence, or attempt to influence the distribution of advantages or disadvantages within the organization.<sup>79</sup>

*Organizational Dynamics:* It includes several characteristics of the organization. Some of them are, the nature of organization, the organizational goals, the organizational structure, culture, the quality of working life, organizational change and developmental efforts etc. Organizational structure indicates the organizational hierarchy and authority structure and shows its reporting relationships. Hence, it implies the way in which the jobholder's duties or roles, position or lines of authority in the system are configured so as to attain the goals effectively.<sup>80</sup>

Personality, perception, attitude, value, learning, motivation are some of the manifestations of individual dynamics. Individuals form a group. Thus the individual dynamics have an impact on group dynamics. Conflict, job frustration, job stress, communication, leadership, power and politics, decision-making are some of the important characteristics of group dynamics. Individual dynamics, group dynamics and organizational dynamics are some of the important variables that need to be focused while contemplating organizational change.

In this chapter various concepts related to Organizational Change, Organizational Development (OD), NGOs, OD in NGOs, theories pertaining to approaches in managing change, concepts related to human behaviour, individual, group and organizational dynamics have been discussed. OD is one of the most important tools for bringing change in the behavioural aspect of the organization. Today the NGOs have evolved as strong entities. Though they do not have a profit motive but they have a vital role to play. Hence, it is very essential for them to excel. But in many cases they are not professionalized and do not have the required knowledge and managerial competence to identify or manage change. Here emerges the need for Change Management/OD in NGOs. The different theories related to approaches in managing change and the concepts related to human behaviour, individual, group and organizational dynamics will help to lead change in the organizations. All these will help in further reading of this thesis and understanding management of organizational change of those NGOs where this research study was carried out.

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## **Chapter – 2**

# **REVIEW OF LITERATURE AND RESEARCH DESIGN**

In order to understand the depth and width of the research problem, several research studies and real case studies carried out by researchers and organizations at international, national and regional levels were referred and a brief insight from such studies are presented in this chapter.

### **Review of Literature at National Level**

Ramesh<sup>1</sup> observed that the key factors that changed organizational mindsets were the critical contingencies experienced by the organization for long time. He depicted an interesting model which showed the locking in of a mindset by different aspects of culture which comprises of the rituals or the routine activities, stories, symbols, power structures, organizational structure and control systems. Unfreezing of mindsets will occur when the organization becomes aware of its mindsets, and perceives the consequences of continuing with its mindset in light of the organization's environment. He also mentioned that the organization is a system and any change that is brought about is likely to affect everyone, though some would be affected more than others. Careful groundwork is therefore needed both to comprehend the change agent and to identify the key decision-makers. It is important to generate broad directions of change, and endeavour to get the rest of the organization and other stakeholders to unfreeze their mindsets before soliciting co-operation towards bringing change. Having unfrozen the organization, the new mindset has to be vigorously communicated to the organization. It is important to develop 'learner' mindsets in the organization. This could identify aspects of the environment relevant to it, track the trends in these aspects of the environment; review the implications of these trends for the long run performance of the organization; work out how the organization should be configured for the future and generate movement towards this configuration. This needs to be done periodically or whenever any significant event occurs.

Different authors have provided insights into management of change. Sharma<sup>2</sup> discussed some concepts that might help one to plan organizational change like, the member participation variation and consultant planning variation. Member participation variation refers to the role of member participants as the change agents to achieve the goals of organizational change. Similar to this the author has mentioned consultant-planning variation as the role a professional Organization Development (OD) consultant has to assume from the different degrees of variations. Further the

author has emphasized on three models of planning. The first model is the 'Open System Planning' which emphasizes on internal and external environment of the organization in planning a change. The second is the 'model of Programme Planning (PPM)', which is useful for problem identification and development of programme to solve them, and lastly the 'Rational –Comprehensive Model' of Modern Planning (RCM) which is based on systematic changes and the realization of a decentralized organization.

Ramnarayan<sup>3</sup> in his empirical study carried out in eighty-two Indian organizations revealed the following findings on how they cope with change. The organizations were confronted with a rapidly changing environment. The study revealed a good rating on senior management who were committed to work, and initiated and supported change; availability of skilled people with clear roles and opportunities for growth; and on the administrative system. Average rating was obtained for teamwork, experimentation to new ideas, line-staff collaboration, cross-departmental communication and environmental scanning. Below average rating was obtained for institutionalizing innovations, overcoming functional myopia, wide participation in planning process, scanning of best practices elsewhere and adopting them to organization's own needs and requirements.

Ramnarayan, S and Nilakant, S<sup>4</sup> have cited the example of joint venture of Timex group of companies and Titan industries, which resulted into formation of Timex watches limited in the years 1992 to take advantage of changes in the external environment. The new organization could systematically manage the critical factors viz. technology, marketing, quality and costs. It also established appropriate structures and systems to manage these critical components. It invested on training and development and was driven by clear values. These led to extra ordinary performance of the organization within a short time.

The CEO of Amtrex initiated the project on BPR (Business Process Reengineering). A reengineering committee consisting of heads of departments was set up. The steering committee identified six chains namely, international service chain, shareholder service chain and HR service chain. After an in depth analysis the company was restructured. The company invested in an organization wide information system. The company was successful in its change management effort.

OD has been mentioned as an important strategy for leading and managing change in organizations. Different forms of OD are included in the following illustrations.



Padaki<sup>5</sup> examined the impact of liberalization on NGOs in terms of creating demand for organizational development related programmes. The author has stressed on the importance of environment in shaping the behaviour of the organization. He explained it through  $S \rightarrow P \rightarrow A$  model. Where 'S' stands for structures in the organization, 'P' signify processes such as communication, leadership, motivation etc. 'A' is the attitudes, that is the predisposition to behaviours. 'S' influences 'P', which in turn influences 'A'.

Kumar and Ramnarayan<sup>6</sup> discussed 'Process Consultation Approach' to change with a few illustrations. The authors have cited the example of a medium sized company which was having huge losses and was at the verge of sickness. An OD practitioner was initiated in as a fire fighting measure. As a part of preliminary data collection, the consultant examined the minutes of management committee meetings and then he attended one of these meetings. He found that the attention of the members was largely focused on issues of internal efficiency rather than market related issues. With the consultant's help, the management team enlarged the scope of the problem to include market related issues. It revealed that the members were quite unaware of market developments. The management team was urged in addressing these problems. Within a few months the performance of the company showed marked signs of improvement. The authors added that Process Consultation is a technique for observation and intervention in group processes with the objective of enhancing the effectiveness of its outcomes.

In a study of five organizations, Dayal<sup>7</sup> found that in three of them the Chief Executives personally initiated OD/HRD interventions. In the other two, the directors in charge of personal department initiated the proposal but the Chief Executives who were constantly involved in the formulation and implementation of the initiatives discussed the need. In all the five organizations, the operating managers were heavily involved in the exercise and thus the approach was internalized. Life Insurance Corporation chose four areas that they felt could significantly influence the pattern of interactions among all levels of people in the organization. These were supervision, decision making, problem solving and counseling. Parikh<sup>8</sup> after carrying out a study in a few Indian organizations suggested some OD interventions, which could be useful. According to her the role of leadership is to provide direction and to create challenges and opportunities for the growth of people. The leader should crystallize a vision and

mission statement, and translate it into policy and strategies for implementation. He or she should initiate transformation from a family owned and driven organization to a professionally driven one. The owner-manager should develop a personal sensing of how people feel being in the organization and their concerns. Forums for participation at different levels of management need to be designed. The different OD interventions that are suggested for Indian organizations are, institution-building workshop, corporate team building workshop, organizational learning and renewal workshop. A follow up study is suggested after a year at the organizational level, management level and task level.

Ramnarayan and Nilakant<sup>9</sup> threw some light on diagnosing organizational issues through training workshops, conducted by them in different organizations in India. Some of them were more specialized in nature, focusing and diagnosing some specific aspects of the functioning of the enterprise, while some others involved the whole management group in data gathering effort. The participants and the facilitators worked together actively in the collection, analysis and interpretation of the data, thereby utilizing case discussions for organization diagnosis. In some other situations the authors at first discussed specific concepts in a training workshop setting and then participants were asked to work in sub-groups and utilize the conceptual framework like that of example Mc. Kinsey for diagnosing the organization. In training workshops held at a multi-divisional organization, the sub-groups were asked to plot organization control graphs, where the horizontal axis represented the hierarchical levels of an organization from top to bottom and the vertical axis represented the amount of control exercised by each level in the organization. The graph represented the perception of the organizational members at a particular level regarding the amount of control exercised at various levels. In another situation the participants were encouraged to diagnose some critical problems in the organization in sub-groups and work out action plans on the basis of their diagnosis. It was found that when the trainer provided clear guidelines for identification of problems, methods for diagnosis and a broad structure for working out action plan, the plans were effective.

Rao<sup>10</sup> mentioned Survey Feedback as an important OD intervention. He added that it can be used as an instrument for periodically: sensing the climate of an organization, for bringing organizational improvements, for strategic shifts in structure, styles and personnel policies of the organization, for team building for cultural change, for developing motivational climate etc. It was practiced in various organizations.

Crompton used to carry out bi-annual survey research to diagnose the organizational culture and climate. National Dairy Development Board (NDDB) conducts climate survey as a part of their action research. The survey feedback was intended to be used by the organization for preparing itself for future. The illustrative items from the questionnaire were whether the person is clear about the task that is expected to be performed; whether the environment of the organization is conducive to acquire job related knowledge and skills; whether the employees receive regular feedback about their performance; whether their task is appreciated; and how they learn about organizational decision. The survey results were presented in a one-day workshop conducted for the top management, who in turn utilize it to identify areas of strengths and improvement and, subsequently designing action plans. In EID Parry, the CEO felt that there was a need to change the style of leadership and supervision in order to build the company for future. Hence a questionnaire was involved internally through a series of discussions with the external consultant. This was administered randomly to the employees across various levels. The analysis was done division, category and length of service-wise. Subsequently an in-depth interview was carried out to further investigate the weak areas. The survey feedback was taken down the line by the CEO himself for removing the wrong perceptions.

Kumar and Ramnarayan<sup>1\*</sup> cited an illustration of an action research project out in an organization that was facing a serious problem of conflict between the materials department and the user departments. The top management sought the help of consultants to work out the problem. The consultants formed a task force comprising equal representation from stores, purchase and user departments to undertake data collection and carry out analysis for presentation to a larger group. The task force worked in collaboration with the consultants. Next the task force members and the consultants had a two day meeting to review the data. The task force made a presentation to the top management team to decide on the next course of action. The meeting recommended involving three more senior managers, one each from information system, HRD and finance, as the preliminary data suggested that some interventions in the form of computerization, restructuring and decentralization might be required. The expanded task force was then asked to evolve viable alternatives, examine the consequences, and propose concrete action steps. It was given a time frame of two months to come up with the recommendations. It drew up a plan of action and presented it to the top management, who accepted the proposals and asked

the concern department to work out detailed plans of action for implementation. Changes were initiated about seven months after the consultant group was invited into the plant. Review of actions was undertaken after six months of implementation. Though the formation of multiple task forces had helped increase the feelings of involvement among the lower level employees, but a considerable resistance to change emerged. Thus the task force decided taking a fresh look into the nature of the problem and plan follow up activities.

Rao<sup>12</sup> mentioned HRD audit as an a comprehensive evaluation of the current HRD strategies, structure, systems, styles and skills in the context of the short term and long term business plans of a company. It aimed to find out the future HRD needs through an assessment of current HRD activities and inputs. The author has mentioned that HRD audit failures are mostly due to failure in implementation, inappropriate use of the results and wrong attitude of the top management.

Athreya<sup>13</sup> threw some light on OD and strategic management. He suggested that an efficient HRD framework should consist of participation, HRD skills, the philosophy, HRD system, HRD climate. The system design levers create need for training, appraisal, career and succession planning and manpower planning.

Various authors' observations and findings regarding application of OD in NGOs are presented below:

Vishwanath<sup>14</sup> studied the relevance and application of Organizational Development processes to NGOs. OD has to deal with its organization as a whole in terms of its interventions. Any intervention as a part of a system affects other parts of the system and this must be recognized. OD has to be considered and positioned as a strategic intervention. He emphasized the need and importance of environmental scanning as a tool for managing change. In order to become successful non-profits need to define clearly what changes outside the organization constitute results, and to focus on them. The role of leadership in this context is very crucial.

Sharma and Reddy<sup>15</sup> opined that unlike organizations in the formal sector, NGOs have uniqueness in their structure, mission and functions. Hence, prime concerns in any OD in NGOs process fall into three categories, namely, Human Resource Development, crisis management and need for change management. Human resource management addresses the need for capacity building, skill enhancement, managerial effectiveness and concrete output; crisis management varies from political interference and large staff turnover to a sudden funds crunch; and the need for

change management includes certain drastic changes in the external environment. Many organizations are able to go through a process of change with the help of OD process that analyses their strategies and weaknesses as well as the external opportunities and threats experienced by them. An important factor that enables an organizational change process is regular and critical examination of its activities, including a performance approach of its staff and time bound evaluation.

Sethi<sup>16</sup> examined OD process in NGOs and highlighted some relevant OD interventions. The *first one* is the Planning Monitoring Evaluation (PME), which can be integrated in the organization for facilitating learning, managing and performing functions. An ongoing PME process becomes a significant element when it is participatory, flexible and gets the pulse of the processes within the organization, takes note of the feedback and explores the possibility of updating the organizational mechanism to remain effective in a changing environment. The *second intervention* is restructuring and refocusing on the approach of an NGO. Here the need is to examine the internal mechanisms that it has developed, and ascertain whether they are adequate to keep pace with the challenges of the environment. Here techniques like SWOT analysis, team building, role clarification and reworking of responsibilities can help. The *third intervention*, which the author has described, is the action- based research. This can be very helpful in the institution building process of the NGOs in areas of policy recommendations, strategic planning, and designing appropriate organizational interventions. While comprehending the OD implications for NGOs, it need to be remembered that NGOs cannot be seen as an entity in isolation, but in conjunction with the grassroots development processes on one hand and the funding / support dynamics on the other.

Some cases on application of OD in various NGOs are discussed below:

Reddy<sup>17</sup> examined the OD process carried out in Rural Development Trust (RDT) in Ananapur, Andhra Pradesh. The OD process was initially confined to the core team of the organization comprising the first and second level leadership group. The result of this effort was encouraging as at the end of the week, each member began to think about his or her work in organizational terms. Relationships between members strengthened enabling the emergence of a more cohesive group. A feeling of collective responsibility for the organization developed. The other significant outcomes were change in objective, the change brought about in the organization structure, visioning and thinking about the future leadership of RDT and ultimately

choosing the future leader. Teamwork in RDT was reinforced during the OD intervention and ever since then, it became the norm in all sectors and areas. Timely feedback was considered as an essential tool for learning and change. The OD programme was conducted in stages. In the initial stage the external facilitators took the entire responsibility for facilitating feedback, self-reflection, objective analysis, ability to handle interpersonal relationships and attitude related to problems. Gradually as the teams' competence grew, the consultants encouraged the organizational members to facilitate themselves as much as possible. Finally towards the end, the team felt confident enough to facilitate themselves.

Suranjan et. al.<sup>18</sup> presented a case study of Rural Development Consortium and the OD intervention carried out there. RDC was confronted with organizational crisis. The first phase involved the Director and the core team of RDC. The focus was on perspective building. Tools like organization life Road, Environment scan etc. provided insight into the organization and the kind of changes it needed to undergo. The second phase was conducted after an interval of five months. The focus was on team functioning, group dynamics and leadership. The third phase was initiated after an interval of six months, which focused on programme Review and Skill Development. The fourth phase was conducted after a gap of one year. It focused on reviewing the work accomplished over the last two years and building perspective for the next three years. The overall outcome of OD in RDC was encouraging. The organization was stabilized and could successfully overcome its crisis situation. It adopted a new role for itself. Its systems and structures were reengineered. Both individual and group dynamics improved. Its relationship with the target group improved.

Chandrasekhar,<sup>19</sup> described a case study of OD process in an NGO named Flower (a fictitious name given by the authors). The organization was facing a crisis due to some misdeeds conducted by a former Chief Executive of the organization. The main objective of the OD programme was to strengthen the organization and its people. The methodology adopted was participatory in nature and exploratory in content. A six-day programme was chalked out. *Day one* comprised of brainstorming and problem census. The consultants began by introducing the programme, stating its major objectives and the roles that the organization's members and they themselves were expected to play. Effort was given on opening up. *Day two* was used in imaging the organization; which was conducted in two groups. This exercise was followed by an

unstructured discussion on the issues raised by each member, on values, and on individual and organizational identity. On the *third day* an exercise on 'Organizational Life Road' was carried out. This was followed by Programme analysis, Planning Monitoring, Evaluation (PME) and transactional analysis. The *fourth day* included facilitation by the NGO leader. Several issues related to the NGO's work dynamics and its internal systems were taken up for discussion. On the *fifth day* discussions on issues like transparency, role clarity, recruitment, multiple membership, political affiliation, gender relations etc. were discussed. The *sixth day*, which was the last day, was reserved for consolidation and evaluation of the OD programme. Based on the learning, the members prepared an action plan for the future. They decided to have regular meetings to reflect on their activities and experiences. The whole exercise resulted in better working relations among the members. It bridged the gap between the leader and members. It brought forth attitudinal change. Vision and mission of the organization were clearly defined. The members gave thought to long term planning. Pragasam<sup>20</sup> shared his experiences of conducting OD in an NGO named Legal Resources for Social Action / Rural Development Society Chengalpatta. The first phase of the OD programme was attended by thirty-seven members comprising both programme and field staff. This phase started with sharing of 'Individual Development Life Road'. In this phase open discussions were held on organizational and individual strengths and weaknesses, setting of individual and organizational goals and objectives, concretizing future directions and redesigning organizational structure for effective functioning. Following this phase of OD, the entire staff of the organization held several sessions to work out the vision and mission of the organization. The structure was reworked. Systematic staff development programmes were organized. In the second phase different interpersonal issues which emerged in the interval period were solved. Principles were formulated for redesigning the vision and mission of the organization. This phase was attended by twenty members. The outcome of the whole experience was a shift from being a demand-driven organization to a vision -mission driven one.

Franklin<sup>21</sup> presented a case study of OD process in Madras Christian Council of Social Service (MCCSS). The *first phase* was planned to orient the ten core staff towards the movement building process (empowering people's movement). They identified the major areas of concern for example, interpersonal relationship, teamwork, and organizational clarity. They worked out short term and long term

goals. After this four days exercise, the entire MCCSS staff joined OD, and the core staff acted as trainers to initiate the process of perspective building among other staff. They were divided into teams who were assigned separate tasks. This enabled to build up interpersonal relationships and resolve conflicts. In the *second phase* importance was given on understanding the OD concept with the main focus on 'self' in relation to the task and the organizations goals. Problem areas were identified and OD process was focussed on them. Discussions on organizational issues, and getting help from others were held. In the *third phase* of OD an exercise on preparing the life road of individuals was carried out. This was followed by a conceptual analysis on team building, behaviour management, conflict resolution, gender issues etc. In the next one year period the core staff emerged as the core team. The organization reflected positive dynamics. The *fourth phase* began by reinforcing gender, team-building, personal decisions and role clarity. The *fifth phase* was conducted after an interval of six months. It concentrated on the problems that developed after the fourth phase and identified their root causes. Vision, mission, strategies, structure and other concepts were again analyzed. The *sixth phase* of OD was entirely managed by the core team members. The major areas considered during this phase were programme /activity analysis, programme planning for the next three years, Self -analysis and reflection. The OD process in MCCSS led to the emergence of a core team who could shoulder the responsibilities of the organization. Further there was marked improvements in the individual and group dynamics.

Pareek and Chattopadhy<sup>22</sup> discussed their experience of OD in an NGO, which operated all over the country. The entry and contracting phase started when a significant member of the organization contacted the consultant and invited him to attend a three day international meeting of the NGO. A meeting was held between the consultant and representatives of the NGO to understand the operations and the structure of the organization. On the basis of a few more meetings and discussions, a working paper was prepared, which consisted of four parts namely the key issues involved, a conceptual framework to formulate inter-relation, the assumptions which would be the bases of the design of the OD program and the outline of the intervention plan . The working paper was presented to the chief, which was subsequently discussed in a division committee. A shorter version of the working paper was circulated amongst all the members of the organization with the idea that each member will communicate their willingness regarding having the OD



programme. A two day programme was arranged by the consultants to have interaction with the representation of the local units regarding change. The total OD programme was planned for twelve to fifteen months. The interview consisted of (a) Basic Laboratory, which included micro lab, personal structured data, panel discussions of organizational strategy, action plan and evaluation (b) Internal Resource Development which included developing a group of persons who might acquire the expertise of change agents from within the organization (internal change agents / facilitators) and recruiting on contract some young behavioral scientists to work full time within the organization to work closely with the internal facilitators (IRs). (c) Review lab for internal resource persons. (d) Stabilization and Termination phase.

Murthy and Singh<sup>23</sup> placed the findings of a study on training, organization development and sectoral strengthening needs in NGOs as perceived by the different groups. These needs were classified into six generic categories (which are relevant to organizations and networks) and three thematic categories (organizations working in particular thematic area like health, environment etc.). The generic needs, strategies, leadership, human resource development and structures, operational management, boundary management: with government and other agencies, organizational learning, values, culture etc. The thematic specific needs are livelihoods and micro enterprises, environment etc.

Few case studies have illustrated some viable strategies for NGOs in order to be successful. Pulavarti, Lalita<sup>24</sup> discussed the reasons for success of Sumanjali Seva Ashram, a local NGO in urban Bangalore. From a modest beginning as a home for the destitutes in 1975, today it has grown into an organization reaching out to thousand of women in several urban and rural areas of Bangalore district. The organization marched ahead with the able leadership of S.G. Susheclamma. In the initial stage it received a grant from the government. The turning point came after it received support from an international sponsoring agency Action Aid, which paid the day to day operating cost of the organization and that of the programmes. Then it started partnerships with the government agencies. Infact the latter became more dependent on the organization for implementation of its various schemes. The efforts of the organization brought forth women empowerment in its area of operation. It was able to form a federation of women groups. The NGO also started partnerships with other women's organizations in the state (Karnataka). Owing to the NGO's contacts with

the government agencies, women in the federations too had increased contact with the bureaucracy in government offices and are now better aware of the government developmental programmes. This implies that networking is important strategy for the NGOs. This aspect has also been reflected by the views of Rajsekhar.

According to Rajsekhar<sup>25</sup> providing qualitative services to the poor is important. This includes the formation of target group organizations, building capacity of the poor and leadership among them, facilitating the provision of efficient services, enabling the people to plan, implement and monitor their development activities. Secondly, the NGOs need to build capacity of the target group and their organizations to access the resources from the government as their right and play an important role in planning and implementation of government sponsored development projects. NGOs need to form themselves into networks in order to influence government policies. The author has mentioned that a good NGO is one which has capable, has balanced (genderwise) and matured board members, practices good governance (accountable and transparent), is participatory, endeavour to find out the needs of the community (prior to action planning), comply with the statutory requirements, follow good systems and procedure, and respond to the emerging needs and challenges at appropriate time etc.

Bhatt<sup>26</sup> described empowering the poor through Micro-finance by citing the example of SEWA (Self-Employed Women's Association) Bank. SEWA started in 1972 with the objective providing full employment and self-reliance to its members. SEWA stepped forward in managing banking with poor women where the nationalized banks failed. The SEWA Bank's integrated approach distinguished it from other micro-credit efforts. According to the organization, credit or access to financial services, though important, is not adequate for sustained and substantial employment or to transform the economic activities of the poor into profitable ventures. Thus SEWA embarked upon facilitating market information and commercial linkages, technology and methods to improve productivity ; market infrastructure ; health and social security services ; information, know-how entrepreneurial ability ; and representation in decision-making bodies for the members of its target group. Close monitoring of loans was done to ensure that they are used for economic activities thereby it facilitated repayment. Thus SEWA's work resulted in the growth of rural Banking. SEWA also ventured into other development activities like housing, integrated work security scheme, training etc. SEWA Bank has demonstrated that it is not only possible but also profitable to run a bank of and for poor women. When the target

group themselves run the bank they take a keen interest in its management and try to ensure high repayment rates, maximize surpluses and efficient use of resources.

NGOs are today accepted as a vital entity in social development, yet their role is not fully understood. Some authors have tried to put some light into this subject, which are as follows.

Mishra and Jha<sup>27</sup> examined development through non-governmental organizations. They have mentioned that NGOs are expected to play a critical role in all conceivable aspects of development. People as well as the policy makers attribute innumerable roles to NGOs and presume that NGO activity is remedy to all problems in the society. But, the role of NGOs itself is changing over the years due to change in the function and philosophy of other development organizations. The NGOs had undergone various generations of changed role such as charity, relief, welfare, development and empowerment. Interfaces with environment are critical. The major interactions are held with the government and its agencies, clients or beneficiaries, suppliers of inputs and other organizations. Their mutual interaction and collaboration would make their efforts more effective. One major weakness of NGO sector is their action in isolation. The major lessons for future are adopting a strategic approach for improved management practices, establishing new allies/ partnership, strengthening existing structure and negotiating new role. The authors have emphasized the importance of people's participation in bringing development.

Chavan<sup>28</sup> described the work that organized voluntary action (NGOs) could do towards socio-economic development. According to him NGOs can provide consultative service to people to help them efficiently use resources available to them. The author has described the inclusion of voluntary work in several development plans of the government. It would necessitate introspection on the part of both governmental and non-governmental agencies to look at their own culture, procedures, modes and methods of work so as to evolve working styles conducive to collaborative working in the best interests of one who needs these interventions the most - the poor. The ideal combination would be to use the spirit of voluntarism still prevalent in villages and slums, in the young men and women. The author stresses on the NGOs to upgrade their professional skills and develop expertise.

Rai, Manoj Kumar and Tandon, Rajesh<sup>29</sup> selected four important sectors to examine the involvement of NGO sector in socio-economic and human development. These sectors were investment in human capital, micro-finance sectors, non-farm income

generation activities and policy reform. They suggested that an alliance of these organizations with professional bodies would help to foster natural co-operation and learning.

Dharmarajan, Shivani<sup>30</sup> observed that NGOs are playing key role in the areas of HRD and social development for providing basic health and income generation for the poor in the Asian countries. It was being carried out through their work programme and people's participation. Some of the weaknesses identified in the programme implementation were lack of ability in tracking the poorest, cost effectiveness, adequate involvement of women and children. Further, the external environment was not considered in the planning and implementation process and more time was taken for the benefits to get mature. The author emphasized that analysis of more information to design better intervention was needed besides greater care and time for both project identification and selection. The NGOs must do away with dependency on government funding and focus on generating their own resources. NGOs need to conduct appropriate training programmes for their members/employees, use computerized information system for creating database, monitor and evaluate developmental programmes and emphasize on enhancing the skills on project management. Successful project interventions were related to factors like beneficiary participation in the planning, design and implementation of project, a strong and competent leadership and an effective scanning and analysis of the external environment.

Awasthi, Ramesh<sup>31</sup> cited rural development through people's mobilization with a case study of Ralegan Siddhi, a village in Maharashtra. The entire development programme in Ralegan was charted out by the people themselves. Local ingenuity, people's understanding of the roots of the problems, their openness to ideas from all sources, motivated and appropriate leadership, and collective response of the people in taking up and implementing various schemes brought about overall transformation of Ralegan.

Shah and lyengar<sup>32</sup> discussed the contribution of NGOs to development through the case of an NGO named Kundla Taluka Gram Sewa Mandal. The NGO launched a project to built check dams with a financial aid. The results were highly successful. The objective of the project was to develop not only physical infrastructure but also management systems, village institutions and the people through participatory process for sustainable development. The project was executed by a small team. Information

about the project was disseminated to all the thirty-five project villages by the project team. The NGO motivated and organized people at work. Participatory Rural Appraisal was used. This empowered the people. Individual farmers had to assume responsibility for land shaping activity of their farms and contribute towards its maintenance.

Several authors have elucidated upon different interventions carried out by the NGOs in order to attain their developmental objectives. Some of them are presented below.

Rajshekhar D.<sup>33</sup> mentioned that prior to designing poverty alleviation project by the NGOs it is necessary to analyze the situation of the poor and assess their needs. The Participatory Rural Appraisal (PRA) appears to be the most suitable method to enable the rural poor to participate in this. In this context the author has presented his experience on an Action Research Project (ARP) carried out in the areas of two selected NGOs. The project started with a training programme in concepts and methods related to causes of poverty, poverty alleviation strategies, local organizations and their characteristics. The objectives, activities and expected outcome of ARP were explained to the team members. They were equipped in data collection by providing inputs on PRA techniques and thus prepared for fieldwork. A feedback method was designed at this step. The next step was 'acquiring knowledge'. Some of these are as follows- Social Mapping (to map the utilization pattern of resources available to the villagers and the characteristics of the individuals by the villagers themselves); Wealth Ranking Exercise (to know the number of poor and poorest in the villages and the characteristics that make the poor); Seasonal Mapping (mapping a normal pattern of employment and wages, disparities in employment and wages of men and women, savings, expenditure, credit and diseases in a year); Focus Group Interview (the poor, poorest, schedule castes, the different religious group etc.); Time Related Mapping (to trace the important socio-economic changes in a village with the help of elders in the villages). The data collected through the above mentioned exercises were cross checked through other means. After collection of data, ARP focused on preparation and presentation of data at the village level and block level. At the village level this exercise was conducted with members and leaders of Self Help Groups (SHGs), elected leaders of Gram Panchayat, village level officials and bankers in one-day workshop. Workshops were conducted at the block level involving people from selected villages, block level officials, elected members of Panchayat, bankers, members of SHGs, the poor and the ARP team from the NGO.

Bardhan, Anita<sup>34</sup> analyzed a project undertaken in Damoh District of Madhya Pradesh in order to decline the infant mortality in that area. The intervention strategies adopted for the purpose were locating and training of the key functionaries named Traditional Birth Attendants (TBAs) at the village level who could act as the main link between the project and the local population. Community health volunteers were identified and trained for mobilizing people, organizing health clinics and in conducting mass education programmes. Efforts were made to provide necessary maternal and child health care at the village level through the trained TBAs or by organizing visits of the health staff. Appropriate liaisoning was maintained with the health staff at the block, primary health centre and at the sub-centre level to ensure services according to need and demand. The efforts to mobilize community support were based on rapport and meetings with the community leaders, education and involvement of the target group, and formation of small groups of youth and adolescents. The education and communication materials that were developed were related to local beliefs and practices. They tried to identify information needs of the local population. The IEC package utilized local talent and folk media to educate and mobilize people's support. The ultimate outcome of the project was very encouraging. Similar to this is the intervention included in an action programme, which is discussed below.

Misra, Sunil<sup>35</sup> discussed a field study undertaken in relation to an action programme to decline infant mortality and fertility in Tikabali District of Orissa. The programme interventions were devised to promote greater interaction between health functionaries and people, create general awareness about health issues, introduce cultivation of crops which could fulfil the nutritional needs of the people, involve community leadership and mobilize village level organizations to extend their support towards the programme. Efforts were made to promote coordinated planning and action between health functionaries and community leadership with project staff acting as facilitators. The action programme included formation of coordination committees, joint training of the health workers and the project staff, enlistment of the target segment, laying down the nutrition programme, focussing on adolescent education, development of IEC packages. Importance was given to develop need based and culturally compatible educational material. Emphasis was laid on using folk media, local artists, and professionals in communicating the messages. The programme also included setting up of "Balwadis" for taking care of child health and

maternal education, and creating awareness and generating a demand for health services. The project was fairly successful at the end of three years.

Sawhney, Nirmal<sup>36</sup> discussed the integrated health and development project carried out by Christian Mission Hospitals in Kanpur, Uttar Pradesh. The objectives of the Project were related to health and family planning, and socio-economic development. The intervention strategies had three main elements. These are (a) Education and motivation for the desired changes (b) Organization of interest groups, mobilization of leadership and training of community health volunteers, TBAs etc. (c) to organize services for different programmers of health and socio-economic development. The steps in the programme development included a study to assess the health and development needs of the community, establish rapport and conducting preliminary meetings with the health and development staff of the government at different levels and that of community leaders. This was followed by identification and training of the community health volunteers and TBAs, formation and activation of community organizations through mass media, regular monitoring, periodical review and reorientation programmes for the community health volunteers, women groups, youth clubs etc. Here too emphasis was on collaboration and community leadership.

Ramnarayan and Grover<sup>37</sup> mentioned Dr. Gavid Gleicher's formula to look at what is required to make a change effort succeed. According to him for C to occur  $a \times b \times d > R$ , where C= change; a =shared felt need for change or level of satisfaction; b=shared sense of goal or clearly understood desired state; d= implementable, practical steps towards the desire state; R=resistance to change or cost of changing. If a, b or d is zero the product is zero and so no change occurs. Hence for change to occur all these three elements should be strong.

The desire for change may be triggered by a failure experience or a desire to increase one's competitive advantage by improving productivity or effectiveness. The process of generating shared felt need among team members begins when a key actor in the organization experiences a strong need for change and passes it to other members of the group. The key actors need to be confident of being able to move to a desirable state of affairs. In this context the authors have cited an illustration of an NGO, which was successful in mobilizing members of a village community to bring about change. Initially they lacked commitment and confidence in work. Hence the progress of the programmes was frustrating. Only when later the OD practitioner designed a set of small tasks and convinced a few influential villagers to take charge of them, the taste

of success started pouring in. When this was reported back to the groups, hope emerged in the community leading to gearing up efforts. The authors have stated that the OD practitioner should identify and clarify the need for change by either helping the key organizational members to explain their understanding of the problem or obtaining information about the activities within parts of the organization. Group interviews are useful means. The authors have mentioned about two models to illustrate the client practitioner relationships. The first kind is the *purchase model* where an individual manager or a group in the organization defines a need. A consultant is approached to fill the need if they feel that the organization does not have the time or capacity. The second is the *doctor-patient model*, where one or more executives in the organization decide to bring in a consultant or a team of consultants to have a look at the organizations or some parts of the organization like a physician and recommend a programme of cure or therapy. The authors have further added that multiple data collection through observation, questionnaires, interview, archival research, self-reports, superior appraisal, and subordinate description would be useful. New knowledge, skills and attitude are often required to be developed within the organizations to stabilize the change.

Padaki and Padaki<sup>38</sup> mentioned organizational value system as an important perspective of OD in organizations. The process awareness in OD may be greatly enhanced through an assessment of value systems at the individual, group/unit/organization and the sector/institution field level. The value cycle is kept going by way of refining organizational values periodically through stock taking exercises and reinforcing values so that they are reflected in work practices. The authors have mentioned that organization should carry out regular study of organizational value system in order to set linkages with the organizational process. The importance of considering values in OD has also been emphasized by Dayal.

Dayal<sup>39</sup> stated that the while framing the OD strategy in an organization one needs to know how the employees acquire values about work and how they could change them. Further they are also required to gain knowledge related to the type of organizational approaches that are needed for employees to acquire new attitudes and internalize them. An individual acquires attitudes about work by observing happenings around him, and through his personal interactions with superiors, peers and subordinates. In this context he has cited the example of CMC Ltd. The organization through their three day induction programme for the new entrants



convey the organizational values which they consider as basic to their organizational culture. When these values are reinforced at work, the employees begin to accept and practice them. The process of learning however requires certain minimum conditions to bring about change in the attitude towards work and people, like the employees should be able to place new meaning to their work; they should perceive that there is congruence between what is articulated as policies and what is done in practice. The positive experiences need to be reinforced. The change should be widespread and not confined to a limited area or people. The employees should understand the reason demanding a change in their attitudes or behaviour, etc. The author has added that change in behaviour would come about only when interactions on job confirm what is learnt in the training programme.

Abha et. al,<sup>40</sup> mentioned that the NGO sector is comprised of five tiers of manpower. They are the policy makers and the planners, who are concerned with taking policy decision and spilling out action plans; the Executives and the Administrators, who are responsible for carrying out the day to day activities of the unit and implementation of the policy and programmes as laid down by the former; the specialists and the technical experts, who are the brains and muscles behind the success of the programmes; the section heads, who are responsible for reporting day to day performance of their sections and the grassroot level workers, who are the vital link of the NGO sector with the community. This five tier manpower needs to be adequately oriented at every entry point. Periodic training for everyone is a must. The NGOs working in the area of health and family welfare can act as awareness generators and facilitators, enthuse community to participate, build a team of dedicated volunteers, liaison with the government and other (foreign, national, regional) donor agencies, initiate income generating activities. For effective implementation of these activities it is desirable to constitute an advisory committee under the chairmanship of District Collector or a public person who is known for his/her expertise, experience and integrity. This committee may have members from other NGOs, private entrepreneurs, experts and donors.

Lall<sup>41</sup> examined the characteristics of successful NGO and ways and means of meaningful resources. He stated that NGOs evolve systems to meet growing internal and external needs. According to him leadership happens to be very crucial in an NGO. Few other things which the author finds to be important are learning, environmental analysis and organizational review. He concluded that for an effective

management of NGOs fusing together and coordinating the large numbers of citizens through networks and managerial competence is essential.

Garain<sup>42</sup> attempted to construct an instrument for measuring perceived organizational effectiveness in case of NGOs. The areas identified for evaluating the same were the overall organizational effectiveness, volunteers, beneficiary participation, organization's flexibility, and local level impact and resource utilization. The functioning of an NGO is dependent upon the nature of the project being executed, which in turn is related to the project objectives, target groups, degree of importance of the project to the NGO, funding agency philosophy and the background of the staff executing the project. In the study the researcher has considered three categories of background variables which contribute towards shaping perception and attitude of the programme of the staff (s) they are (a) personal background of the staff (b) their individual values (c) job related factors.

### **Literature review – Real Case Studies of NGOs**

The real case studies have described different successful NGOs in India and the factors responsible behind them. Some of them are presented below.

Singh<sup>43</sup> gave a vivid description of Vigyan Ashram, situated near Pune in Maharashtra. Dr.S.S. Kalbag, the founder of the Ashram realized that there were higher numbers of school dropouts amongst the poor students from rural background. He felt that the factor most responsible for this is the present education system. Hence Vigyan Ashram framed certain objectives to make service a way of life by learning activities based on scientific methods and rural technology to make education interesting by including informal educative methods, and to imbibe a set of good values and morals amongst the students and the inmates. There existed no discrimination on the basis of work. Children are inspired by seeing the elders doing their own work, which helps in inculcating a sense of discipline. All these were possible only through the active support and guidance of its visionary Dr. S.S. Kalbag.

Thakur<sup>44</sup> examined the work of Samaj Pragati Sahayog (SPS) situated in Madhya Pradesh. The primary objective of the organization is to evolve an alternative path of development in India based on the principles of people's empowerment, equality and sustainability; carryout development, mobilization, research and development. SPS was inclined towards watershed development as its prime activity. The problem of finding other partner organizations that could support SPS in this effort was sorted out

by CAPART (Centre for Appropriate Rural Technology). CAPART extended technical, monetary and all kinds of support as required from time to time. The training need of SPS was taken care of by Baba Amte Lok Sashaktikaran Kendra (Baba Amte's center for people's empowerment) located in the middle of the target population, which helped SPS members to have a direct interface with them, get their feedback on the interventions carried out and to realize the impact of the interventions. An effective training methodology was designed by SPS members, taking care of the social and institutional aspects of watershed works. The ultimate impact of all these interventions was that the watershed programme was successful. It improved the standard of living of the people and led to transformation of the dry land into green land. Behind this success were the efforts of a trusted, dedicated and excellent team of professionals who have a very good interpersonal relationship and are dedicated and committed to the objectives of the organization.

Gangwar<sup>45</sup> gave an account of Tripura Adivasi Mahila Samity (TAMS), situated in Tripura. Its objectives are, to promote and safeguard the interests of women, children, the destitute and the tribal communities; to bring about self-reliance of the landless poor artisans and the unemployed. To achieve its goal, it has taken up different projects like women, child and adult education, building houses for the poor, training people in the basic skills like weaving, harvesting of rain water, tapping of ground water etc. In all the projects or activities a major highlight is involvement of people—the local government, the beneficiaries and the team of workers, making the project successful. The credit for the success of TAMS goes to its sincere and devoted team members, and the able leadership of its President and the founder member Ms. Anurupa Mukherjee, who is the guiding light and the motivating force behind the organization. It is through her understanding of the people, their problems, hard work and able guidance that TAMS is successful.

Singh<sup>46</sup> presented an account of BAIF Development Research Foundation (BDRF) situated in Maharashtra. The extreme social and economic backwardness of Urulikanchan threw a challenge to Mahatma Gandhi, father of the nation. He entrusted Manibhai with the mission of working for upliftment of the region and project it as a model of rural development. Manibhai developed strategies for rural development through creation of suitable employment opportunities for the people of Urulikanchan. He revolutionized agriculture and dairy farming in India, and through this showed the path towards poverty eradication. Today BDRF also focuses on the

watershed development, agro-forestry, horticulture and empowerment of women. Manibhai Desai Management Training Center in Pune organizes regular training in management of rural development programmes with emphasis on leadership development and promotion of local enterprises. It shares its field experience with other NGOs with a view to develop a network of efficient voluntary bodies and replicate the success of its development programmes throughout the country. All these improved the lives of the deprived section dramatically. The torch bearer for the organization today is Dr. N.G. Hegde, the President of the organization. He is a very able professional and administrator. According to him dedicated professional staff members are the organization's real strength. They have introduced several training and development programmes to enable the staff members to share greater responsibility. They have prepared a strategic plan for the next decade and a clear goal for themselves. The organization is getting a good response from their donors, beneficiaries and the general public.

Singh<sup>47</sup> attempted to examine an NGO named Nav Bharat Jagriti Kendra ( NBJK) situated in Bihar. NBJK is the result of effort of four friends Girja, Satish, Prabhu Nath and Ram Padarathjee, engineers by profession, who decided to give up their careers and plunge into nation building and serving the poor. The aim of the organization is to run constructive, educational and social programmes for agricultural labourers, small farmers, women and youths in an attempt to end their socio-economic and political exploitation. NBJK has a talented, professionally qualified and competent team of workforce. Each member of the team is fully aware of the vision and mission of the organization and shares their commitment. Decisions in NBJK are taken on the basis of unanimity. Participation of local people is one of the primary objectives of the programmes, and for these self-help groups are formed. In order to gain self sufficiency and provide employment to the villagers NBJK not only went ahead with different kinds of productive activities, but also took marketing initiatives to help the beneficiaries sell their products. NBJK regularly organize training programmes on various issues to strengthen the efforts of social activists and organizations in rural development. The organization is able to flourish under the able leadership of Satish Girja the Secretary. His approach towards work is to promote individual values, generate love for the poor, and enhance capacity building among the members of the organization by giving them independent assignments. The emphasis is on integrating them with the ideology of 'selfless social service.'

Thani<sup>48</sup> described work of Tarun Bharat Sangha (TBS), situated in Rajasthan. TBS pledged to work in a region, which was struck by famine. People were in dire straits and unemployment and poverty were rampant. The workers of TBS with Rajendra Singh as their head were determined and committed to involve themselves in the impossible task of making the earth's covering rich and green again in that area. TBS decided that they would work only in those areas where the people would join in the endeavour actively. This approach was highly successful. TBS saw a change in their objectives over the years. Initially it worked for the slum areas. It worked to provide health care, water, food and clothing. Along with these, it opened night classes for children and adults. Then TBS shifted its focus to the problem of the rural population. After this Rajendra Singh's attention was drawn towards managing the natural processes for maximum benefit of the people. Along with that TBS has also come out with different schemes for economic benefit of the people. TBS had to wait for four to five years to gain recognition from the villagers, but after that village after village joined in their work and the little lamp that had been lighted by a few hands grew to become many lamps spreading the message of light. The exemplary leadership of Rajendra Singh aroused in the people the feeling that biggest and most difficult tasks could be made easy with commitment. In TBS there are some workers whose dedication and hard work has made TBS a 'people's organization'. People in the organization do not have any designated portfolios but work is designated according to need.

Kumar<sup>49</sup> gave an account of Gramin Vikas Vigyan Samiti (GVVS) which situated in Rajasthan. Its main objective is to reduce the level of poverty in the rural areas. For this purpose it has undertaken many projects in rural development and has run all these projects in partnership with established rural development societies. The author has described the activities project wise. These are (i) The water harvesting scheme, (ii) Group tube wells, (iii) Construction of low cost housing for the poor (Pucca houses), (iv) Creating forests for individuals, (v) Creating orchards in the desert, (vi) Support to other voluntary Organization, (vii) Uplifting the cause of mine labourers. All these activities not only helped the poor to have a comfortable living, but also helped them to derive economic benefit. GVVS tried to know the needs of its target segment and accordingly made strategies to fulfill them. Behind all this effort is the dedication of Mr. L.C. Tyagi, the Director of GVVS and Shrimati Tyagi, the Chief Executive. Mr. L.C. Tyagi seeks participation of people in implementing work. The

major problem faced by GVVS is the dearth of genuine workers who are more committed to social work than being concerned about earning money.

Singh<sup>50</sup> gave a vivid account of success of Sarvodaya Ashram an NGO located in Uttar Pradesh. The organization endeavoured to provide refuge to the people from exploitation and violence, and helped them to move towards self-sufficiency. Sarvodaya Ashram began by organizing the farmers and labourers. They went from village to village imparting information on government schemes and making facilities available to the people. The rich people occupying the land were motivated to give a share of it to the poor and weak people. Then the organization's main issue became developing the land further. After the need of providing food was fulfilled, attention was given towards other issues like education, health and women. In order to work on these issues they came out with different programmes. The programme for the improvement of infertile soil was the most successful one. It was possible due to the relentless effort of the organization and people, backed by CAPART's funding and technical know how. Farmers were sent to undergo training in different institutes and interact with farmers of different states. The NGO undertook an intensive campaign to motivate the farmers constantly. The positive outcome of work was coined as "Hardoi Model" which was replicated in other areas of the region. The success of this scheme had an enormous impact on the inhabitants, the standard of living too improved. Behind the success of the organization is the effort of Ramesh Bhai, the able leader. He constantly attempted to motivate the people/ target segment to participate in work and also called upon different agencies / authorities to support them from time to time. Sarvodaya Ashram work by creating organized movements. It endeavour to bring the underprivileged people to the mainstream and bring change in the society by changing the people's mindset.

### **Review of Literature at International Level**

Literatures from outside India were also reviewed for the purpose of this study. Some of them are presented below.

A feedback taken from participants of different countries in a Management Development Workshop for Save the Children, U.K. <sup>51</sup> revealed vital information regarding the different components of the participating organizations, which require main attention for designing implementation of change effectively. In Central Asia they are:- activities and programmes, organizational component viz. people structure

and task, increased communication, skill development, structure of project team, country strategic plan. In Bangladesh, they are tasks, structure, information sharing, decision-making and conflict resolution. In Sri Lanka, they are building in feedback mechanism, capacity building, clarification of country strategy, organizational structure, roles and responsibilities. In Afghanistan, they are setting of time bound goals, programme priorities, communication etc. In Pakistan, they are vision and mission and strategies; programme goals and action plans; systems, procedures and partnership; capacity building viz. team building, training communication and leadership. In Nepal, they are working approach, participation and focus on the target segment. In India, the focus is on common societal vision, programme management and structural change.

The literature related to South Asian Dialogue Meeting on NGO Capacity Building<sup>52</sup> examined the area of capacity building. Internally capacity building is for the individuals in the organization. Externally it is for the client groups, the community leaders and other individuals and agencies outside the purview of the organization. The main goal of capacity building is development of people to facilitate change or social transformation. The literature reveals that dynamics of capacity building can be of two types. The first kind is from inward to outward, when the change starts at the individual or the staff level then expands to the organization level, the national level, the regional level (for example the South East Asia), the continental level (for example Asia) and ultimately the global level. In the second type that is outward to inward, the path of change or transformation is just the opposite.

Nanus and Dobbs<sup>53</sup> gave an overview of leadership with focus on the non-profit area. According to them leaders who build organizations must be visionaries, strategists and change agents. Entreating the non-profit leaders to be change agents, the authors have put forward challenge to the leaders to innovate, to be entrepreneurial, to communicate, to initiate, to renew and transform their organizations. The authors have encouraged the leaders to play the role of a coach in the organization that is to build, ignite, design, create and encourage the followers. As a coach the non-profit leader must blend staff, volunteers, the board, clients and customers into a high performance team. The authors have described the leaders as politicians who should see the team in the context of a wider public that includes donors, advocates, other NGOs, stakeholders, the media and the government agencies. Another role that a leader has to play

is that of a financial campaigner, who offers insights into financial planning and fundraising.

French and Bell<sup>54</sup> presented certain illustrations to highlight OD in organizations. They are as follows: In the first illustration a business firm characterizes lack of cooperation between subunits, increasing complaints from customers, sagging morale, and rapidly increasing costs. The President of the firm approached an OD consultant to improve the situation. They decided on a three days workshop for the executives and their team away from the workplace. Prior to this the consultant interviewed each member. At the beginning of the workshop the consultant reported back the data to the group by putting it into themes. The group ranked these themes according to their importance. They were further divided into sub-group to discuss certain issues and carry out action planing to tackle problems. The participants were also involved in recreational activities. All this resulted into enhanced team spirit. They decided upon a three-month review session with the consultant. A three-year Organization Development programme conducted by two behavioral scientists at a large wood products company led to eighty percent increase in productivity. The programme consisted of first line supervisor training, survey feedback, team building with various work teams, weekly problem solving meetings and numerous problem specific interventions.<sup>55</sup>

A new plant manager joined an organization. He wanted to practice a participative style of leadership and empower his subordinates. But for this he needed to change the managerial culture of the organization. The change goals and the ideas of the new plant manager were communicated to all the employees. The consultants held team building meetings. Few organizational members were groomed as internal change agents. The consultants assisted the group to identify, work through, and learn from their problem. The OD programme was in operation for four years. In the first year, the intervention strategy included team-building meetings with intact working groups (supervisor and key subordinates). The second year's activities continued the team building sessions but introduced interface meetings with groups that had problems working together. In the third year, the focus was on developing long range strategic planning model. Management Development Programmes were also formulated. In the fourth year, the OD activities moved to the shop floor. The consultant interacted with the workers and sought their view on improvement of performance. Meetings were initiated between the supervisors and the workers.<sup>56</sup>



A Manufacturing Company was facing enormous losses and its survival was threatened. In order to tackle this problem the Chief Executive approached an OD consultant to develop a programme that would produce rapid changes in the way the company operated. The consultants developed large scale system change programme. A design team was constituted with representatives from all the divisions. The design team interviewed the Chief Executive and top management team to understand what they wanted to accomplish from the programme. Next, the design team developed an intensive five-day seminar for middle and upper management with the aim of creating awareness of the company's problems and to finding ways to solve them. Each seminar began with three-day off-site highly interactive and participative programme attended by the top levels of management in each division followed by two months later a two day off-site follow up meeting. The seminars were conducted for the divisions one by one. Two months later two-day follow up sessions were held for the divisions, which was followed by formulation of action steps. The OD programme was able to enhance the individual's and team's motivation, quality of products and customer relations.<sup>57</sup>

A company engaged in the design and manufacture of high technology specialty items appointed a task force to find ways to improve the company's performance. The team recommended construction of a new plant to be operated by self-directed teams (SDTs), who required to perform all activities needed for team's success without the aid of a supervisor. The leadership functions, which in normal conditions the supervisors had to perform, were identified to be performed by the SDTs. A variety of training programmes were initiated for the team members to learn the necessary skills for manufacturing the products, running SDTs, and measuring their performance. Eighteen months after the plant opened, the entire plant was run by SDTs. Morale and satisfaction was high. Quality was outstanding.<sup>58</sup>

Cumings and Worley<sup>59</sup> gave vivid descriptions of various change management programmes conducted in different organizations. Some of them are cited below:

The authors have expounded their experience of conducting a change programme in Toronto Mine. The organization was facing a turnover problem of hourly employees. The consultants started their work with an *initial attitude survey* of 20 percent of the workforce. After the data was analyzed, a two-day training programme on basic human relations skills was organized. This was subsequently followed by the *second attitude survey* and the feedback. In the process the consultant started working with

the employees to know them better. Consultation skills workshops were arranged for the HR staff so that they could take up these interventions. This was followed by more training on human relations. The consultant took up the *third attitude survey* or an organization-wide survey feedback programme. Encouraged by the results, the organization institutionalized it as a periodic communication tool.

The authors cited an example of process consultation in Action Company, which was initially unfruitful. But when the consultant tried to understand what the group was trying to do, he could focus on the right process and interventions. He could sense the primary task of the group and where the group was getting stuck.<sup>60</sup>

The authors<sup>61</sup> have described how reengineering was carried out in Schlage lock company as a proactive step towards meeting the challenges of the external environment or aligning the organization to it. In preparing for its reengineering effort, Schlage adopted a strategic plan with a mission statement. It set up a Strategic Information System Plan task force and according to its suggestions the manufacturing process was reengineered. The reengineering process was implemented by creating a team for each of the company's five facilities referred to as "Tiger Team".

The authors<sup>62</sup> have cited the example of Chrysler Corporation, which moved towards high involvement. The designers, assembly-line workers, fabricators, suppliers and managers came together in the same room. There was considerable amount of resistance initially and several meetings were required to build the trust necessary for complete collaboration. The cooperation led to extraordinary results ahead of the schedule. The workers were also a part of the planning, design and development process, which was supported by a high involvement communications and suggestion programme, more egalitarian structures and processes, and extensive training. The supervisor treated the workers more as colleagues than subordinates.

The authors<sup>63</sup> discussed the moving to Self-Managed Team at ABB industrial systems plant. The demands for products dropped sharply and competition from international manufacturers increased. The vice-president observed that employees from different departments were meeting the same set of customer, but not communicating with the other departments about the discussions they had with them. He laid out a change plan that would radically reshape the structure and systems that governed the Columbus plant. At the centre of reorganization was the concept of the '*High Performance Work System*'. ABB's move to a high performance team based work system proceeded in a

stepwise fashion, each step building on the previous one. An off-site meeting was used to educate members of the leadership staff on the basics of team based organizations. The “High Performance Work System” that was formed worked for six months to create a change plan. Further a new mission was formulated. The vice-president held quarterly meetings with all plant employees and shared with them information related to the environment and the organizational performance. The high performance work system was initiated by adopting a set of industry benchmarks for products and processes. They emphasized on education and training. All this created a business environment to produce a quality product and on-time delivery at the right price to the customers.

Smillie and Hailey<sup>64</sup> suggested that participatory decision making within an organization irrespective of the hierarchical structure is required once NGOs grow to a certain size. Flat structures can hinder communication and participation. Clearly delineated hierarchies can be used to promote team building and decentralization. NGOs may be better served by establishing core values, creative leadership and a system both formal and informal for adapting to change. One such set of systems for coping with change concerns organizational learning. The authors cited examples of many South Asian Organizations that are engaged in learning both through informal participatory process such as regular interaction with local communities, and through more formalized procedures of training, research and evaluation. Although learning may initially be motivated by values and vision, it requires an infrastructure, for example management support, networks, facilities, time and management information system, as well as a set of implementation tools and methods to make sure that processed information actually leads to behavioural change. For example, financial reward, training opportunities, appraisal schemes and evaluation techniques are linked to indicators of productivity and quality.

Kearns<sup>65</sup> outlined three models of strategy formation for the non-profit organizations. These are, (i) The *national, analytic approach*, which seeks to match an organization's strength with observed opportunities in the external environment through such exercises as environmental scanning. (ii) The *entrepreneurial visioning approach* in which an organization's performance, target or goal, and the strategies, tactics, actions and resources needed to achieve it is determined. (iii) The *incremental approach*, in which the organizational strategies evolve slowly and gradually through a continuous process of political bargaining and negotiating. These three paths to

organizational strategy can be traveled simultaneously or consecutively. The key strategic decision-making issues that confront the managers in the non-profit and public sectors relate to the future of these organizations; whether to grow, retrench, stabilize or collaborate; and if so, how? The author added that in this context it will be useful to identify the organization's distinctive competencies and comparative advantages; identify and select organizational strategies that are consistent with their strategic environment; explore opportunities for different types of collaboration that require varying degree of interdependence with other organizations, for examples, shared resources, joint ventures and strategic alliances; and stimulate and encourage a culture of strategic thinking and strategic action throughout the organization.

Mayounx <sup>66</sup> examined the experience of seven micro-finance programmes in Cameroon. These programmes were carried out by different NGOs. All the seven micro-finance programmes place considerable reliance on client networks and voluntary input for loan disbursement and recovery, but follow different models and approaches. In Cameroon as elsewhere these programmes are increasingly targeted at women. The rotating savings and credit activities (ROSCA) played an increasing role in mobilizing savings at village level. The number of credit groups in the entire seven programmes increased manifold within four years. The study revealed enthusiasm of women for collective activity and possibility of building an existing social capital to increase contribution to poverty alleviation, empowerment and financial sustainability.

Tracy and Snively<sup>67</sup> carried out a study of rural NGOs in Southern Illinois and Mississippi Delta to investigate the role of trust in non-profit collaborative activities and the factors that influence the building of trust. Bonds of trust and consequent reciprocal behaviour help the collaboration survive rough times that arise from changes in law, funding, clients, employees etc. Certain characteristics and conditions of rural areas appear to make collaboration among service organizations more difficult. The desire of service providers to collaborate, and the form and structure that those collaborations take on are shaped by unique service – delivery problems like the spatial factors specially distribution of people, norms of behaviour and values of rural residents, the service and resource challenges etc. The desire and ability of organizations to enter into collaborations and to trust partners is influenced by the environmental factors. Amongst the internal organizational environment two factors are particularly important, these are the organizational leadership and

organizational resources. From the external environment the important factors are rural location, government policies and mandate, the race retaliations and community culture.

Brown and Kalgaonkar<sup>68</sup> discussed the support organizations and the evolution of the NGO sector. They expressed that NGOs are increasingly recognized as important part in social, political and economic development. The authors have focussed on support organizations as agencies that play vital role in NGO sector evolution. The authors have examined the challenges that confront the NGO sector both from the external as well as the internal environment. Challenges from outside the sector are public legitimacy and accountability, relations with the government, relation with business, international relations, etc. The challenges from within the sector are amateurism, restricted focus, material and resource scarcity, fragmentation, paternalism etc. Thus in many countries, support organizations have emerged to provide services and resources that strengthen the capacities of their constituents to accomplish their mission. The authors have identified five broad support functions. These are, (i) strengthening human and organization capacities, (ii) mobilizing materials resources, (iii) providing information and intellectual resources, (iii) building alliance for mutual support, (iv) bridging to other sectors.

The above mentioned wide range of literature review revealed the following insights: Regarding the various forces that had prompted the organizations to adopt change are organizational crisis, changing environment, need to attain better performance, unfavourable interrelationships, competition, eagerness to improve quality, stake holder's pressure, sponsor's pressure (in case of NGOs), target segment's need etc.

As regards the various interventions, strategies designed and implemented at various stages of change management process, they are as follows: the different types of meetings and workshops held like the diagnostic and action planning meetings/workshops (OD), individual and organizational life road exercise, visioning etc., the HRD activities like the programmes related to capacity building of the organizational members and the target segment (in case of NGOs), skill enhancement, managerial effectiveness, organizational reengineering, organizational learning, team building, lab training etc., environmental scanning and analysis, Open System Planning in which the external and internal environment are considered in planning change, networking with other partners, Process Consultation, Participatory Rural

Appraisal (PRA), Action Research, Survey Feedback, collaborative working, target people mobilization, Self-Help Group Approach, Large Scale System Change Programme, Self Directed Teams, forming High Involvement Organizations and High Performance Work System etc.

Relating to the role and influence of individual, group and organizational dynamics, the literature review revealed that the role of leadership is crucial. Motivation, team work or collaborative working has a positive impact in the change process. Better interpersonal relationships led to emergence of a more cohesive group that create a feeling of collective responsibility. Building of trust relationship among people and organizations in the collaboration is vital.

The effectiveness of various OD interventions used for bringing change in the NGO mindset can be described as follows. OD process is able to instill a feeling of collective responsibility. Moreover its outcome is that the internal members are now more confident to carry forward change. The OD process helped the organization to get stabilized. Involvement of people in the OD process led to better working relations among the members. It bridged the gap between the leader and members. Survey Feedback was found to be an essential tool for learning and change, and an important intervention that could be used as an instrument for periodically sensing the climate of an organization and for bringing organizational improvements in structure, styles, policies, culture, climate etc. Action Research was found to be a very effective intervention in bringing change. Tools like Organization Life Road, environmental scanning provided insight into the organization and the kind of changes it needed to undergo. PME (planning, monitoring and evaluation) is significant when it is participatory and flexible. Process Consultation led to marked increase in the effectiveness of the organization through improvement in the group processes. Various laboratory training methods are successful in developing the expertise of 'Change Agents' from within the organization. 'Collaborative Working' has a positive impact in bringing change. From target people point of view PRA and Self Help Group Approach are very effective.

The review of literature revealed certain gaps, which are as follows: research in Change Management or OD is more concepts oriented besides consultancy based. OD activity mostly carried out across the world is based on processes and interventions developed in western countries. Literature related to culture specific interventions

carried out in India is negligible. There is lack of literature regarding the implementation of Change management concepts or OD models and the outcome of such exercises if conducted in organizations by the real practitioners or users. Rather literatures are available from consultant's viewpoint. Hence the real success rate of different change management exercises is difficult to assess. In India OD research is negligible, and in Assam it is neither initiated in corporate sector nor in non-corporate sector. There is dearth of literature both national and international. Further very limited literature was available regarding managing organizational change in NGOs.

### **Problem under Study**

India has a great tradition of voluntary work, which has its roots in the pre-independence period for the past two centuries. Many leaders gave a boost to this voluntary work, and encouraged people to work selflessly for the nation, the society and the economy. This led to formation of a number of non-government organizations. Some of the problems related to these organizations are discussed below.

*Role of voluntary action yet to be understood:* The tragedy is that after decades of planning, the role of voluntary action is yet to be properly understood. The society as well as the policy makers have attributed innumerable roles to the Voluntary Organizations (VOs) or the Non Governmental Organizations (NGOs) and presume that NGOs activity is remedy to all problems in the society. NGOs on the other hand are expected to play a critical role in all conceivable aspects of development.

*Role of NGOs itself fast changing:* It has been seen that the role of NGOs has been changing over the years. NGOs had undergone various generations of changing roles such as charity, relief, welfare, development and empowerment. Today people would like to see the NGOs play the role as a development agency in the present society. New roles demand new competencies and approaches from the NGOs.

*Need for professional competence:* It must be recognized that present day NGOs require expertise of a different nature. Strategies radically different in approach and methodology need to be designed. Personnel with different attitudes and orientation need to be mobile to reach the target groups. The need for professional and managerial competence of the staff of NGOs has come up.

*The environmental demands:* Every NGO has two sets of environment to manage namely the external and the internal environment. As the environment is dynamic, it

brings forth new and changing demands and challenges for the organization to deal with. Thus for sustaining itself it becomes very much necessary for the NGO to get adapted according to the demands of the changing environment. Hence there is an enormous need for these organizations to successfully manage change. The irony is that many of these NGOs either is not competent enough to manage change or are unaware of this need.

*NGO life cycle:* NGOs need to cope up with change at different stage of its life cycle. The NGOs should respond to these demands of change with an appropriate strategy.

*NGOs strive towards bringing change:* NGOs are embedded in the same society that they strive to change. Often the values, attitudes and culture that NGOs are striking to change are also internalized in their members.

*Threat to longevity of NGOs:* The institutionalization and longevity of NGOs has been an issue since many of them are founded by highly motivated charismatic leaders and find it difficult to continue with the same level of commitment and contribution after the departure of such leaders.

As mentioned before, today the NGOs have a vital role to play in development of the society in general and specific population in particular. The society and their target segment also place high hopes on them. The problems that the NGOs face at the international, national, state and local level are unique. They have to overcome lot many hurdles to survive and deliver services to their target segment. On one hand they are entrusted to change the societal mindset, and on the other hand in order to survive and realize their objectives they themselves have to undergo changes and manage them well. They depend on the environment for their resources and hence managing environment becomes a critical issue. Except for a few, many of the NGOs are not able to solve their problems to the greatest extent with their limited knowledge or absence of knowledge in Managing Change. They need professional help in using certain techniques in this regard. In this context Organization Development (OD) has become useful in understanding, predicting and managing Organizational Change successfully. Hence, the gaps that exist between interventions used by NGOs at present, and the desirable interventions that could be used, can be bridged by understanding and studying the OD process in NGOs. Keeping in view all these gaps a strong need was felt to initiate OD research as to how change is managed at various stages of its process positively. Considering the growing importance of NGO's role



today, this study was undertaken in NGOs context to explore the relevance of various change management or OD concepts in these organizations.

## **Objectives of the Study**

The study focussed on the following objectives:

1. To study the various forces that prompted the NGOs to adopt change since their inception.
2. To study the various interventions, strategies designed and implemented at various stages of change management process by the organizations concerned.
3. To understand the role and influence of individual, group and organizational dynamics in the process of change management.
4. To evaluate the effectiveness of various OD interventions used for bringing change in the NGO's mindset.
5. To design and develop interventions and models for better management of change in NGOs.

## **Methodology**

In order to fulfill the aforementioned objectives of the study, a well thought research methodology was adopted. The functioning and activities of various non-governmental organizations (NGOs) operating outside and within the state of Assam were studied by means of secondary data and pilot testing. Effort was exerted to understand the Change Management efforts specially the Organizational Developmental activities of these organizations. Case studies were conducted in selected number of NGOs to have an in-depth study regarding the historical perspective of the organizations, the impact of the environmental changes on the vision, mission, goals, policies and methodologies adopted by the NGOs; the interventions and strategies used by various NGOs and their respective promoters and social workers in bringing change in the mindsets of the organizations concerned and the target people, and role of the supporting and or the sponsoring agencies in this context. Apart from this, effort was also given to study the individual and the group dynamics in these organizations. Considering all the factors it has been attempted to

develop some suggestions for an effective handling of organizational change with reference to the NGOs in Assam.

### **Data Collection**

In order to meet the requirements of the research study an appropriate planning was done to collect relevant data both from primary and secondary sources.

**Secondary Data:** Before carrying out the actual field research it was necessary to have an understanding of the research subject and its practice. It was also essential to have an understanding on the working of the NGOs. Thus the secondary data collection was focused on the following aspects:

(1) To gather information on the concept of change management and organizational development, and to gain an understanding of its practice in real situation. To gain knowledge of origin and evolution of NGO sector in India; (2) To gather information on NGO profile of Assam, North east India, India and World. (3) To know the various organizations supporting and sponsoring the NGO sector. (4) To develop knowledge related to the performance of various NGOs especially of those in Assam.

The data relevant to the above aspects were collected from a number of sources such as past studies, published papers, different directories, articles, reports, organizational files and databases, websites, brochures, newsletters etc. Many organizations and institutions were visited for this purpose, which are as follows-

(1) Indian Institute of Public Administration, New Delhi, (2) Centre for Applied Manpower Research, New Delhi, (3) INSDOC, New Delhi (4) Indian Society of Applied Behavioral Science, New Delhi, (5) OD Institute, New Delhi, (6) Society for Participatory Research in Asia (PRIA), New Delhi, (7) Association for Third Sector Research in India (ATRI), New Delhi, (8) Centre for Organizational Development, Hyderabad, (9) Office of Registrar of Societies, Guwahati, (10) Indian Institute of Entrepreneurship (IIE), Guwahati, (11) Indian Institute of Bank Management (IIBM), Guwahati, (12) North Eastern Development Finance Corporation (NEDFI), Guwahati, (13) Reshtriya Gramin Vikas Nidhi (RGVN), Guwahati. (14) Omio Kumar Das Institute of Social Change and Development, Guwahati, (15) Council for Advancement of People's Action and Rural Technology (CAPART), Guwahati, (16) National Institute of Rural Development (NIRD), Guwahati, (17) State Institute of Rural Development (SIRD), Guwahati, (18) Gauhati University, Guwahati (19) National Institute of Public Cooperation and Child Development (NIPCCD),

Guwahati, (20) Indo German Social Service Society (IGSSS), Tezpur and Guwahati, (21) The NGOs where case studies were carried out, (22) Social Welfare Department, Government of Assam, (21) Libraries of various institutions, (22) Relevant web sites.

**Primary Data:** The process of selecting NGOs for the study took place at three stages. In the first stage the criteria for selection of NGOs were decided in consultation with the research guide and other experts after studying the existing profile of NGOs in Assam. In the second stage the criteria for selecting the eight NGOs were identified by various experts. In the third stage the actual primary data collection from the targeted NGOs resumed. For this purpose “case study method” was chosen for collecting information from the NGOs. Interviews with people from different levels of the organization were conducted. Observation method was also used. Different organizational meetings and workshops were attended. Discussions were also held with persons from the supporting and sponsoring agencies apart from the target people, social workers and the experts in the area of research. At the initial stage a “pilot study” was conducted.

### **Case Study Method**

The case study method is a very popular form of qualitative analysis and involves careful and complete observation of social units. It is a method of study in depth. The case study places more emphasis on the full analysis of a limited number of units or conditions and their interrelations. It deals with the processes that take place and their interrelationship. The object of the case study method is to locate the factors that account for the behaviour patterns of the given unit as an integrated totality. In brief it can be said that the cases study method is a form of qualitative analysis wherein careful and complete observation of an individual or a situation or an institution is done. Further, efforts are made to study in detail each and every aspect, which is related to the research area, and then from case data generalizations the inferences are drawn.

Thus viewing the above characteristics the case study method was found to be appropriate in carrying out in depth study of the selected NGOs.

**Major Phases Involved:** The major phases involved in case study are as follows-

1. Recognizing and determining the phenomenon to be investigated and the units of attention.
2. Collecting and examining data with reference to the above mentioned phenomenon.
3. Diagnosing and identifying the causal factors as a basis for remedial or developmental treatment.

Units: For the purpose of case study NGOs both successful and less successful were chosen in the ratio of 3:1. Thus a total of eight NGOs comprising six successful and two less successful were chosen based on certain parameters.

**Criteria for selection of the NGOs:** The criteria that were considered while selecting the NGOs are as follows:

1. Non governmental organizations, which are non-profit oriented, working towards developmental action on voluntary basis;
2. The organizations should have completed at least seven years of existence;
3. They should have at least ten persons working full time;
4. They should be based at Assam;
5. They should be well known at least within the state.

The NGOs were selected in two steps: This was done in order to arrive at the final list of suitable NGOs, where case study was to be carried.

*Step: 1*

Seventy NGOs of Assam who meet the above criteria were chosen based on the information obtained from secondary source of data. An open-ended questionnaire was administered to these NGOs through mail.

**Objectives:**

- (1) To get preliminary information about the NGO like its year of establishment, vision, mission, objectives, activities, area of operation, sponsoring and supporting agencies, target segment, promoters, employees etc.
- (2) To cross check the information provided in the secondary sources including the authenticity of the organization;
- (3) The problems and challenges faced.
- (4) The different Change related or Organization Development related interventions designed.

## *Step: II*

For selecting the NGOs for case study purpose, information pertaining to the above NGOs was gathered from different sources. Certain parameters were used to select the final list. Details are given below.

### **Parameters to judge success of an NGO:**

(1) Quality of loan, grant (funding) received and their utilization; (2) Payback of loan; (3) Project implementation; (4) Developmental work carried out i.e. the impact of its work in the society; (5) Reputation of the NGOs; (6) Positive feedback from the funding and the supporting agencies.

In order to collect information pertaining to the above parameters (related to the seventy NGOs) and finalize the list of successful and less successful NGOs, the following categories of elements were chosen.

1. *Funding and supporting agencies* : A wide spectrum of information was obtained from the funding agencies with reference to the NGOs like, the funding assistance given to the individual NGOs, the utilization of this fund, the payback of loans, the professionalism, innovativeness, dynamism of the NGOs, and the overall view on their performance and reputation. Effort was also given to collect information regarding the initiative and participation of the NGOs in different Organizational Development related activities viz. workshops, training programmes, seminars etc.
2. *Beneficiaries*: Information was tried to be obtained from the beneficiaries regarding the type and quality of developmental work done by the NGOs. A ranking of the NGOs was also obtained from them.
3. *Eminent citizen/social worker*: A ranking of the NGOs was obtained from eminent people from the society comprising some reputed social workers and eminent citizens.
4. *Peers/other NGOs*: Other NGOs were approached to name the successful and less successful NGOs from the list of NGOs provided to them so as to obtain a peer rating.

Information was obtained through interactions with different individuals and referring secondary data. Accordingly six top ranked successful NGOs were selected.

For selecting the less successful NGOs, the criteria used are as follows: NGOs that were very successful earlier and previously renowned in their area of work and carried high credibility amongst its stakeholders, but now that had greatly declined. Further they would be getting poor ranks in the success criteria/parameters. Feedback

from the same set of elements was obtained to select the two less successful NGOs (from the same list of seventy NGOs).

*The element of the case study:* Different individuals who are the members of the NGOs and substantially involved in it were chosen for gathering information. They were either paid employees or the unpaid, working or voluntary basis. The different categories were the following:-

1. *The Promoters:* They are the people who have established the organization. They were the right people from whom vital information related to the organization were obtained, like the historical, cultural, evolutionary aspects; the vision, mission, objective at the inception time and the changes that had been brought about therein; the strategies undertaken, the challenges, problems dealt over a time; the different methodologies adopted by the organization; the organizational processes, the different Organizational Development activities carried out; the different changes that had been brought about, the different supporting agencies assisting them, feedback related to the individual and group dynamics for example, the type of leadership, the team building effort, conflict, interpersonal relationship etc., employee involvement/participation etc.

2. *The Office Bearers:* Information related to the vision, mission, objectives; the different organizational activities; strategy planning; organizing, staffing and controlling systems, ways and means adopted to adapt to the environment; relationship with the target segment, the different sponsoring or supporting agencies; the different social workers involved with the organization; the different types of teams in the organizations, the contribution of the individuals, power and politics, the inter group relations, team building efforts, the different changes and OD related activities/ interventions; the different challenges and problems faced; the problem solving methods; the leadership; the decision making process etc.

3. *The employees/ workers:* They are the people who have build up the organization and constitute a very important part of the organizational dynamics. Hence, an array of information was to be obtained from them, like the extent of their participation in the different organizational process like goal setting, action planning, decision making, leading and managing changes, their individual contributions to the organization, power and politics, interpersonal relationships, individual strengths and weaknesses, role clarity, the different programmes conducted for them for skills

enhancement or training and organizational learning efforts, their views on the top management /the board and the organizational leaders etc.

Extent : For the purpose of this study all NGOs operating in Assam had been considered from which based on the aforementioned criteria eight of them were selected .

Time: The major phase of primary data collection was carried out from July 2001 to June 2004.

### **Data collection from the Funding and Supporting Agencies**

Objectives: These organizations were selected on judgmental basis. The data collected pertained to funds, assistance or support extended to the NGOs and feed back regarding their performance. Almost all these organizations perform both the functions of supporting and funding the NGOs. Some of these organizations are

(1) Rashtriya Gramin Vikas Nidhi (RGVN ), (2) North East Development Financial Corporation (NEDFI), (3) Council for Advancement of people's Action and Rural Technology (CAPART) , (4) National Bank for Rural Development ( NABARD), (5) Department of Social Welfare , Government of Assam, (6) Department of Rural Development, Government of Assam, (7) Indian Institute of Bank Management (IIBM), (8) Indian Institute of entrepreneurship(IIE), (9) State Institute of Rural Development (SIRD),(10)National Institute of Rural Development (NIRD), (11) National Institute of Public Cooperation and Child Development (NIPCCD), (12) Indo German Social Service Society (IGSSS).

Elements: Different individuals in the above mentioned organizations, who are involved in providing assistance to the NGOs in terms of funding, training, OD; monitoring the NGOs in the project implementation etc. are included in the study.

Methodology: Primary information was collected through interactions with the individuals. Secondary information was also obtained from available reports, newsletters, brochures, official documents etc.

Extent: Assam.

Time: The major phase of this data collection was conducted from January 2001 to June 24, 2002

### **Primary information from social workers/leading citizens**

Objectives: Information from this set of people was essential in order to select the NGOs for study. Important information related to the history of voluntary work in the state and reputation of NGOs was obtained from them. This helped in finalizing the list of NGOs.

Element: Different social workers and leading citizens, who have good reputation in the society and who are extensively associated in social work.

Extent: Assam

Time: December 2000 to June 2002

### **Views from experts in the field of Change Management / OD/ NGO**

Objective: It had the following objectives.

1. To develop a better understanding on the concept of change management and or OD/ and NGO.
2. To identify the criteria for selecting the NGOs for study especially those for selecting the successful and less successful NGOs and the methodology to be adopted for the same.

Element: Individuals who are supposed to be well versed in the research area and have done or are involved in doing substantial work in the area of research. They may have been the academicians, researchers, consultants, freelancers, etc.

Extent: The researcher covered several places of India in order to collect information personally through discussions, participation in workshops and seminars in addition to corresponding through mail.

Time: August 2000 to January 2002.

### **Feedback from the Target Segment**

The researcher also tried to get feedback from the target segment for the purpose of this study.

Objectives: They are as follows:

- (1) To obtain information related to the performance / activity of various NGOs in their area both in the past and present;
- (2) To finalize the list of NGOs for case study;
- (3) To know about their involvement in the activities of the NGOs.

Element: Representatives of the population from the area earmarked by the NGOs as their Target Area.



Extent: Assam

Time: December 2000 to January 2003.

### **Pilot Testing**

Before actually proceeding with case study in the different NGOs, pilot testing of the research approach was conducted in one of the NGOs, which reflected most of the characteristics of the units under consideration. Interactions were held with individuals at different levels namely, the promoters, the head of the organization and the other office bearers, coordinators of different divisions/departments/ projects, employees from different divisions/ departments/ projects/ groups and the field workers. Accordingly necessary modifications were made in the research approach, content of questions etc.

Table 2.1 shows the category of element and their figure that was considered for the study purpose.

**Table 2.1 Category of Respondents for Primary Data Collection**

Category	Number of respondents
Supporting and funding agencies	30
Social workers/leading citizens	21
Target segment	76
Top Management	34
Promoters	6
Ex-officio member	10
Heads of the units/teams	34
Staff	47
Worker	64
Training cell personnel	4

The above figures have included all the team/unit/department heads of the NGOs, one to two subordinate and staff members of these teams. At least four persons from the top management were included in the study. Feedback from at least one ex-officio member was taken. All available promoters were included. All members from training cell (wherever existed) were considered for study. All the chiefs of the funding and the supporting agencies were interviewed. Apart from that the persons responsible for coordinating NGO activities/projects and training were included. Target Segment population was selected on random basis in the area earmarked by the NGOs and in some cases based on the names of individuals/families provided by the NGOs.

## **Scope and Limitations of Study**

Scope: The scope of this study is as follows:

1. The research study covered both the successful and less successful NGOs in Assam, in the ratio of 3:1, based on certain parameters. Effort was given to carry out study in depth in these organizations.
2. Attempt was made to collect information from the promoters, the office bearers (Secretary, President or Chairman etc.), the NGO members, staff and workers, the social workers, funding and supporting agencies as well as the target segment for whom the NGO work.
3. The study focused on the individual dynamics, group dynamics, organizational dynamics, besides knowing about the evolution of the NGO, its mission, goals and objectives, planning, organizing, staffing, leading and controlling processes, its need to manage change by appropriately responding to the environment and contribution of the internal and external members towards this end, the positive and negative forces influencing the organization, the organizational development/ improvement exercises, the problem solving methods, relationship with the target segment, taking up activities etc.
4. Views of experts in the field of Change Management, OD, Voluntary work was taken.
5. Emphasis was given to study the different OD efforts exerted by different NGOs by going through the secondary information sources.
6. An extensive review of literature was conducted to understand the application of change management and OD in various organizations.

### **Limitations**

1. Though NGOs mean a variety of non- governmental organizations, for the purpose of this research study only those organizations were considered which are voluntary, non – profit oriented, working towards developmental action.
2. The actual research study (case study) focused on only a selected number of NGOs and thus it had to omit the rest.

3. All parameters of change were not taken into account. It was more from Human Resource Management, Organizational Development perspective.
4. Many experts in the area of research might have existed, but the researcher did not have the knowledge regarding this. Hence, feedback was obtained from a selected few that too depended on the experts' willingness to respond.
5. Time factor

Despite the eagerness of the researcher to take part in different Organizational Developmental activities of the NGO, due to paucity of time it might not have been possible to do so.

6. The researcher based on her study to a greater extent on the primary and secondary data provided by the members of the NGO. Transparency of these organizations and the authenticity of the data are important.
7. Most of the literature is concept based rather than application oriented. Literatures pertaining to application of change management and OD in India are limited and that of Assam is absent.

### **Chapterisation plan**

The chapterisation plan is as follows: In the *first chapter* the conceptual background is presented. Review of literature at the national, international level and that of real case studies of NGOs, problem and objectives of this study, research methodology, scope and limitations, chapterisation plan are included in the *second chapter*. A perspective of non-governmental organizations in India, profile of NGOs of World, India, North East India and Assam, and a brief profile of the sample of NGOs are laid down in the *third chapter*. The 'Change Management Process' of the successful NGOs is analyzed in the *fourth chapter*, and that of the less successful NGOs is discussed in the *fifth chapter*. The *sixth chapter* includes a comparative analysis of the Change Management Process, SWOT analysis and Force Field analysis of the studied NGOs. Finally the findings and suggestions are presented in the last chapter i.e. in the *seventh chapter*. Few conceptual models for better management of change are also suggested in this chapter.

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## **Chapter – 3**

# **NON GOVERNMENTAL ORGANIZATIONS: A PERSPECTIVE**



Voluntary initiatives by citizens have existed throughout human society. In different periods of history and in different societies, they have taken different forms and expressions. They represent the response of ordinary citizens to improve situations and living conditions around them in their societies. Thus voluntary initiatives contribute to the process of social change as perceived by its initiators. NGOs in our country are a more modern manifestation of such initiatives. Their relevance and contributions are being increasingly recognized in the society. The work of NGOs in India has significantly affected government programmes and policies on different aspects of development in the country.

### **Non-governmental Organizations in India**

India has a great tradition of voluntary work. The tragedy is that after several decades of planning their role is yet to be understood. The role of NGOs is changing with time. Limited effort was made by Government of India up to sixth plan to define the role of these agencies. In the seventh five year plan, for the first time these agencies were given the freedom to plan their own schemes and follow a methodology they thought best to tackle issues like poverty, unemployment etc. The government framed policies to involve the NGOs in developmental activities, as it felt that this task was gigantic and it needed people's participation. This resulted in the formation of many village –level groups in the NGO sector, both formal and informal, but without getting institutionalized. The growth of institutions has been detrimental to voluntary effort in the villages where flexibility is required, and where rules and bureaucracy would not destroy the ability to improvise or respond to the felt needs of the poor quickly, effectively and without intermediaries. Hence, it was necessary for the NGOs to adopt strategies different from those of the government. Like government they too had the basic objectives of improving the conditions of the poor and believed in development with social justice and equality. The government expected from the NGOs the generation and experimentation of new ideas, approaches and developmental models. The work of NGOs has significantly affected government programmes and policies on different aspects of development in the country. Experiments created by these organizations in the areas of education, health, drinking water, poverty alleviation etc. were adopted by the government as part of its own policies and programmes. The formation of self-help groups and NGOs working in

the area of micro-finance or micro-credit is a great leap towards empowering people and achieving several objectives.

But still an area of concern for the NGOs is the matter related to financial security. Much of their functioning depends on availability of funds. When the flow of funds from the funding agencies stops, they are in crisis. In many cases they have to abandon their project or activity for dearth of funds. Only in limited cases they are able to continue their activity with community support in absence of funds, as society too thinks that the NGOs have been sponsored to carry out the activity. Thus for sustaining their work under an uncertain donor environment, NGOs are compelled to access/self-generate the resources for their own survival or for their target segment. They are unable to focus solely on developmental work as a substantial effort. Time and manpower are diverted towards generating money. Those NGOs who have not been able to do so either are struggling for their existence or have died out.

### **Evolution of NGOs in India**

India's complexity as a country lies in its religious, political, ethnic, social and cultural diversity and its long history of civilization. Hence, describing the history of non-government sector in India is a challenging task because no single underlying theme and pattern characterizes the development of this sector in India. The origin and development of this sector in India has been shaped by two major influences: one rooted in indigenous traditions and value systems and the other a product of the interface between Indian society and the western/ modern world. The history of NGO sector in India can, for the sake of convenience, be comprehended in four phases. These are, (1) the *pre-colonial phase* (1500 BC to late eighteenth century); (2) the *colonial phase* (late eighteenth century to 1947 AD); (3) the *post –independence phase up to the emergency* of the 1975; the *post emergency phase*; and *after globalization*.<sup>1</sup> These are discussed below.

**Pre-Colonial Phase:** Voluntarism has been an integral part of Indian Society. It has been mentioned in the *Rig Veda* (an ancient Hindu scripture), which dates back to 1500 BC, that “May the one who give shine most” in order to encourage charity. Similarly, *Upanishads*- another revered ancient text in Hindu philosophy has enjoined the practices of charity on householders. The *Manu Samhita* constitutes another important ancient Hindu text in which it is declared that in *Kaliyuga* (contemporary phase of human history), charity is the highest virtue.

During pre-colonial phase responsibility for welfare activities and social service was largely shared between the state, religion and social organization. The kings and rulers used to take care of indigenous culture and art, recreation, education, health etc. For example, *Chola* (an ancient Tamil Kingdom on the lower east west of the India along the banks of river Kaveri) kingdom used to have village and district councils with a considerable measure of local autonomy. Besides administration, they were also engaged in welfare activities. The inscriptions left by Cholas testify to their splendid social and governmental organizations.<sup>2</sup>

Charity inspired by religious beliefs and values continued to remain popular and fairly widespread in pre-colonial India. The married members of the *Dashnami Akhara* (a sect of Hinduism), called Gosains were actively engaged in the field of education, religion, administration, charity, construction work for public utility, and civil administration.<sup>3</sup>

Religious institutions in ancient India (up to 12<sup>th</sup> century AD) were also actively engaged in the field of education. There are accounts of the small residential ashrams as educational establishments run by a teacher who admitted only a limited number of select pupils. During medieval period (from 12<sup>th</sup> Century AD to 16<sup>th</sup> century AD) the old systems of imparting education continued with slight variations. The '*pathsala*' or primary school and residential institute of Sanskrit learning were the two main pillars on which medieval scholastic traditions were supported. The '*matha*' or cloister attached to Hindu temple was also an important centre of religious studies as was the '*akhara*' a saivite monastic traditional establishment.

The emergence of *Buddhism* (during 600 BC) provided a new approach to the concept of voluntarism and social service. Besides ministering to the spiritual needs of the people, the members of the *Sangha* engaged in service to the poor and needy. The ancient educational institutions during Buddhist period grew out of the monastic settlement formed for the study of the law. An elaboration of these institutions was *Vihara* or monastery. In *Jainism* (600 BC), there are accounts of religious organizations of the *Sramanas* engaged in charitable and welfare activities. Hospitals are freely mentioned in Jain literature. During the rule of *Mughal* dynasty, Muslims were enjoined to give a fifth of their income to the poor members of their community; *Parsis* cared for their poor through their *Panchayat* and a strong tradition of community service; and the *Sikhs* through their *Gurdwaras*.

The foregoing account on the concept and practice of voluntarism during the pre-colonial phase suggest that they were closely influenced by the social and religious values, which in turn were derived from the contemporary rulers to an extent. Voluntarism and social service, during this phase also played an important role in the sphere of social and economic development. They operated in the field of education, medicine, culture, environmental protection, and in situations of crisis such as droughts, floods, epidemics, foreign invasions etc. Social institutions and practices outside the political system, viz. joint family, caste groups, guilds, and religiously motivated philanthropists, took care of the disadvantaged and the poor.

Architects and artisans also formed guilds which played a prominent part in the life of the community making contributions to the building of shrines and temples (Walker). Other organized forms of pre-modern institutions that possessed a distinct organizational character were the workmen's cooperatives and guilds called *Niyama*, *Sangha*, *Srini*, *Puga* and *Nikaya*. Each guild had its head or president who was called *Jathaka* / *Jyesthaka*. With the advent of Mughal rule in India, Muslim religious and social life started setting the rules and conventions with regard to different forms of charity and philanthropy, viz. *Zakat*. The main purpose of *Zakat* was assistance to the needy, but it was utilized for the maintenance of learned people and for promotion of education. It was customary for philanthropists to feed the hungry, establish free kitchen, build roadside wells, *Piyas* (drinking water bottles), *Sarais* (inns), *Mosques* (which also served as schools), orphanages, hospitals, bridges etc. The practice of creating *Waafs* or trusts, which primarily took the form of an assignment of land, had started very early among Muslims and the expenditures of most philanthropic establishment was met out of the income of *Waafs*. Rulers who wished to provide for maintenance of scholars of the *Khanqahs* (heads of religions institution) or of *Sufi* saints assigned revenue-free land to them.

*Christianity and the colonial rulers* brought in the modern notion of voluntarism and philanthropy to India. The formal organizational form of voluntarism had its origin in the phase of Portuguese (from 1500 AD till the end of 16<sup>th</sup> Century AD) and British rule. Like Buddhism, Christianity too created an order of monks vowed to chastity and elimination of misery in response to the urge among men to dedicate themselves to the service of God through the service of human beings.

*Milestones of Pre-Colonial Phase:* Voluntarism was always an integral part of Indian society. Ancient 'Hindu' scriptures encouraged charity. During pre-colonial phase

responsibility for welfare activities and social service was largely shared between the state, religion and social organizations. Various acts of charity and welfare were conducted by institutions of different religions like Hinduism, Buddhism, Jainism and Muslims. The Mughal rule in India initiated changes in Muslim religious and social life by setting the rules and conventions with regard to different forms of charity and philanthropy. Voluntarism and social service during the pre-colonial phase played an important role in the sphere of socio-economic development. In the later years Christianity and the colonial rulers brought to India the modern and western notion of voluntarism and philanthropy. Thus colonial phase manifested new characteristics of voluntarism in India.

**Colonial Phase:** Development of the non-profit sector during the colonial phase (during late eighteenth-century), is closely linked with the social reform and freedom movement. At the same time the British colonial administration also supported some religions and private organizations engaged in providing social services. The early nineteenth-century saw the emergence of a small but dynamic group of Indian leaders who were influenced by liberal and progressive ideas of Britishers. Their early effort at social reform was directed at cleansing Hindu religion of what they perceived to be its shortcomings. The activities in the non-profit arena during late nineteenth century and early twenty-century were shaded with nationalist sentiments. Many of these institutions were engaged in awareness generations, conscientisation and mobilization of the masses to struggle for self-rule and self-reliance. Later on, Mahatma Gandhi combined the nationalist sentiments with constructive work at the grass root level.

The following sections deals with the changing nature and role of non-profit associations during the colonial phase.

*Christian Missionaries and Indigenous Reform Movements:* The English educated upper middle class, especially in Bengal and western India, were the first to be influenced by the new ideas. They started building groups and associations, and initiated a process of collective reflection and action on the problems of Indian society. This marked the beginning of indigenous non-profit organizations engaged in social reform and change oriented activities in the modern period. At the same time efforts by Christian missionaries in the field of education and health care constituted another form of non-profit organization intervention. Many contemporary social reform movements were influenced and inspired by the efforts made by missionaries and initiated a wide range of social activities. The case of *Ramakrishna Mission*, for

example, illustrates a pioneer effort, which carried out a wide range of actions ranging from providing service to the poor to meet developmental needs of the people.

The spirit of reform beginning with the efforts of *Raja Rammohan Roy* in **Bengal** embraced almost the whole of India. Apart from the *Brahmo Samaj*, which had branches in several parts of the country, the *paramhansa Mandali* and the *Prarthana Samaj* (Prayer Society) in *Western India* and the *Arya Samaj* in *North India* were some of the other important movements among the Hindus. *Prarthana Samaj* started under the leadership of justice Mahadev Govind Ranade was an important offshoot of the *Brahma Samaj*. The objectives of the organization were to oppose the caste system, to introduce widow remarriage, to encourage female education, and to abolish child marriage. With almost similar objectives, *Dev Samaj* was established in the year 1887 by Dev Atma. Several other regional and caste based movements came into fray in different parts of the country. The *Ahmediya and Aligarh movements*, the *Singh Sabha*, and the *Rehnumai Mazdeyasana Sabha* represented the spirit of reform among the Muslims, Sikhs and Parsees respectively. In *Maharashtra*, even the backward castes were actively engaged in social reform activities. One of the most remarkable social reformers of the 19<sup>th</sup> century in the region was *Mahatma Jyoti Rao Phule* who founded the *Satya Shodhak Samaj* in 1873. He worked towards education for children, widow remarriages, orphans etc. He fought for the rights, equity and justice of the oppressed. Several other organizations and individuals like *Narayan Dharma Paripalak Sabha*, *Bombay Education Society*, the *Depressed Class Mission Society*, *Dr. B.R. Ambedkar* etc. endeavoured towards education of the backward class.<sup>4</sup>

In the 1880's, *Arya Samaj* made spectacular advances particularly in North India under the leadership of *Swami Dayanand*. It was able to gain the loyalty of reform-minded educated young men of Northern India. The membership of this organization increased tremendously by 1920s. It established a network of educational institutions all over the India. Another noteworthy non-profit institution established during early 20<sup>th</sup> Century was *Radhasoami Satsang Sabha*. It established and managed educational institutions and social welfare associations, ayurvedic, homeopathic and unani dispensaries.

*Southern India* also witnessed the emergence of a variety of social reform groups, caste-based associations, and institutions initiated by women. Virasalingam of the Telegu speaking province founded the *Rajahmundry Social Reform association* in 1878 to promote widow remarriage as its principal objective. *K.N. Natarajan* started

the influential journal *Indian Social Reformer* in 1890 in Madras. Allied to the journal, a Hindhu social Reform Association was also started by the young Madras Party. For the first time an attempt was made to launch an all-India social reform movement when Justice Govind Ranade organized a National Social Conference. In *Andhra Pradesh*, the dominant caste of Reddy and Kammas formed their own caste associations. One of the early activities of these associations was establishing educational institutions for village youths. In the year 1902, *Bandaru Acchamba* started the *Brindavan Stree Samajam* (a women association) in Andhra Pradesh. In 1903 she traveled all over the state, setting up similar women's organizations. She worked for the cause of women and children. In 1923, Durgabai Deshmukh started the *Balika Hindi Pathshala* at Kakinanda in Andhra Pradesh. The basic aim was to promote learning of Hindi. During 1940-42 she organized Andhra Mahila Sabha. It provided education to the destitute and widows, and to bring socio-economic development. During 1930's summer schools on economics and politics were organized for peasant activities in Andhra Pradesh.

In 1921 with the initiative of Mahatma Gandhi the first women voluntary organization in the *North Eastern India*, *Tezpur Mahila Samity* was born in Tezpur, *Assam*. Kironmoyee Agarwala was made the President and Chandraprabha Saikiani the Secretary of this organization. The main objective was to bring about development of women. In 1926 Chandraprabha Saikiani formed *Assam Pradeshik Mahila Samity* and endeavoured to bring all Mahila Samities of Assam under one umbrella. In *Kerala*, *Karshaka Sanghams* (peasant associations) were set up. The main forms of peasant mobilization were formation of village units of the organization and holding of conference and meetings. They organized a powerful campaign around the demand for amending the Malabar Tenancy Act of 1929.

Faced with the challenge of the intrusion of colonial culture and ideology, an attempt was also made during the nineteenth century to reinvigorate traditional institutions, and to realize the potential of traditional culture. Such tendencies resulted into ideas and activities of the movements taking on a conservative and a revivalist character, which formed an integral element in the formation of national consciousness.

*Upsurge of the nationalist movement:* Along side the social reform movements, the national movement in the nineteenth century led by eminent persons like Dadabhai Naroji, Sir Pherozeshah Mehta, Gopal Krishna Gokhale and R.C. Dutt developed an objective critique of colonialism. The *Indian National Congress* formed in 1885 was one of the forums through which leaders articulated their ideas. As the base of the Indian national Congress expanded, these ideas were disseminated to the Indian masses. Through the Indian National Congress the politically conscious Indians voiced against foreign rule. From 1885 to 1946, it continued as a nonprofit organization, except for a period of twenty-eight months when it formed government in many provinces (with the exception of Punjab and Bengal). It also participated in the interim government at the central level, constituted in September 1946. The *nationalist press* was also an active non-profit institution during this time (emerged in 1870's). This press was also the chief instrument for carrying out the task of arousing training, mobilizing and consolidating nationalist public opinion. Nearly one-third of the founding fathers of the Congress in 1885 were journalists. This period reveals the birth of many powerful newspapers, which in those days were not the business enterprises, nor were the editors and journalists professionals. They were published as a form of national or public service.

Many English educated Indian elites made considerable personal sacrifices by taking part in the social reform and national movements. Many others worked to extend the benefit of education to large numbers of people by opening private schools and colleges in their towns or villages, after the government reduced aid to higher education following the Hunter Commission (1882). The first mass movement against British rule was the *Swadeshi* (or indigenous) movement in Bengal launched as a protest against Lord Curzon's decision to partition Bengal on communal lines in the year 1905. A vital aspect of the *Swadeshi* movement was the great emphasis placed on *self-reliance* or *Atmasakti* as a necessary part of the struggle against the government. Voluntary organizations proliferated in *Swadeshi* Bengal in bewildering number and variety. They organized efforts to promote self-help in economic and social life. In 1905 the three leading organizations of this type were the *British Indian Association*, the *Bengal land lords' Association* and the *Indian Association*. One of the major impacts of the *Swadeshi* movement was national education. In this context the examples are Rabindranath's *Shantiniketan*, Aurobindo Ghosh's *Bengal National*



College etc. In August 1906, the *National Council of Education* was established consisting of many distinguished persons in the country.<sup>5</sup>

*Gandhian era of the non-profit activities* : In the nationalist politics of the pre-Gandhi era, there was a debate on the relative importance of social reform and political advancement. Some leaders like Tilak believed that political advancement was more important than social reform and hence they objected to this practice. The dilemma was resolved with the emergence of Gandhi on the Indian political scene. Gandhi stood for *Swaraj* (self-rule) which he said was much more than merely replacing one government by another. He advocated the concept of *Ram Rajya* which was to be a social and political order, striving towards eradication of untouchability, emancipation of women, promotion of communal harmony and upliftment of impoverished masses through the means of khadi or hand woven cotton cloth. In the year 1925, the All India Spinners association or *Charkha Sangh* was inaugurated at Patna. By 1934, Gandhi decided to resign from the primary membership of the Congress and throw himself into the revival of development and constructive activities. Apart from spinning, he emphasized the development of village industries. The All India Village Industries Association was set up for this purpose in 1934. Gandhi set up his new ashram at Sewagram in Wardha, where he was assisted by activists like Miraben, Vinoba Bhave, Mahadev Desai and Pyarelal, who remained actively engaged in constructive work in the nearby villages. In the late 1930s Gandhi worked out the scheme of basic education with a view to build an education system to which the poor could have access. The Gandhian phase of the national movement facilitated the emergence of a vibrant and a dynamic women movement. In 1917 Annie Besant founded the *Women India Association* at Adyar in Madras. Its main aim was to help Indian women realize that the future of India lay in their hands.<sup>6</sup>

The strength of non-profit sector in India weakened after independence as those who worked in the non profit sector before independence came to form the government. Since the urgent and immediate priority of the new government was economic development, the issues like literacy, health, social welfare and sanitation etc. suffered during the process.

*Milestones of Colonial Phase*: Non-profit sector during this phase were related to social reform and freedom movement. Several leaders inspired people to join these movements. The educated English upper class started forming associations to act on the problems of Indian society. The emergence of Christian missionaries in this phase

had an important impact on social work. The intensity of NGO sector's work weakened after independence as many prominent NGO members got involved in the formation of the government.

**Post- independence phase till 1975:** Independence of the country marked a new phase in the evolution of non-profit organizations. Independence generated great hopes and expectations among all sections of the people. The constitution of India which was framed in 1950 vested on the government wide powers not only in the political sphere but also in the economic and social sphere. This curtailed the scope and space for the non profit or voluntary action. Many activities which had earlier belonged to the non profit sector were brought under the purview of the state for example, *Khadi and village industries*, *Viswa Bharati University*, *Shantiniketan* established by Nobel Laureate Rabindranath Tagore, the *Jamia Milia Islamia (University)*, New Delhi. The state took the responsibility for new areas in the social and cultural field that otherwise would have been suitable for non-government action. New organizations were created and controlled by the state in these areas. Some of them are the *Central Social Welfare Board*, *Sangeet Natak Akademi* (for performing arts), *Lalit Kala Akademi* (for plastic arts), *National School of Drama, Film and Television Institute* etc. Institutions like *Nehru Yuvak Kendra* and *Indian Council of Cultural Relations* were set up to involve youth in the development activities and to promote cultural exchange with foreign countries respectively. Several all-India level voluntary organizations like *Kasturba Gandhi Memorial National Trust*, *Indian Council of Child Welfare*, *Indian Council of Social Welfare*, *Youth Hostels Association*, and *Association of Social Health*, etc. became active with funding from the state. Activities of some older nonprofit organizations like that of the Christian missionaries, *Rama Krishna Mission*, *Arya Samaj* etc. continued, which were involved in providing services related to education, health, relief to the poor, tribal population and the victims of natural calamities. Many committed Gandhians continued the tradition of constructive work all over the country through Gandhian organizations like *Sarvodaya societies* and *Gandhi Ashrams*. Voluntary or nonprofit work in the early years of independence was largely organized through these channels and through educational institutes that were of two kinds, the *Gandhian Institutions* like *Gujarat Vidya peet {Gujrat}* and *Gandhigram Rural institute (Tamil Nadu)* and the *Western- influenced ones* like *Tata Institute of Social Sciences (TISS)* and *SNDT*

University (Bombay, Maharashtra), Delhi School of Social Work, Baroda School of Social work etc.

With the independence, the press that had been earlier aligned with the national movement gradually moved away from their role as a mouthpiece of nationalist sentiments into purveyors of news and views on national and international affairs. The press on the other hand, created its own associations and organizations to protect its interests. Prominent among these were the *Press council, All India Newspaper editors Conference, Editors Guild, Indian Federation of Working Journalists, National Union of Journalists, Indian and Eastern Newspaper Society etc.*

By mid seventies the powerful state system erected after independence came under attack. There was general dissatisfaction with the results of development. In the year 1975, a state of emergency was clamped by the Government. In 1977, the newly formed Janata Party replaced the Congress Government.

*Milestones of post independence Phase:* Independence and formation of the government curtailed the scope of NGO's activities as the latter took up the responsibility to carry out many of these. New organizations in the field of cultural and social welfare were created and controlled by the state. Several NGOs also received patronage from the state. The work of earlier non-profit organizations continued specially in the area of health, education and poverty alleviation. In the mid seventies the then government of India came under attack as people were dissatisfied with the results of development. A state of emergency was declared in 1975. At the end of this phase Janata Party resumed its government at the centre.

**The Post-Emergency Phase:** Though brief, the Janata regime brought about re-establishment of democratic ideals and institutions. It gave a new lease of life to the voluntary and non profit organizations, which came to the forefront in various fields like development, education and literacy, health, environment, civil liberties etc. with a strong emphasis on the poor, deprived and weaker sections of the society. In this period emerged the people's movements on various issues, e.g. abolition of bonded labour and child labour and on environmental issues (*Chipko*, opposition to Silent valley project and later in the eighties against large dams especially Narmada and Tehri). Many educated urban youth, who had taken part in the Naxalite movement or struggle against emergency or other people's movements of that time, became actively involved in the new breed of voluntary agencies.

The flow of foreign funds to the non profit sector increased manifold towards the end of the seventies. Foreign Contribution Regulation Act (FCRA) was enacted in 1976. In the past there were a few fund giver organizations like that Ford foundation, Oxfam etc. which had been operating from the country. In the post emergency period a large number of such funding agencies established their base office in the country and their number continued to grow.

During the eighties, the Government also started direct funding to the non-profit sector. *People's Action for Development India (PADI)* was set up to channelise foreign fund received for the non-profit sector. Later PADI was amalgamated with the *Council for Advancement of Rural Technology (CART)*, which came to be known later as *Council for Advancement of People's Action and Rural Technology (CAPART)*. By the end of the eighties, non profit organizations were increasingly associated with the government in the implementation of many developmental programmes.

*Milestones of post emergency Phase:* The establishment of the new government saw the upsurge of the NGOs and the emergence of people's movements on various issues. This phase also saw the increased flow of foreign funds to India for development. Government set up organizations to channelise foreign fund. By the end of eighties NGOs became partners with the government in the implementation of various developmental programmes.

**Globalization and Non Governmental Organizations in India:** During the decade of 1990s the non-governmental sector (non-profit sector) in India developed along many new directions simultaneously. Its activities emerged from development action at the grassroots level to policy advocacy at the national and the international levels, mobilizing the poor and exploited people for protection of rights, campaigning against violation of human and civic rights, mass movements on important issues affecting the people, consumer education and consumer rights, advocacy and political education for decentralized local governance to name just a few. These organizations seem to have matured in many parts of the country while in others they are still in their infancy.

The decade of the nineties had brought to the fore another development of considerable significance to this sector. It is the fiscal crisis of the state on one hand and the economic opportunities available in the liberalization and globalization world on the other. The continuing fiscal crisis meant reduced availability of resources for investment in development projects and programmes. The government decided to

invite private investment, including foreign investment and loans from multilateral and bilateral Agencies like the World Bank, Asian Development Bank, European Commission, UNDP, UNICEF, USAID, DFID etc. for project assistance in diverse fields like education, health, family planning, watershed management, forestry, drinking water supply etc. In most of these projects the funding agency insisted on involvement of NGO either in mobilizing people's participation and support or in actual implementation.

*Milestones of globalization and NGOs in India:* During the decades of 90's NGO sector in India involved itself in manifold activities. Globalization brought forth foreign private investment and funding from foreign agencies who wanted the involvement of NGOs in project implementation.

In India in a given geographical area, the choices of non-profit organizations capable of working in development project in quite limited. Organizations often change their priorities according to the availability of project work. There arise doubts about the commitment of this sector as a whole to their programme areas.

## **NGO Profile at a glance**

A general overview of NGOs in the World, India, North East India and Assam is presented below so as to give an idea of this sector in different regions. This also includes the various activities that the NGOs are involved with in different areas.

### **World Perspective**

Over the past several decades, NGOs have become major players in the field of international development. Since the mid-1970s, the NGO sector in both developed and developing countries has experienced exponential growth. From 1970 to 1985 total development aid disbursed by international NGOs increased ten-fold. In 1992 international NGOs channeled over \$7.6 billion of aid to developing countries. It is now estimated that over 15 percent of total overseas development aid is channeled through NGOs. While statistics about global numbers of NGOs are notoriously incomplete, it is currently estimated that there is somewhere between 6,000 and 30,000 national NGOs in developing countries (World Bank data). World Bank has 25 enlisted networks of NGOs. While the real number of NGOs in the world is likely to be several millions; it is difficult to obtain a comprehensive and exhaustive data regarding the actual figure of NGOs in the world. Nevertheless, the researcher has

attempted here to present the data related to authentic number of NGOs gathered from several sources for this purpose.<sup>7</sup>

**Table 3.1: Number of NGOs enlisted in different directories.**

Directory/source	No. of enlisted NGOs of world
Directory of development organizations (go 2 wo) <sup>8</sup>	43,500
Union of International association <sup>9</sup>	40,000
Idealist-action without borders <sup>10</sup>	26,000
United Nations <sup>11</sup>	11,407
Taking it Global <sup>12</sup>	5,838
WANGO (World Association of non-governmental organizations) <sup>13</sup>	5,000
Charity Net <sup>14</sup>	3,500
International Development Studies Network <sup>15</sup>	1,500
Duke University, Perkins library <sup>16</sup>	485
Cooperation 4 cooperation <sup>17</sup>	410
UNCHS (United Nations Centre of Human Settlement) <sup>18</sup>	254 (NGOs working for human rights)
WHO (World Health Organization) <sup>19</sup>	193 (having official relations with WHO)

In Table 3.1, number of NGOs associated with different developmental agencies and or listed in different directories is presented. NGOs associated with UNCHS are working for human rights and those with WHO are having official relations in health related programmes worldwide. The remaining number of NGOs mentioned in the table is listed in the above mentioned directories. Good number of NGOs is listed in the directories- go 2 wo, Union of International Association, Idealist- action without borders.

The directory 'Taking It Global'<sup>20</sup> gives an overview of the figure of NGOs by continent and the different activities they are involved with in each continent. This is summarized below in the table 3.2.

**Table 3.2 Number of NGOs in Different Continents and Areas of Work**

Continent	No. of NGOs	Activities
Asia	1,047	education, biodiversity, child labour, children and youth, chronic and communicable diseases, conflict resolution, cultural diversity, diversity in media, e-commerce, e-governance and democracy, employment, environment, ethnicity and race, fundraising, health, HIV/AIDS, homelessness, hunger and famine, leadership, music, peace, conflict, poverty, religion and spirituality, science and technology, social justice, human rights, sustainable development, travel and migration, voluntarism, water, women's rights, youth rights, business and entrepreneurship.
Africa	1,413	Apart from the aforementioned activities, the other activities are crime prevention, fitness and nutrition, racism and tolerance.
Middle East and North Africa	206	Same as Asia
North America	1,744	In addition to above, fitness and nutrition, gay, lesbian and bisexual rights.
South America	219	Business and entrepreneurship, children and youth, cultural diversity and equity, education, employment, leadership, digital opportunities, peace and conflict, poverty, social justice, human rights, voluntarism, youth and media.
Central America	49	Same as above
Caribbean	71	Similar to Asia
Europe	1,192	In addition to that of Asia they are involved in activities related to gay, lesbian and bisexual rights, nature and wild life, racism and tolerance.

Australia and New Zealand	131	In addition to that of Asia, the NGOs here are involved in activities related to chronic and communicable diseases, conflict resolution, e-commerce, e-governance, women and youth rights.
Pacific Islands	31	Arts, business and entrepreneurship, children and youth, cultural diversity and equity, education, employment, environment, peace and conflict, social justice, human rights, fitness and nutrition, sustainable development, religion and spirituality and youth rights.

### **Indian Perspective**

India is one of the oldest civilizations in the world with a rich cultural heritage. It is the seventh largest country in the world. India comprises of twenty-eight states and seven union territories. India is the home of people belonging to different religions, tribes and communities speaking different languages. Some of the important Indian languages are-

Hindi, Sanskrit, Punjabi, Marathi, Bengali, Gujrati, Tamil, Telegu, Malayalam, Assamese, Bhojpuri, Konkani, Kashmiri, Himachali, Ladakhi, Kannada, Bhutia, Nepali, Kumaoni, Rajasthani, Bodo, Karbi, Mizo, Manipuri, Khasi, Naga, Kuki, Garo, Adi, Nyishi, Apatani, Monpa, Sikkimese, Nicobarese etc.





Fig 3.1 Map of India

As India is a large and diverse country which is comprised of regions having dissimilar characteristics, it becomes a tough job for the government to bring development through a common policy. The problem is aggravated by the fact that Indian government is constituted of two types- one at the centre called the central government and another at the state called the state government. Further, more than seventy percent of the Indian population lives in the rural area. Thus the government was increasingly finding it difficult to realize the Herculean task of solving the problems of people and bringing development of the masses all alone. Here came the importance of voluntary effort that led to the emergence of NGO sector. The

government encouraged the formation of certain autonomous organizations, which were not under its control, with an objective to work for the development of people. Accordingly, National Commission for Women was formed for redressal of grievances of women. Rashtriya Mahila Kosh was established to facilitate credit support to poor women for their socio-economic upliftment. National Institute of Public Cooperation and Child Development was set up to develop and promote voluntary action in social development with a special focus on development of child and women. The growth of Central Social Welfare Board is synonymous with the development of voluntary sector in India. It included the socio-economic programmes for the poor/rural women, education, vocational training, awareness generation, children home, creches, and hostels for working women etc. In the year 1954, State Social Welfare Boards were created by it. Allocation to this department was increased from Rs. 13,780 Crore during the tenth plan from an actual expenditure of Rs. 6,248.53 Crore during the tenth plan. Khadi and Village Industries Corporation (KVIC) was set up to extend support to the handloom industries. Council for Advancement of People's Action and Rural Technology was created with the sole purpose of funding NGOs engaged in Rural Development. Later the ministries looking after Rural Development, education, health, environment, women and child welfare and science and technology followed the suit of shouldering developmental activities. Present day Indian NGOs are working in the area of poverty alleviation, training and capacity building, education and literacy, income generation, women and child development, human rights, health and nutrition, relief and rehabilitation, legal aid, consultation, research and publication.<sup>21</sup>

There is no authentic study and a comprehensive database regarding the size of NGOs in India. Since India does not have a centralized registration system, data is not available for all the states together. Further there might be several NGOs who are not registered yet. That implies that the actual number far exceeds the figures mentioned by different authors and directories. The information related to the number of NGOs existing in India revealed by various literatures, authors and directories have been presented in table 3.3

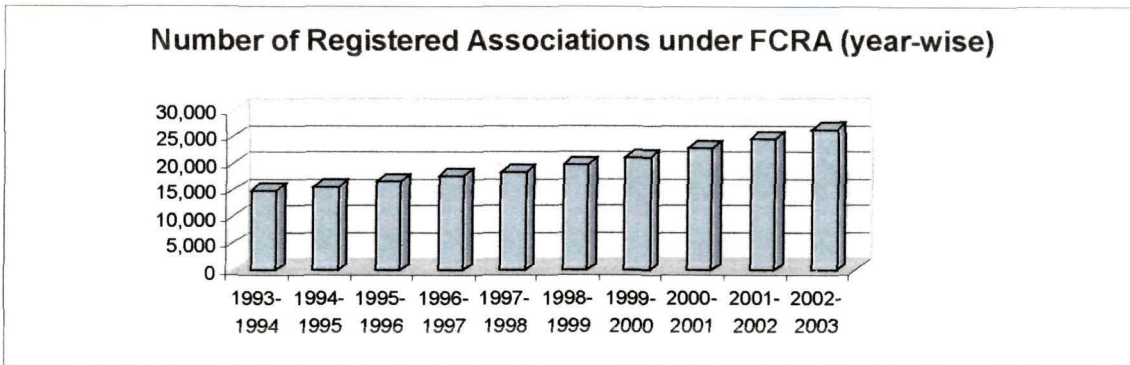
**Table 3.3 Number of NGOs in India from Multiple Sources**

Source	No. of NGOs
Paul Streeten <sup>22</sup>	2-3 million registered organizations in India including 'Mahila Mandals', youth clubs, arts and sports clubs, radio clubs, fan association etc
PRIA study <sup>23</sup>	0.5 million registered NGOs (roughly for seven states)
Dantwala et al <sup>24</sup>	between 50,000 and 10,00,000
PRIA compilation of various directories <sup>25</sup>	25,000 active NGOs
Rajshekhhar <sup>26</sup>	20,000 NGOs have been registered under FCRA in 2004.
Home Ministry under the Foreign Contribution Regulation Act <sup>27</sup>	18,000
Planning Commission. <sup>28</sup>	15,445 6,467
Shah et al (1997) <sup>29</sup>	14,000 NGOs were registered under the FCRA,
Ministry of Rural Development <sup>30</sup>	6,467
Ministry of Social Justice and Empowerment <sup>31</sup>	2,944
CAF (Charities Aid Foundation) directory. <sup>32</sup>	2,350
Ministry of Human Resource Development <sup>33</sup>	2,074
Janmanch directory <sup>34</sup>	1,350
Ministry of Health and Family Welfare <sup>35</sup>	1,038
Ministry of Environment and Forest <sup>36</sup>	649
Ministry of Youth Affairs and Sports <sup>37</sup>	589
Ministry of Labour <sup>38</sup>	114

In Table 3.3 number of NGOs working in India as mentioned by different sources is presented. The aforementioned sources reveal variation in the number of NGOs registered. Among various studies conducted by researchers, Paul Streeten, PRIA and Dantwala etc. identified good number of NGOs registered for working in India. According to planning commission more than 15 crores are working for the purpose. It is also understood that good number of NGOs registered for specific developmental purpose under ministry of Rural Development (6,467), ministry of Social Justice and Empowerment (2,944), ministry of Human Resource Development (2,074), ministry of Health and Family Welfare (1,038), ministry of Environment and Forest (649), ministry of Youth Affairs and Sports (589) and ministry of Labour (114). It may be concluded that different set of NGOs are registered under different developmental agencies for involving in the developmental process.

*Great personalities involved:* Some great personalities who were/are deeply involved in the voluntary activities in India are Mahatma Gandhi, A.V Thakkar, Vinobha Bhave, Guara Devi, Chameli Prasad Bhatt, Sunderlal Bahuguna, Dr. S.S.Kalbag, Mother Teresa, Medha Patkar, Baba Amte, Manibhai Desai, Dr. Mihir Shah, Rajendra Singh, Indu Parikh, Saraswathi Parikh, Jamnalal Bajaj etc. to name a few. Apart from these personalities the christian missionaries, Ramakrishna mission, Vivekananda mission, Sisters of Charity etc. are deeply involved in developmental work.

*Registration of NGOs:* In India NGOs can be registered via more than one legal route. The most common is the Societies Registration Act, 1860. Some state governments have framed their own rules regarding registration of NGOs. Thus, registration of NGOs can be done either at the state level that is in the main office of the Registrar of Societies and its local offices, or at the district level in the district magistrate's office. NGOs willing to receive foreign finds must register their names under the Foreign Contribution Regulation Act (FCRA), under Ministry of home affairs.



**Fig. 3.2 Number of registered associations under FCRA**

From the table 3.4 and figure 3.2 it is understood that the number of registered associations under Foreign Contribution act has steadily increased in the last decade. Considerable numbers of NGOs were registered from the year 1999 onwards. The increasing awareness of the NGOs regarding availability of foreign funds is reflected by the data.<sup>39</sup>

*Funding:* The Indian NGOs are funded both by Indian and foreign agencies. As discussed previously several ministries and autonomous institutes are involved in funding the NGOs. Indian NGOs, which are registered under FCRA receive funds from foreign organizations through Ministry of Home Affairs. Apart from that multilateral aid to Indian NGOs is channeled through United Nations organizations like UNICEF, UNESCO, FAO, IMF etc., World Bank, regional development banks like Asian Development Bank and other institutions like European Commissions.

*A brief Summary of receipt of foreign contribution* for the year 2002-2003 is presented below.

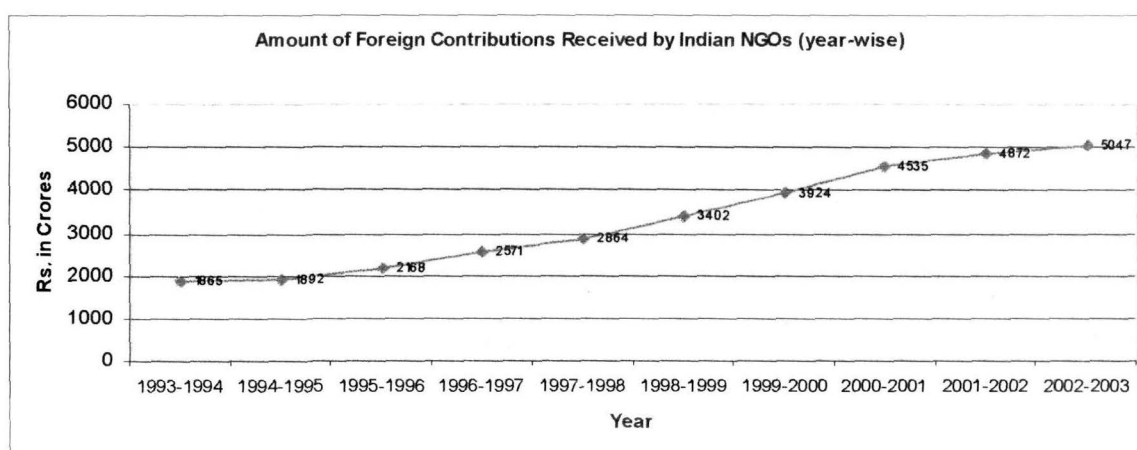
1. The receipt of foreign contribution for 2002-2003 is Rs. 5046.51 crores.
2. Delhi received highest contribution (Rs.880,77 crores) followed by Tamil Nadu (Rs. 774.99 crores) and Andhra Pradesh (Rs. 629.76 crores).
3. The top three countries contributing to foreign funds are, United States of America (Rs.1679.84 crores), Germany (Rs. 715.04 crores) and United Kingdom (Rs. 685.38 crores).
4. Top three foreign organizations funding Indian NGOs are Ford Foundation, USA (Rs. 121.94 crores), World Vision International, USA (Rs. 90.24 crores) and foundation vincent E Ferrer, Spain (Rs. 79.16 crores).

5. Largest recipient of foreign fund is World Vision of India, Tamil Nadu (Rs. 98.01 crores) followed by Rural Development Trust, Andhra Pradesh (Rs. 84.66 crores) and Sri Sathya Sai Central Trust, Andhra Pradesh (Rs.60.19 crores).
6. The leading purpose of foreign funding is establishment expenses (Rs.673.77 crores) followed by Rural Development (486.50 crores), and construction and maintenance of school/college (Rs.275.74 crores).
7. The top recipient district in India is Chennai (363.45 crores) followed by Bangalore (357.66 crores) and Mumbai (283.59 crores).<sup>40</sup>

**Table 3.4 Foreign Funding to Indian NGOs under FCRA**

Year	Registered associations as on 31 March of the financial year	Amount of foreign contribution received in Crores of rupees
1993-1994	15,039	1865
1994-1995	15,723	1892
1995-1996	16,740	2168
1996-1997	17,723	2571
1997-1998	18,489	2864
1998-1999	19,834	3402
1999-2000	21,244	3924
2000-2001	22,924	4535
2001-2002	24,563	4872
2002-2003	26,404	5047

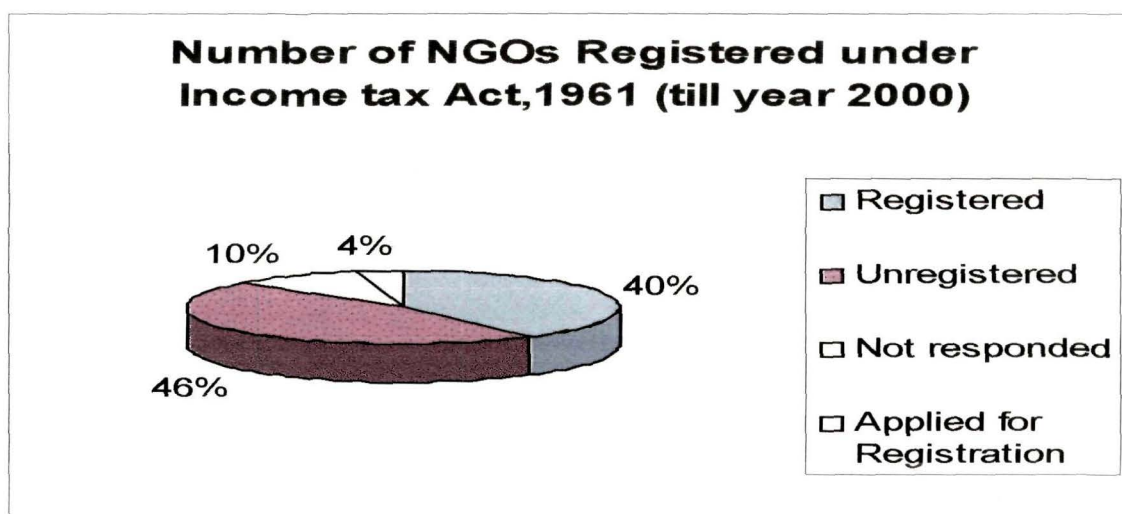
Source: <http://mha.nic.in/fcra.htm>



**Fig. 3.3 Amount of foreign contribution received by India NGOs**

From figure 3.3 it can be seen that the amount of foreign contribution received by the Indian NGOs has increased from year to year. There was significant increase of foreign contribution in the year 1998-99 and again in the year 2000-2001. Within a span of ten years the foreign contribution has increased by 270.60%.<sup>41</sup>

*Problems:* But the NGOs in India are faced by a myriad of problems. There is an absence of a single authority, which is responsible for registration of NGOs, coordinating and guiding the NGOs including channelizing of funds and monitoring its work/outcome. In absence of this, many NGOs in India find it difficult to fulfill their objectives due to lack of funds and information relating to the supporting and the sponsoring agencies. They lack technical and managerial competence due to their inability to hire people 'at a price' or spend money to train their own people. People committed to development work are limited. Comprehensive database of NGOs in India is missing.



**Fig. 3.4 Number of NGOs registered under Income Tax Act**

If an NGO is registered under the Income Tax Act as a charitable institution, it is eligible for tax exemption. Donations to these NGOs are also exempted from tax. A study carried out in the year 2000 in 802 Indian NGOs revealed that 40% of them are registered under this act; 47% are not registered under this act; 9.6% have not responded and 3.6% have applied for registration.<sup>42</sup>

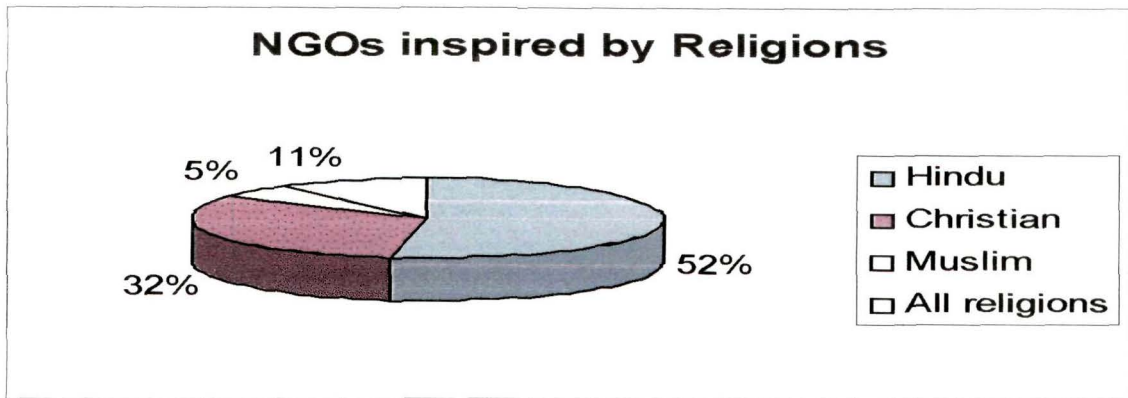


Fig. 3.5 NGOs Inspired by Religions

The study of 802 Indian NGOs had shown that of 7.10% Indian NGOs influenced by religion more than half i.e. 52.6% is inspired by Hinduism followed by 31.50% by Christianity, 5.20% by Islam and 10.50% by all religions. From the eight NGOs considered for this research study in Assam, only one NGO is influenced by religion and that is by Christianity.<sup>43</sup>

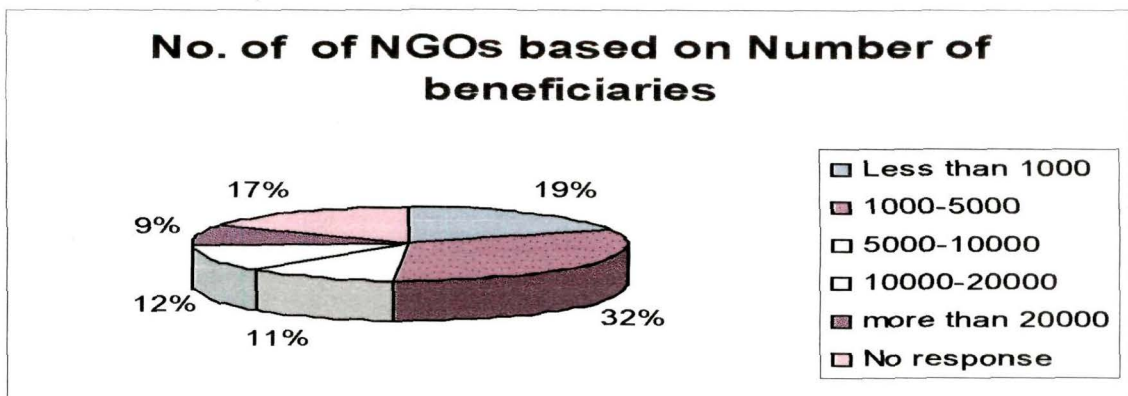


Fig. 3.6 Number of NGOs Based on Number of Beneficiaries

The study on the 802 NGOs of India reveals that a maximum number of NGOs work for 1,000-5,000 number of beneficiaries. Least number of NGOs work for more than 20,000 beneficiaries. A considerable number of NGOs also work for less than 1,000 number of NGOs.<sup>44</sup>

### North East Perspective

The term North East refers to the geographical location of region. Topographically, the North East India lies in an extension of the sub-Himalayan zone consisting of lofty mountain terrain and moderately high hilly tracts interspersed with plateaus and river fed valleys. This region is connected to the rest of the country through a narrow



corridor called “Chicken’s neck”. The region has its own distinctiveness in respect of its population component and cultural pattern. The region is constituted of seven states, though sometimes an eighth one, Sikkim is added to the list recently. The states and its population in the year 2001 is shown in table 3.5<sup>45</sup>.

**Table 3.5 Population of the North East Indian (N.E.I) States**

States	Population (as in 2001)
Arunachal Pradesh	1,091,117
Assam	26,638,407
Manipur	2,388,634
Meghalaya	2,306,069
Mizoram	891,058
Nagaland	1,988,630
Sikkim	5,39,000
Tripura	3,191,168

Source: <http://www.mha.nic.in/fcra.htm>

Some of the important communities of this region are the Assamese, Karbi, Bodo, Dimasa, Mishing, Bengali, Adivasi, Nepali, Bhutia, Monpa, Adi, Tangsa, Nocte, Nyishi, Mizo, Manipuri, Apatani, Khasi, Garo, Jaintia, Lusai, Naga, Tripuri etc.

*Areas of work:* The NGOs in this region work in the area of health, wild life, women and child development, income generation, micro-finance, education/literacy, gender equality, human rights, advocacy etc. Most of the NGOs work at the grass roots level though there are certain NGOs which also support other NGOs. Some of them are, North East Network, Rashtriya Gramin Vikas Nidhi, Voluntary Health Association of Assam, Indo German Social Service Society, World Wildlife Fund, National Institute of Public Cooperation and Child Development to name a few.

As Assam is an important part of the north east, it would be worthwhile to know NGO profile in this region. But there is lack of available data related to the total number of NGOs of this region (comprised of seven states). The researcher has presented below the figures of authentic NGOs of different states of this region as mentioned in the two directories, namely the North East development financial corporation (NEDFi) and Rashtriya Gramin Vikas Nidhi (RGVN). The NGOs mentioned in their lists are supported by them.

**Table 3.6 Number of NGOs in North East India**

States of the N.E. India	NEDFi Directory	RGVN Directory
Assam	161	261
Arunachal Pradesh	8	10
Manipur	21	41
Meghalaya	17	25
Mizoram	10	21
Nagaland	22	47
Tripura	12	49
<b>Total</b>	<b>251</b>	<b>454</b>

Table 3.6 explains the number of NGOs from the North East India registered under North Eastern Developmental Financial Corporation (Nedfi) and Rashtriya Gramin Vikas Nidhi (RGVN). It is learnt that relatively more number of NGOs are working in Assam compared with other states of North East. It is also noticed that more number of NGOs are registered under RGVN than under Nedfi. It is also observed that according to RGVN Tripura, Nagaland, Manipur and Meghalaya have relatively more number of NGOs working for developmental purpose.

*Problems:* As the region has locational disadvantage, it is manifested by lot of problems. Many places are so remote that it is untouched by regular government machinery. People are poor and uneducated. Many are not aware of happenings around them. The general model for country's development cannot be replicated here. Their problems and needs must be understood first. Apart from those problems faced by their counterparts in other parts of the country, the NGOs of this region also have some unique difficulties. In many cases their people have to work under inhospitable condition without having any connectivity with the outside world and under constant threat of the terrorist outfits. Only limited numbers of NGOs are aware of modern approaches of work. They also face the paucity of efficient people and leader for this kind of work. There are many NGOs which are not authentic. There is misappropriation of funds by such NGOs. This creates a suspicion in the minds of the funding agencies and the society in general. This makes the genuine NGO's work

difficult. Most of the NGOs are faced with problems related to availability of funds. In absence of funds their efforts are focused on generation funds.

As mentioned previously availability of funds is a major problem for many NGOs specially those who are located in the rural areas. Many of them are not aware of the sources of funds and the way of obtaining them. The number of associations from different states of the region and the amount of foreign contribution in the year 2002-2003 are shown in the table 3.7.

### 3.7 N.E.I States and Foreign Contribution Received

States	Number of registered associations in the year 2002-2003	Amount of foreign contribution (Rs.in crores)
Assam	186	37.61
Meghalaya	102	31.41
Nagaland	56	14.25
Manipur	217	14.20
Tripura	19	4.51
Mizoram	14	1.11
Arunachal Pradesh	14	.90

Source: [http://mha.nic.in/fera/annual summary-2002-2003.pdf](http://mha.nic.in/fera/annual%20summary%202002-2003.pdf)

As shown in the table 3.7, apart from Assam, Meghalaya, Manipur and Nagaland the number of NGOs registered under FCRA and the amount of foreign contribution received is not praiseworthy in other states. In case of Mizoram and Arunachal Pradesh it is negligible. Thus there is an immense scope for improvement in this aspect that would help to solve the funding related problems of the NGOs of this region.

## Assam Perspective

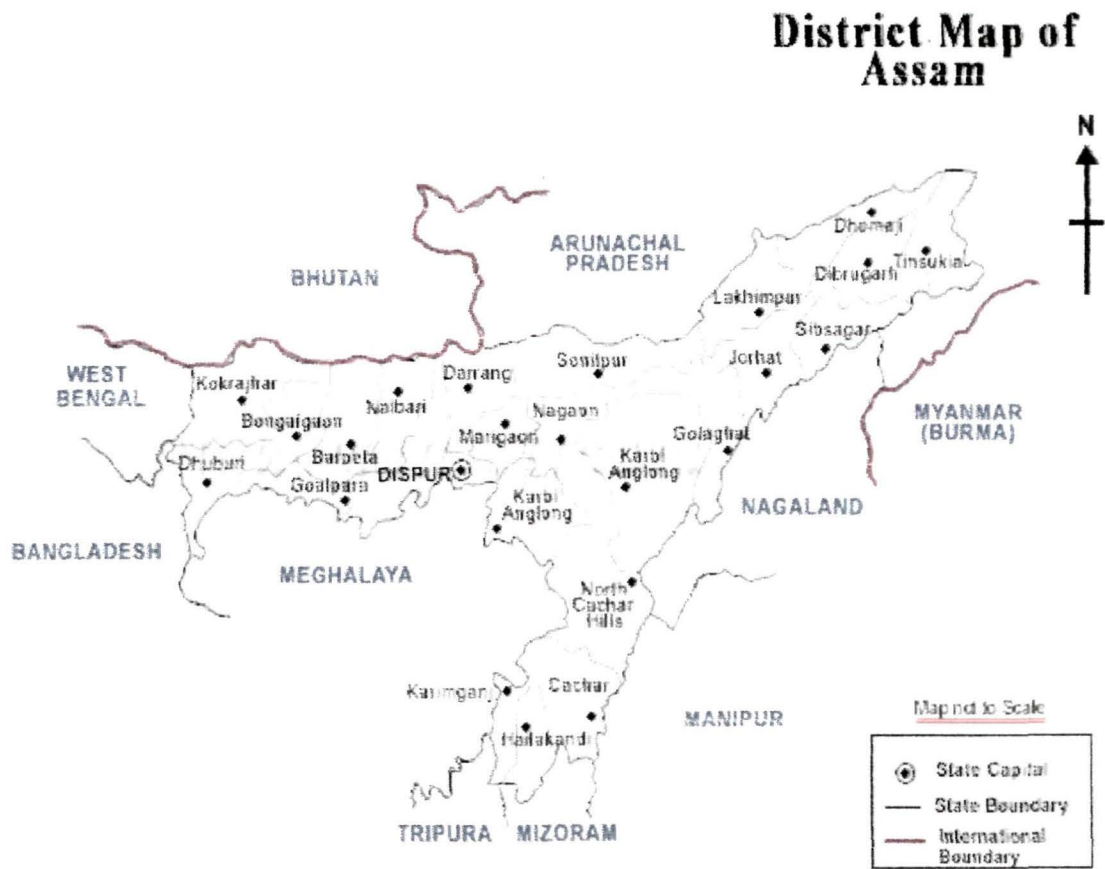
Some of the available directories and the number of NGOs of Assam enlisted therein are shown below.

**Table 3.8 Number of NGOs in Assam**

Source/Name of the directory	Number of NGOs
CEE(Centre for Environment Education) list	226
Nedfi (North Eastern Development Financial Corporation) list	161
RGVN(Rashtriya Gramin Vikas Nidhi) list	261
CAPART (Centre for Appropriate Technology) list	108
Ministry of Rural Development	84
VHA (Voluntary Health Association)	77
DAINET directory	39
CAIF(Charity aid Foundation India)	33
IIBM (Indian Institute of Bank Management)	27
Ministry of Human Resource Development	110
Ministry of Social Justice & Empowerment	45
Ministry of Health and Family Welfare	4
Ministry of Environment & Forest	11
Ministry of Youth affairs & Sports	9
Ministry of Labour	3
Ministry of Textiles	24
Ministry of Science & Technology	1

Table 3.8 presents number of NGOs from Assam registered as well as listed under different agencies. Different criteria are used by different agencies for registering the NGOs. Nedfi, RGVN, Centre for Appropriate Rural Technology (CAPART), Voluntary Health Association of Assam (VHAA), Indian Institute of Bank Management (IIBM) register NGOs that are supported by them. Whereas Centre for Environment Education (CEE) has listed NGOs based on their presence and performance. NGOs of Assam supported by various ministries are also enlisted in the

respective directories. It is noticed that the highest number of NGOs are enlisted by the Ministry of Human Resource Development and Ministry of Rural Development.



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**Fig 3.7 District Map of Assam**

The district-wise figure of NGOs as mentioned in different directories is presented below.

**Table 3.9 Number of NGOs in Assam - Districtwise**

District	CAPART	NEDFi	VHA	IIBM	CEE	RGVN
Bongaigaon	----	----	2	----	8	2
Barpeta	16	9	4	5	23	7
Cachar	2	6	3	----	6	15
Darrang	3	4	4	2	10	13
Dhemaji	9	4	3	----	2	1
Dhuburi	1	4	4	----	9	2
Dibrugarh	----	3	----	----	1	9
Goalpara	----	2	----	----	8	2
Golaghat	3	2	2	----	1	6
Hailakandi	1	5	2	----	2	7
Jorhat	2	5	1	----	2	16
Kamrup	24	52	11	9	85	65
Karbialong	----	8	----	----	1	3
Karimganj	2	4	1	----	6	6
Kokrajhar	----	2	----	----	2	9
Lakhimpur	10	9	8	4	----	9
Marigaon	5	7	4	2	6	6
Nagaon	9	4	6	----	8	8
Nalbari	21	16	9	5	11	18
N.C.Hills	----	1	----	----	----	8
Sibsagar	----	2	4	----	----	35
Sonitpur	1	10	6	----	14	9
Tinsukia	----	1	3	----	3	5
BAC	----	----	----	----	2	

Source: above mentioned directories

In the Table 3.9 number of NGOs working and registered under various developmental agencies in different districts of Assam are presented. It is understood that the developmental agencies like CAPART, NEDFi, RGVN, VHAA, have sponsored NGOs to work in almost all districts of Assam, whereas IIBM has selected

few districts to support the NGOs working for development. Relatively CAPART supported more number of NGOs in Kamrup, Nalbari and Barpeta districts. Similarly NEDFi and RGVN also supported large number of NGOs in Kamrup (fifty two and eighty five respectively). It is disheartening to note that very insignificant number of NGOs is working in BAC, Karbi Anglong and N.C. Hills. BAC is a very newly formed district, which has been formed by merging areas of other districts.

Thus it is seen that different agencies have mentioned different data related to the number of NGOs. Most of the organizations have the database of the NGOs whom they support or they are related to. On an average the number of active and authentic NGOs in Assam can be taken to be around 200. This would not include very newly formed NGOs.

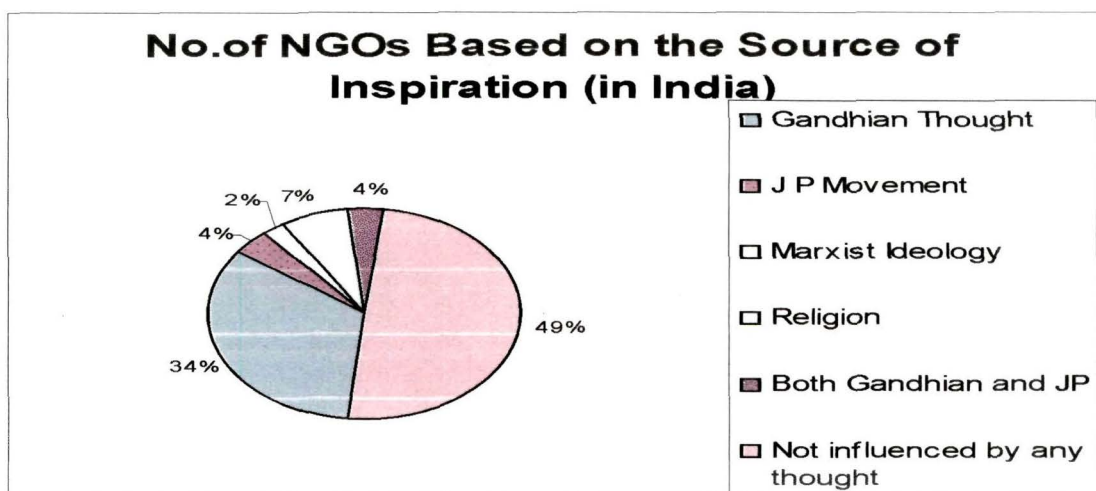


Fig 3.8 No. of NGOs Based on Source of Inspiration (in India)

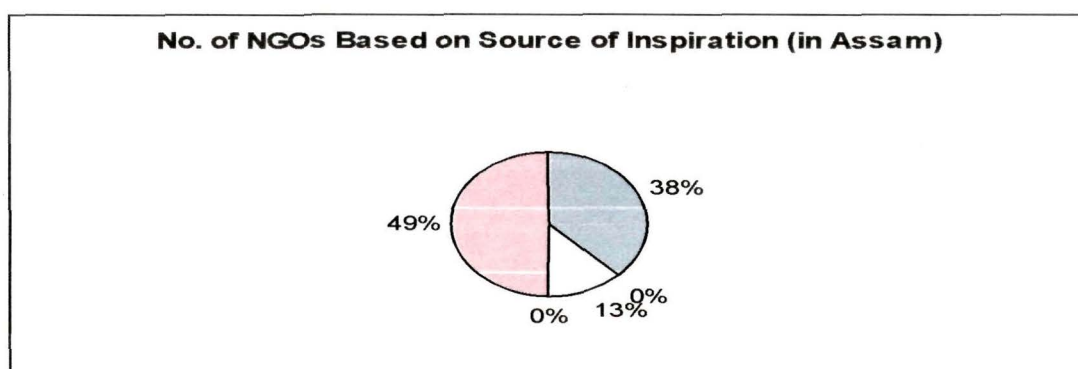


Fig 3.9 No. of NGOs Based on Source of Inspiration (in Assam)

A study of 802 Indian NGOs revealed that 33.8% (271 NGOs) of them are influenced by Gandhian thought. 3.86% (31 NGOs) of them are influenced by Jay Prakash

movement. 2.21% (18 NGOs) are inspired by Marxist ideology; 7.10% (57 NGOs) are influenced by religion; 3.86% (31 NGOs) are influenced by both Gandhianism and JP movement. A maximum number of NGOs (394 or 49%) are not influenced by any particular thought.<sup>47</sup>

This research study in Assam has also revealed some similar results. 37.5% of them are influenced by Gandhian thought, and 12.5% is influenced by religion. None of the NGOs is inspired by either JP movement or Marxist ideology. A maximum number of NGOs (50%) are not influenced by any particular thought.

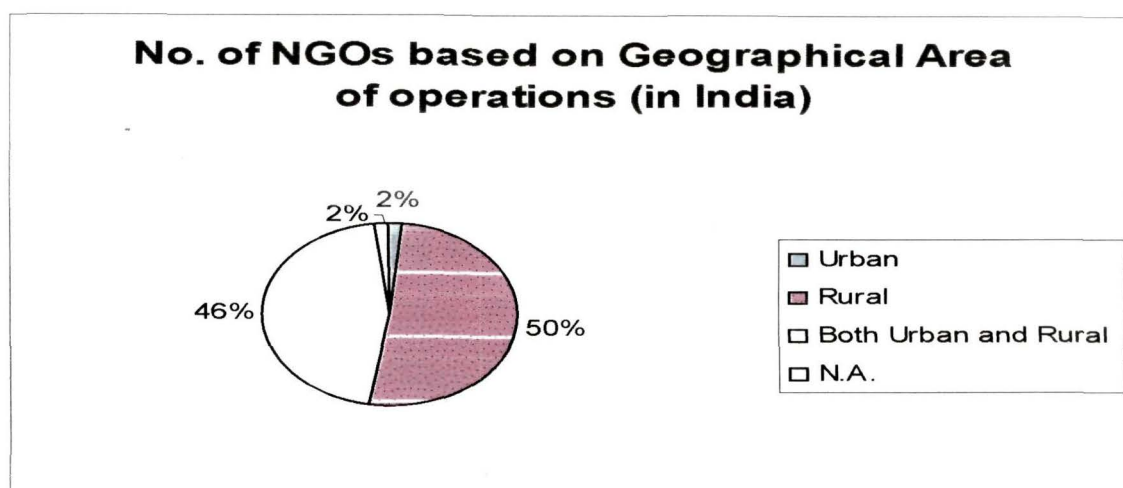


Fig 3.10 No. of NGOs Based on Geographical Area (in India)

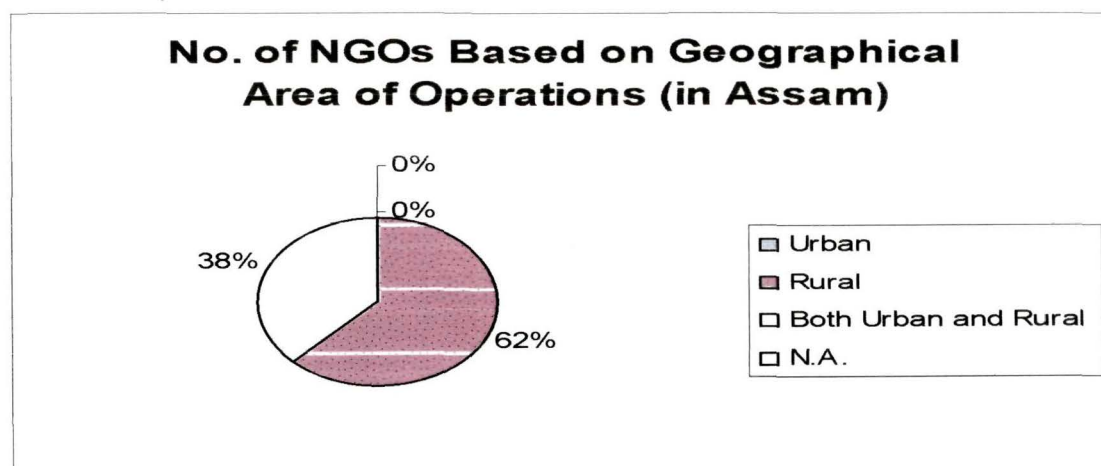


Fig 3.11 No. of NGOs Based on Geographical Area (in Assam)

From the study of 802 Indian NGOs, it is seen that around half of them are focused on rural India (50.75%).<sup>48</sup> Whereas in Assam this research study has revealed that a maximum number of NGOs (62.50%) are focused on rural area. In India 45.80% are involved both in rural and urban areas, whereas in Assam it is 37.50%. In India 1.88%



NGOs work in urban area only. In Assam none of the NGOs solely work in the urban area. 37.50% of the studied NGOs in Assam are involved in work both in plain and hill areas.

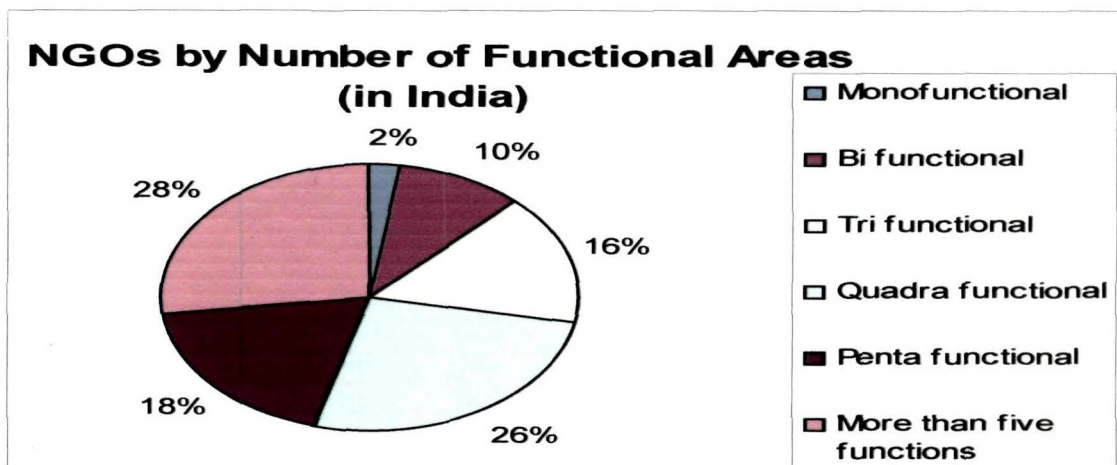


Fig 3.12 NGOs Based on Functional Areas (in India)

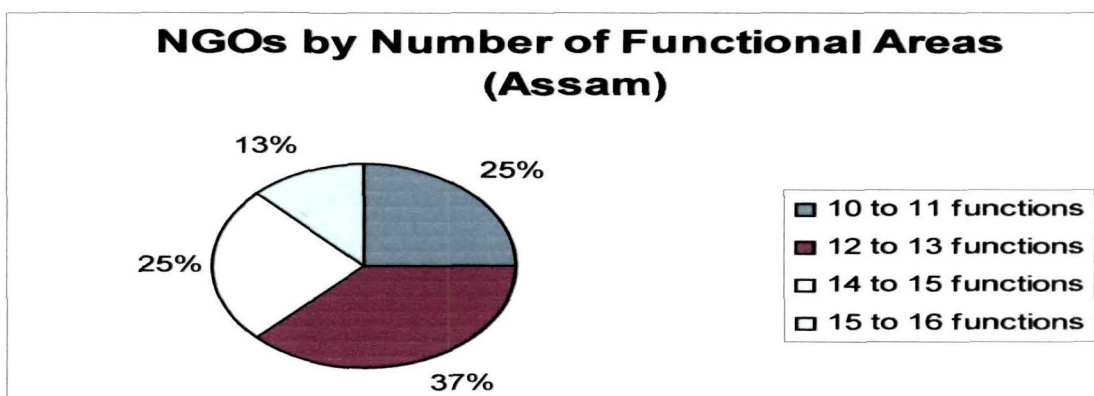


Fig 3.13 NGOs Based on Functional Areas (in Assam)

The number of NGOs working in a single functional is very less. In India it is 2.5%, whereas in Assam it is nil. It is understood from the above figures that NGOs are involved in a wide range of activities from diverse functional areas. In India majority of NGOs are involved in work in more than five areas.<sup>49</sup> In Assam all the NGOs taken up for this study are involved in work in more than 10 areas. A maximum number of 37.5% work in 12 to 13 functional areas. Thus it can be said that the NGOs are focused more on horizontal expansion than vertical expansion.

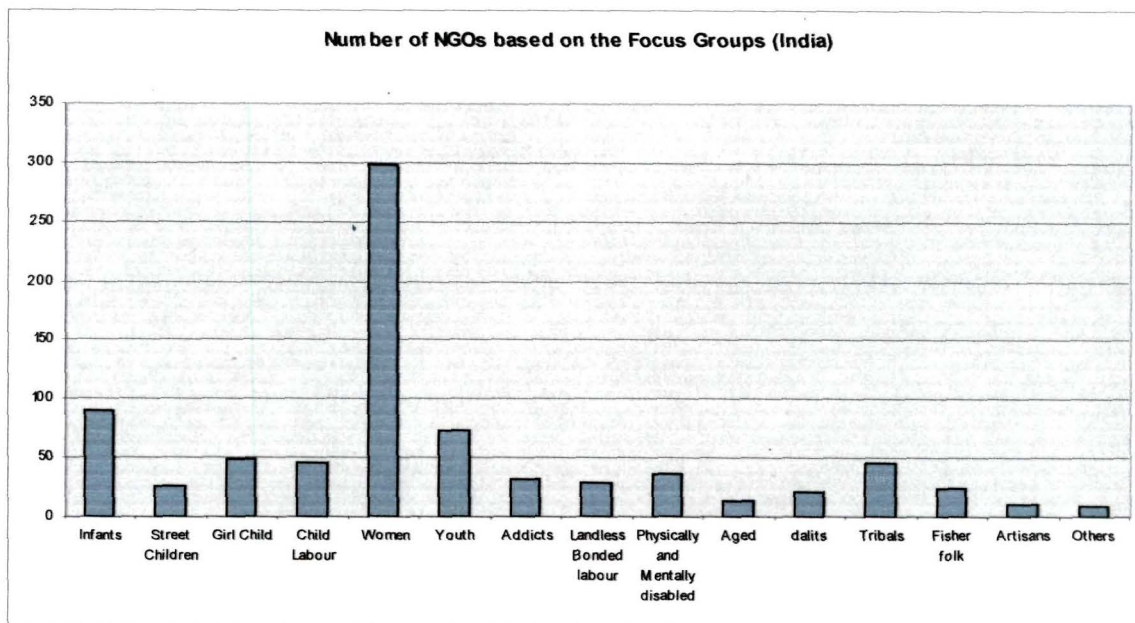


Fig 3.14 No. of NGOs Based on Focus Groups (in India)

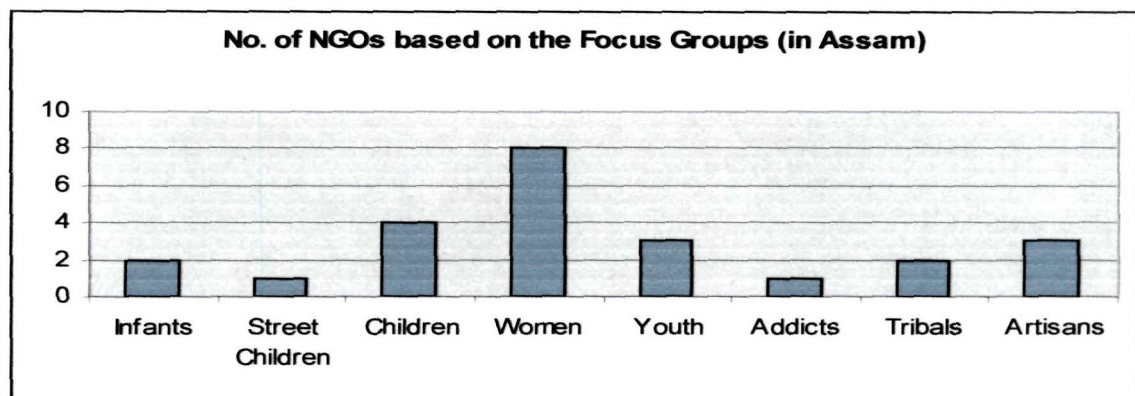


Fig 3.15 No. of NGOs Based on Focus Groups (in Assam)

It is seen from the figure 3.14<sup>50</sup> and 3.15 that NGOs in India work for more number of focus groups than that of NGOs in Assam. A comparison of two studies namely a study of 802 NGOs in India and this research study of 8 NGOs in Assam is shown in the figure 3.14 and 3.15. It is an important revelation both in India and Assam more number of NGOs works for women. In India it is followed by infants, youth, girl child, tribal, child labour and the rest. In Assam it is followed by children, artisans, infants, tribal and the rest.

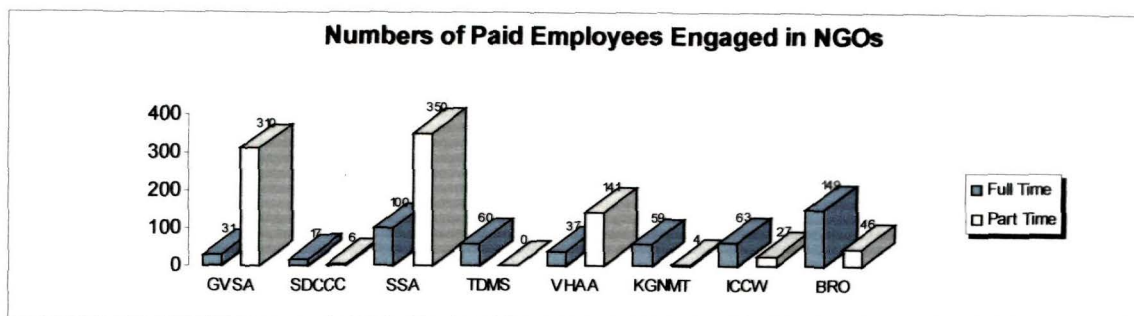


Fig 3.16 No. of Paid Employees in the Studied NGOs

It is observed from figure 3.16 that amongst all the NGOs Shanti Sadhana Ashram has a good number of full time and part time staff. Bosco Reach Out has the highest number of full time staff. Shanti Sadhana Ashram, Gyan Vigyan Samiti Assam and Voluntary Health association of Assam have more number of part time staff than full time staff. Sipajhar Diamond Club and Community Centre has the least number of employees. Tezpur District Mahila Samiti has not revealed any number of part time staff. It is important to note that a lot of part time workers are involved with TDMS, but they work on honorary basis without receiving any remuneration.

### The Sample NGOs- A Profile

As already discussed in the research methodology, eight organizations were selected for the purpose of case study. Of these six are highly successful and two of them have a declined growth and hence have been termed as less successful by the researcher. The successful organizations that have been included in the study are, Shanti Sadhana Ashram, Bosco Reach Out, Gyan Vigyan Samiti Assam, Sipajhar Diamond Club, Voluntary Health Association of Assam and Tezpur District Mahila Samiti. The less successful organizations are Indian Council of Child Welfare (Assam) and Kasturba Gandhi Memorial Trust (Assam). A brief profile of the organizations is presented in table 3.10.

**Table 3.10 Brief Profile of the Studied NGOs**

NGOs⇒ Dimensions↓	Shanti Sadhana Ashram (SSA)	Bosco Reach Out (BRO)	Gyan Vigyan Samiti Assam (GVSA)	Sipajhar Diamond Club and Community Centre (SDBCC)
a. Year of establishment	1982	1983	1990	1931
b. Origin/inspiration	Vinoba Bhave/Gandhi-an ideology	Zeal of the Christian missionary towards development.	Illiteracy in the society and the success of literacy campaign of 'Ernakulum' (in the state Kerala).	Originally the NGO was formed from the inspiration drawn from football game.
c. Area of operation	Assam, Uttar Pradesh and West Bengal.	Assam and Meghalaya	Assam	Darrang district of Assam.
d. Main goal	To bring development of the society through development of the individuals in the society.	To achieve integrated development through empowerment of people.	Eradicating illiteracy and bringing development through empowerment.	Community development
e. Activities	health, education, community development, income generation.	Income generation, integrated human development, education, health, women development, socio-legal issues, micro-credit, training etc.	education including publication, empowerment of the target segment and income generation through micro-finance.	Community development, sports, music, health, micro-finance, farming, housing etc.

f. Number of employees	Four hundred and fifty	One hundred and ninety five	Three hundred and forty one.	Twenty-three.
g. Target segment	Poor rural people in its area of operation	Poor rural people of Assam and Meghalaya	Poor uneducated people/children	The rural poor women and youth of Darrang District.

NGOs⇒ Dimensions↓	Voluntary Health Association of Assam (VHAA)	Tezpur District Mahila Samiti (TDMs)	Kasturba Gandhi National Memorial Trust (Assam) (KGNMT)	Indian Council of Child Welfare (Assam) (ICCW)
a. Year of establishment	1989	1921	1946	1968
b. Origin/inspiration	Poor health awareness in the society.	Mahatma Gandhi	Kasturba Gandhi	Absence of organizations working solely for children.
c. Area of operation	Assam	Sonitpur District, and parts of Lakhimpur and Darrang Districts of Assam.	Assam, Meghalaya and Arunachal Pradesh.	Assam
d. Main goal	Promotion of community health in totality.	Development of rural people in general and women in particular.	Assam, Meghalaya and Arunachal Pradesh.	Development of children and women.

e. Activities	Health, promotion of traditional medicine, publication.	Weaving, handicraft, jute products, education, health issues, micro-finance and legal aid.	Weaving, empowerment related activities, income generation activities, Gram Sevikā training, health etc.	Childline (emergency service), education, child development, creche, family counseling, training of the grass root workers, mother and child health etc.
f. Number of employees	One hundred and seventy eight	Sixty, apart from the honorary workers.	Sixty three, apart from the honorary workers.	Ninety apart from the honorary workers
g. Target segment	It has two sets of target segment. Firstly, the poor people in the rural areas and secondly the other grassroots NGOs.	The rural poor in general and women in particular in its area of operation.	The rural poor women and children.	Children and women in need and especially the underprivileged ones.

**Table 3.11 No. of People Taken Primary Membership**

Year	ICCW	GVSA	SDCCC	KGNMT	BRO	TDMS
1990-91	190	700	NA	NA	NA	NA
1991-92	190	850	NA	NA	NA	NA
1992-93	190	885	NA	NA	NA	NA
1993-94	190	1000	NA	NA	NA	NA
1994-95	200	1200	NA	NA	NA	1784
1995-96	225	1500	NA	NA	NA	1784
1996-97	225	2100	NA	NA	NA	1784
1997-98	225	2297	250	NA	NA	2502
1998-99	230	2554	280	NA	NA	3543
1999-2000	230	2793	280	NA	NA	3543
2000-01	240	2895	290	63	7	13579
2001-02	240	5630	300	64	7	14482
2002-03	240	10432	316	59	7	14482
2003-04	240	11500	322	66	7	14932
2004-05	----	----	----	----	----	15482

*The data presented above are provided by concerned officials of the organizations*

The table 3.11 reveals the number of primary membership taken by individuals, who devote honorary service to the organization. This excludes the paid employees of the organization. It is noticed that membership is encouraged and opted by all the NGOs but the number varies from organization to organization. In case of Tezpur District Mahila Samiti (TDMS) and Gyan Vigyan Samiti Assam (GVSA) it is more, whereas it is significantly less in case of Bosco Reach Out (BRO) and Kasturba Gandhi National Memorial Trust (KGNMT). Number of membership in case of Voluntary Health Association of Assam (VHAA) and Shanti Sadhana Ashram (SSA) is not revealed. Growth of membership is significantly increasing in case of TDMS and GVSA. As a whole it may be mentioned that primary membership amongst service oriented is being encouraged by the NGOs.

**Table 3.12 No. of Training Programmes Organized**

Year	ICCW	GVSA	SDCCC	KGNMT	BRO	TDMS
1990-91	41	NA	NA	NA	NA	18
1991-92	35	3450	NA	NA	NA	18
1992-93	44	1500	NA	NA	NA	32
1993-94	58	2800	NA	NA	NA	19
1994-95	55	3000	NA	NA	NA	19
1995-96	48	2100	NA	NA	NA	16
1996-97	24	4005	NA	NA	NA	29
1997-98	25	4220	NA	NA	NA	176
1998-99	27	4022	1	NA	NA	175
1999-00	25	4518	3	NA	NA	181
2000-01	20	4523	5	25	NA	60
2001-02	25	3522	10	44	138	58
2002-03	13	3823	10	34	203	24
2003-04	18	4000	8	32	215	50
2004-05	NA	2000	15	NA	225	31

The table 3.12 explains the number of training programmes organized by various NGOs. Various training programmes as per their philosophy and nature of activities are organized over a period of time. It is noticed that GVSA has been continuously organizing good number of training programmes with insignificant variations. In case of TDMS and Indian Council of Child Welfare (ICCW) training programmes are organized but they are relatively less in number. Whereas in Sipajhar Diamond Club (SDCCC), KGNMT and BRO training programmes are not noticed continuously. Data on training programmes is not revealed by SSA and VHAA. It may be concluded that though training programmes are very important for further

development of human resource, but most of the NGOs are not organizing reasonable number of such programmes consistently.

**Table 3.13 No. of People attended training programmes organized by NGOs**

Year	ICCW	GVSA	SDCCC	KGNNT	BRO	TDMS	SSA
1990-91	1473	NA	NA	NA	NA	660	NA
1991-92	1314	207000	NA	NA	NA	660	NA
1992-93	1615	90000	NA	NA	NA	3360	280
1993-94	2095	168000	NA	NA	NA	2800	350
1994-95	1832	180000	NA	NA	NA	400	NA
1995-96	1636	126000	NA	NA	NA	580	200
1996-97	808	240257	NA	NA	NA	1900	NA
1997-98	876	252474	NA	NA	NA	2184	902
1998-99	1110	240550	50	NA	NA	672	NA
1999-2000	901	270520	220	5000	NA	1226	735
2000-01	684	271257	128	9538	NA	3270	583
2001-02	821	270584	287	13114	5520	3073	NA
2002-03	386	228733	279	17278	8932	3470	200
2003-04	573	240000	375	16569	9460	8472	1069
2004-05	NA	120000	347	NA	9911	2814	2000

Number of trainees attended training programmes organized by the NGOs over a period of time is presented in the table 3.13. It is learnt that reasonable number of participants have been attracted to the different training programmes. It is noticed that more number of participants attended such programmes organized by GVSA followed by KGNMT and TDMS. It is also observed that a number of participants are inconsistently attending the training programmes over a period of time. In case of SSA data was not available for some years, whereas data was not revealed VHAA. As a whole it may be concluded that the programme organized by the NGOs respectively are able to attract reasonable number of participants.

**Table 3.14 Year-wise No. of Beneficiaries of Sipajhar Diamond Club & Community Centre**

Year	Number of beneficiaries			
	Individuals	Families	Groups	Villages
1992-1996	NA	NA	NA	NA
1996-97	825	0	0	0
1997-98	274	0	90	3
1998-99	187	247	29	0
1999-2000	2397	715	169	23
2000-01	2855	552	52	7
2001-02	2430	55	248	10
2002-03	524	2340	476	47
2003-04	950	1273	925	122
<b>Total</b>	<b>10442</b>	<b>5182</b>	<b>1989</b>	<b>212</b>



From the above table (3.14) it is understood that the organization is aimed to serve various multiple target groups such as the individuals, families, groups and villages. The major programmes which are focused on the individuals are related to health, low cost sanitation, income generation, agriculture, income generation, credit, reproductive and child health, veterinary camp, self-help groups, rural development etc. the major programmes that have targeted the groups are credit saving and self-help group. Programmes like income generation, agriculture. Low cost sanitation, credit and rural development have also targeted the families. Income generation programme specially self help group formation are successful in reaching out to the villages.

Number of individual beneficiaries is followed by families, groups and villages with insignificant variations during the specified period. In case of all segments of beneficiaries inconsistent growth of new beneficiaries is noticed. In case of individual beneficiary during 1999 to 2002 good number of beneficiary was added. Similarly in case of families in 2002-2004 good number of families were assisted. The number of groups and villages were also significantly increased during 2001-2004. As a whole it is understood that the organization is attempting to improve its networking of beneficiaries to be served.

**Table 3. 15 Year-wise No. of Beneficiaries of Shanti Sadhana Ashram**

Year	Number of beneficiaries			
	Individuals	Families	Groups	Villages
1992-93	27835	0	72	280
1993-94	0	1000	1	20
1994-95	0	0	1	0
1995-96	0	0	3	12
1996-97	0	0	0	0
1997-98	902	0	0	0
1998-99	0	0	0	0
1999-2000	735	0	25	0
2000-01	0	583	0	0
2001-02	0	0	0	0
2002-03	0	0	0	13
2003-04	1069	0	0	0
2004-05	0	0	0	0
2005 ( April-June)	2000	0	0	0
<b>Total</b>	<b>32541</b>	<b>1583</b>	<b>102</b>	<b>325</b>

Table 3.15 has revealed that the organization has focused more on individuals and families as beneficiaries. The number of individual beneficiaries is followed by

families, villages and groups. The programme 'Literature for adult' (1992-93) had the highest number of individual beneficiaries followed by training on vocation, food processing and non-formal education. Both the programmes "Khoj" (1993-94) and "Nursery" had the highest number of families as beneficiaries followed by United Nations Development Programme. Highest number of groups and villages were covered by the programmes Literature for adult and non-formal education.

Year wise addition of new beneficiaries in different categories is inconsistent. A specific trend is absent. In some years there is an addition of considerable number of certain categories of beneficiaries, which is again not reflected in the subsequent years. The year 1992-93 had the highest number of beneficiaries. The year 1993- 94 showed a substantial increase of families and villages as beneficiaries, but the same was missing in case of individuals. The addition of new groups in this year is not significant enough. From 1997-2005 there is a significant increase of individuals as beneficiaries. Thus it can be said that the addition of new beneficiaries is programme specific. The organization has tried to focus on the category of beneficiaries according to the programmes undertaken by them.

**Table 3.16 Year-wise No. of Beneficiaries of Bosco Reach Out**

Year	Number of beneficiaries			
	Individuals	Families	Groups	Villages
1992-99	NA	NA	NA	NA
1999-2000	4643	0	498	226
2000-01	7284	0	695	334
2001-02	8641	494	842	429
2002-03	9418	0	910	441
2003-04	14509	1540	2257	1112
2004-05	29703	14879	2394	864
<b>Total</b>	<b>74198</b>	<b>16913</b>	<b>7596</b>	<b>3406</b>

It is observed from the table (3.16) that there is a steady growth of beneficiaries of the organization. The beneficiaries are composed of individuals, families, groups and villages. Amongst all the programmes 'Integrated Human Development Project' has the highest number of beneficiaries focused on all the types of beneficiaries. It is seen that in several programmes like Integrated Human development, empowerment of people, promotion of credit union, mushroom and honey, agriculture development the number of women beneficiaries outnumber men. Some programmes like empowerment of people, promotion of credit union, agriculture development are focused on families. Many of the programmes are also focused on groups, for example Integrated Human

Development Programme, promotion of credit union, micro credit programme and Swarnajayanti Gram Swarajgar Yojana (SGSY).

The number of individual beneficiaries is followed by families, groups and villages. The year wise data regarding the addition of new beneficiaries has revealed an increasing trend. In the year 2001-2002 for the first time families were added as beneficiaries. The figures of beneficiaries of various types have increased manifold times in the year 2003-2004 and again in the year 2004-2005. During this period the number of individual beneficiaries has more than doubled that of the previous year. There is also a high addition of families and villages in this year. It is evident from the data that the organization has taken up a number of new programmes from the year 2003 onwards and is now more focused on the beneficiaries:

**Table 3.17 Year-wise No. of Beneficiaries of Gyan Vigyan Samiti Assam**

Year	Number of beneficiaries			
	Individuals	Families	Groups	Villages
1992-93	223127	0	0	1235
1993-94	223127	0	0	1235
1994-95	223127	0	0	1236
1995-96	225927	0	0	1236
1996-97	225927	0	0	1236
1997-98	1526	0	94	0
1998-99	6448	0	419	0
1999-2000	11359	0	653	0
2000-01	29013	0	1802	0
2001-02	29163	0	1832	0
2002-03	NA	NA	NA	NA
2003-04	NA	NA	NA	NA
2004-05	NA	NA	NA	NA
<b>Total</b>	<b>1198744</b>	<b>----</b>	<b>4800</b>	<b>6178</b>

It is seen from the table 3.17 that the organization has emphasized more on the individuals and villages as beneficiaries. Groups, as beneficiaries were included since 1997-98. Families as beneficiaries are absent. The number of beneficiaries is highest in the category of individuals followed by villages and groups. Programmes like Total Literacy Campaign, Joy of Learning, Prochesta have included a large number of individuals as beneficiaries. The programme Total Literacy Campaign has included villages as beneficiaries. From 1997-98 groups were included as beneficiaries, which increased drastically in the year 1998-99 and again in the year 2000-01. In the year 2001-02 also there was an equal addition of groups as beneficiaries. Further the data has revealed no addition of new beneficiary of any category from 2002-05. This is

because the organization has not implemented any new programme. The organization has focused on monitoring and assisting the earlier beneficiaries only. A specific trend of addition of new beneficiaries is not visible.

**Table 3.18 Year-wise No. of Beneficiaries of Tezpur District Mahila Samiti**

Year	Number of beneficiaries			
	Individuals	Families	Groups	Villages
1990-91	660	----	----	----
1991-92	660	----	----	----
1992-93	4000	----	----	----
1993-94	3000	----	----	----
1994-95	500	----	----	----
1995-96	3000	----	----	----
1996-97	2000	----	----	----
1997-98	4000	----	----	----
1998-99	2000	----	----	----
1999-2000	2000	----	----	----
2000-01	3500	----	----	----
2001-02	3500	----	----	----
2002-03	4000	----	----	----
2003-04	10000	----	----	----
2004-05	6000	----	----	----
<b>Total</b>	<b>48820</b>	----	----	----

As shown in table 3.18 data related to the beneficiaries provided by TDMS is in terms of individuals as the organization is concerned with development of individual women first. It is understood that there is a substantial increase of beneficiaries in the year 2003-04, followed by the year 2004-2005, and equally in the years 1992-93 and 1997-98. Various programmes like weaving, handicraft, jute products, food products, education, legal aid and health are focused on the individuals. The 'Thrift and Credit Programme' (Mahila Sanchay Bharal) is focused on groups. A specific trend of addition of new beneficiaries is not visible. Overall it can be said that the organization has shown a healthy trend of addition of new beneficiaries. A drastic increase or decrease in the number of beneficiaries is absent except during the years 1994-95 and 2003-04. Thus it can be said that the organization has well focused plans related to maintaining the existing beneficiaries and adding the new ones.

**Table 3.19 Year-wise No. of Beneficiaries of Indian Council of Child Welfare**

Year	Number of beneficiaries			
	Individuals	Families	Groups	Villages
1994-95	1832	0	0	0
1995-96	1983	0	0	0
1996-97	1155	0	0	0
1997-98	1237	6	0	0
1998-99	1499	21	0	0
1999-2000	1314	33	0	0
2000-01	1215	54	0	0
2001-02	1328	42	0	0
2002-03	937	48	0	0
2003-04	3427	24	0	0
2004-05	1270	24	0	0
<b>Total</b>	<b>17197</b>	<b>252</b>	<b>0</b>	<b>0</b>

It is understood from the table 3.19 that the major focus of the organization is the individuals. Within this segment again the prime focus is on children and women. The programmes which are targeted on children are *Integrated Programme of Street Children*, Sponsorship programme, Project Interact of Rajib Gandhi Foundation and Sarva Shiksha Abhijan. The programmes that are focused on women are *Udisha Programme (Anganwadi Training)* and family counseling. Only a few male individuals are recorded as beneficiaries under the programme 'Family Counseling'. A specific trend of addition of new beneficiaries is not seen. Family as a set of beneficiary started from 1997-98, with the inclusion of Family Counseling Programme.

The highest number of individuals as beneficiaries is observed in the year 2003-04. This is due the inclusion of the programme 'Sarva Shiksha Abhijan' that year. Thus it can be said that the organization has considered horizontal expansion rather than vertical expansion of its work.

**Table 3.20 Year-wise No. of Beneficiaries of Kasturba Gandhi National Memorial Trust**

Programme	Year	Number of beneficiaries			
		Individuals	Families	Groups	Villages
P1	1995-96	660	0	0	105
P2	1995-05	840	0	0	105
P3	1995-05	2200	0	0	
P4	1995-05	0	4200	0	15
P5	1995-05	3780	0	0	147
P6	1995-05	2100	0	0	
P7	1995-05	1050	0	0	105
P8	1995-05	2100	0	0	
P9	1995-05	6000	0	0	105
P10	1995-05	0	6300	0	105
P11	1995-05	200	0	0	15
P12	1995-05	660	0	0	154
P13	1995-05	0	10500	0	0
P14	1995-05	0	3150	0	0
P15	1995-05	630	0	0	0
P16	1995-05	0	0	21000	0
P17	2000-05	160	0		0
P18	1999-05	0	0	1050	0
P19	1999-03	0	3580	0	0
P20	1999-05	6600	0	0	0
P21	1999-2000	20	0	0	0
P22	2000-2001	1000	0	0	0
P23	2004-05	2000	0	0	0
P24	2002-05	0	0	500000	0
P25	2000-05	2000	0	0	0
P26	2004-2005	80	0	0	0
P27	2000-2004	300	0	0	0
P28	2000-2005	480	0	0	0
<b>Total</b>		<b>32860</b>	<b>27730</b>	<b>522050</b>	<b>856</b>

Table 3.20 reveals that unlike the other NGOs, this organization has recorded data according to the programmes. Data regarding the beneficiaries is provided for twenty-eight programmes, which is spreaded over ten years. The highest numbers of beneficiaries are the groups followed by the individuals, families and villages. Seventeen of their programmes have operated from the year 1995; five programmes from the year 1999; four programmes from the year 2000; one programme from 2002 and two programmes from the year 2004. AIDS awareness camp for women was a year programme conducted twice by the organization, once in 2000-01 and again in 2004-05. The programmes like Shanti Sena Camp and Gram Swabalamban and Sadhbhawana Yatra are focused on groups. Some of the major programmes targeted at the individuals are nutrition, crèche, adult education, pre-basic training, weaving,

spinning and craft training, maternity care, awareness generation, youth camp, mushroom production training, vermi compost training etc. The programmes which are focused on the families are Nasha Bandi, sanitation, women awareness camp, smokeless chulha, reproduction and child health. The important programmes that are directed to cover villages are nutrition, creche, nasha bandi, weaving, spinning, craft and sanitation.

As the year wise addition of new beneficiaries is not available, the trend could not be observed. It is seen that the organization is more focused more on fulfilling its targeted figure of beneficiaries.

**Table 3.21 No. of Training Programmes organized by Supporting Agencies**

Year	RGVN	IIE	NIPCCD	CAPART	IIBM	SWD	SIRD	NABARD
1990-91	10	NA	17	NA	NA	NA	NA	NA
1991-92	15	NA	12	NA	NA	NA	NA	NA
1992-93	16	NA	13	NA	NA	NA	NA	NA
1993-94	15	NA	NA	NA	NA	NA	NA	NA
1994-95	4	43	15	NA	NA	NA	NA	NA
1995-96	11	47	18	NA	NA	NA	NA	NA
1996-97	14	32	14	NA	NA	NA	NA	NA
1997-98	11	39	NA	10	NA	NA	NA	NA
1998-99	13	59	17	8	1	NA	NA	NA
1999-2000	25	69	18	11	4	NA	164	NA
2000-01	43	79	25	13	5	32	143	NA
2001-02	17	72	8	11	3	32	246	NA
2002-03	13	97	23	5	2	36	469	246
2003-04	37	120	NA	7	2	42	677	754
2004-05	NA	NA	NA	NA	NA	153	NA	42

Table 3.21. presents the number of training programmes organized by the supporting agencies. It is understood that the major supporting and sponsoring agencies have been organizing tailor made training programmes for various employce/worker segments of the NGOs. Nature and type of such programmes have been discussed in chapter 4 and 5. It is learnt that SIRD, NABARD have been organizing relatively more number of training programmes followed by IIE, RGVN and Social Welfare department. It has also been seen that over a period of time a number of training programmes have increased. It may be concluded that the supporting agencies have been attempting to organize specific training programmes meant for NGO members.

**Table 3.22 No. of NGO workers attended Training Programmes organized by Supporting and Sponsoring Agencies**

Year	RGVN	IIE	NIPCCD	CAPART	IIBM	SWD	SIRD	NABARD
1990-91	1484	NA	530	NA	NA	NA	NA	NA
1991-92	1102	NA	308	NA	NA	NA	NA	NA
1992-93	1002	NA	304	NA	NA	NA	NA	NA
1993-94	417	NA	NA	NA	NA	NA	NA	NA
1994-95	132	1168	397	NA	NA	NA	NA	NA
1995-96	532	1523	462	NA	NA	NA	NA	NA
1996-97	227	782	462	NA	NA	NA	NA	NA
1997-98	224	857	NA	339	NA	NA	NA	NA
1998-99	900	1556	535	230	33	NA	NA	NA
1999-2000	1484	2306	516	256	460	NA	10000	NA
2000-01	1479	2297	811	390	96	1140	5000	NA
2001-02	189	2069	444	253	80	1105	14639	NA
2002-03	253	2914	1055	152	36	1260	23973	17822
2003-04	937	4019	NA	353	53	1435	33033	22722
2004-05	NA	NA	NA	NA	57	5355	NA	924

Table 3.22 reveals the number of NGO workers attending the training programmes organized by sponsored agencies. It is noticed that representative of NGOs have been attending the respective training programmes in most of the cases. In case of RGVN the number of participants is not increasing in proportion to the number of training programmes organized. SIRD, NABARD, IIE, Social Welfare Department were unable to mobilize good number of NGO representative for imparting requisite skills. Even though the number of trainees has been increasing, it is understood that the same is not happening in proportion to number of training programmes.

**Table 3.23 Amount of Assistance given by Sponsoring Agencies**

Year	RGVN	IIE	NIPCCD	CAPART	IIBM	SWD	NABARD
1990-91	NA	NA	38537.00	NA	NA	NA	NA
1991-92	NA	NA	93411.90	NA	NA	NA	NA
1992-93	NA	NA	419772.90	NA	NA	NA	NA
1993-94	7399515/-	NA	NA	NA	NA	NA	NA
1994-95	11808983/-	773785.10	633121.00	NA	NA	NA	NA
1995-96	10887469/-	392610.40	724867.03	NA	NA	NA	NA
1996-97	50149/-	461432.97	NA	NA	NA	NA	NA
1997-98	14583567/-	1774648.70	NA	271200/-	NA	NA	NA
1998-99	17103916/-	1026253.57	219000.00	172500/-	NA	NA	NA
1999-2000	19139979/-	1200640.15	NA	204800/-	101900/-	NA	NA
2000-01	22709740/-	2029592.65	495451.00	331500/-	200012/-	11690000/-	NA
2001-02	9380174/-	2904697.75	238573.00	450403/-	156400/-	11702000/-	NA
2002-03	9354609/-	5400640.00	191557.00	325360/-	87800/-	9694000/-	2073000/-
2003-04	9088560/-	7245307.00	NA	280245/-	151464/-	9151000/-	4295892/-
2004-05	NA	NA	NA	NA	56250/-	10145000/-	110750/-



Amount of assistance given by sponsored agencies is discussed in table 3.23. It is encouraging to note that various sponsoring agencies have been funding several projects of the NGOs. It is learnt that sponsoring projects has been encouraged with inconsistent support over a period of time by most of the sponsoring agencies. It may be concluded that consistent growth of sponsoring projects is not observed in most of the cases. Data related to amount of assistance provided by SIRD was not available.

### **Conclusion**

NGOs in India have traveled a great distance from being a part of Indian society being involved in charity in the pre-colonial phase to organizations instrumental in social action and freedom movement and ultimately becoming active players and partners in the development of the country. In this endeavour they have received support from various funding agencies. They have transformed themselves into full fledged organizations thinking and acting professionally. But it has also led to competition amongst them. Further in many cases doubts arise regarding the validity of these organizations and their commitment. The actual number of NGOs in the world is supposed to be several millions, but there is a lack of factual information related to this. The figures of NGOs listed by different directories ranged 5,838 to 43,500. In India though different authors have mentioned about existence of more than a million NGOs but different directories have enlisted 1,350 to 15,445 NGOs. A comprehensive data is lacking. Reliable data regarding the number of NGOs in the north east India is lacking, though various sources have mentioned about 450 NGOs. In Assam different directories have enlisted on an average 200 valid NGOs. It is important to add here that the directories have included the names of only those NGOs either to whom they had extended external support or those who themselves have taken the initiative to enlist themselves in the said directories.

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## **Chapter – 4**

# **SUCCESSFUL NGOs: THE CHANGE MANAGEMENT PROCESS**

For the purpose of this research study six successful NGOs from Assam were selected. The parameters to judge success of an NGO are: (1) Quality of loan, grant (funding) received and their utilization; (2) Payback of loan; (3) Project implementation; (4) Developmental work carried out i.e. the impact of its work in the society; (5) Reputation of the NGOs; (6) Positive feedback from the funding and the supporting agencies.

Based on the above parameters, the successful NGOs selected were, Bosco Reach Out, Shanti Sadhana Ashram, Gyan Vigyan Samity Assam, Voluntary Health Association of Assam, Sipajhar Diamond Club and Community Centre and Tezpur District Mahila Samity. A brief profile of the organizations was presented in the previous chapter. In this chapter the data collected from these NGOs is presented in a detail form through a framework, which is common to all of them.

## **BOSCO REACH OUT**

### **Organization Profile**

**Origin:** The Salesians had begun their work in North India in 1922. The impact of their work was significant. Following the democratic trends in the development sector and the society at large, the salesians decided to give their development initiatives an organizational structure in the North East India. This ideological shift in approach resulted in the birth of Bosco Reach Out, a non-profit, non-political and non-religious body, in the year 1983 at Shillong.

Bosco Reach Out (BRO) is a social developmental organization of the Salesian Province of Guwahati, committed to integral and holistic development of the people. The promoters were young salesians with postgraduate training in social work, who were instrumental for the growth of the organization in the initial years. Father Paul Kuttala was the first director of BRO.

**Area of Operation:** Present area of operation is lower Assam and entire Meghalaya. The Central Office of BRO is located at Ulubari, Guwahati. Previously, it was housed in Don Bosco Provincial House, Guwahati. The Rural Resource Training Centre (RRTC) is the official training centre of BRO, which is located at Umran, in the state of Meghalaya. Now they have a training centre along with their central office at

Ulubari, Guwahati also. The Meghalaya office is located at Don Bosco Technical School (the registered office) Shillong.

The vision, mission and objectives of the organization are as follows.

**Vision:** The vision statement of BRO is stated as – ‘BRO visualizes a self-reliant and self-sustaining community where people live responsively striving for a just and equal society.’

**Mission:** ‘BRO seeks to achieve integrated development through empowerment of the people by organizing them into Self-Help Groups (SHGs), building their capacities and enabling them to utilize optimally the available resources.’

**Objectives:** The major objectives that BRO has set for itself are to-

1. Sensitize people about the need for self-help for development, and organize them into SHGs (Self-Help Groups), gradually shaping it as a people’s movement.
2. Enhance access to and control over financial resources through saving and credit mechanism.
3. Increase income through improved production and marketing of agricultural produce, development of skills and promotion of farm and non-farm based micro-enterprises.
4. Build capacities of people particularly of women, so as to achieve greater gender equality in the society.
5. Ensure food security through conservation and processing of food products.
6. Facilitate the establishment of linkage between SHGs and health institutions with a view to adopt measures for improved health.
7. Provide support to other NGOs in order to carry out developmental activities for the grassroots communities in an effective manner.

The above listed objectives of BRO have been divided into long term and short term goals as follows:

*Long term goals:* Social development and development by empowerment.

*Short term/Immediate goals:* Realization of community development through SHGs and to attain the target pertaining to formation of SHGs is the organization’s immediate goal.

**Activities:** the activities of Bosco Reach Out are presented in Table 4.1.

Table 4.1 Activities of Bosco Reach Out

Sector	Name of the programme	Sponsoring agency	Description of work
Community Development	Integrated Human Development Project, Women Development, Community Resource Management Project.	IFAD, MISEROR, KKS, Comide etc.	Effort towards improving the quality of life of the target people through raising the economic condition, empowering them, seeking their participation in development etc.; developing and empowering women; planning optimum utility of available resources etc.; Skill Development of the target group.
Micro-finance	Micro- finance	North Eastern Council, National Bank Of Agriculture Development, state government, Spice Board, Small Industries Bank of India.	It includes organizing people into Self- Help Groups for saving and lending money to generate economic activity. This programme is under operation in 20 regions of Assam and Meghalaya covering around 400 villages.
Skill Development	Skill Development	KKS, Comide	It deals with skill development particularly agriculture and animal husbandry. It provides support to the Community Development Project, and also serves members from other NGOs/institutions.

Education	Environmental Education and Action Programme, Coaching, Sponsorship.	India Forum for Cooperative Development, Indo German Social Service Society, Frateli Dementicatti.	Educating children, sponsoring education for poor rural students, meeting the educational needs of rural students through coaching classes with educational and financial support to certain institutions.
Health	Highway Health Management Project.	WHO, Government.	Working for prevention of AIDS, STDs and generating awareness for better management of health amongst the target population.
Welfare and Rehabilitation	Family Counseling Centre	KKS, ministry of Social Justice and Empowerment (Government of India).	Looking after welfare of the family in general, and women and children in particular. It is carried out through its Family Counseling Centre and field visits by its Social Workers/volunteers.
Agriculture	Agriculture and livestock development Project	SKIP	Providing Inputs for increased production and management of agriculture and livestock through modern methods.
Research	Research and Documentation Programme	Self and miscellaneous sponsors	To focus on development and preservation/maintenance of new knowledge.
Governance	Local Governance	MISEROR	Empowering people in decision making and management.



## **Partners' Profile**

**Employees:** The total number of employees in BRO is one hundred and ninety five with the following breakup:

The organization consists of one executive director and one Deputy Director. The administrative and finance section including the Bosco Reach Out administrative and training centre (at the head office) consists of one Administrator, one Financial Coordinator, one Accountant, one Junior Accountant, two office staffs, one Receptionist, three drivers, two office helpers and five kitchen staffs. The Community Development Programme unit (CDP) unit consists of one Coördinator, one Assistant Coordinator, six Zonal Coordinators, twenty-eight Regional Coordinators and fifty-nine Social Workers. The Support Service Unit (SSU) consists of one Coordinator, one Documentation Coordinator, one Training Coordinator and three trainers. The Rural Resource and Training centre (RRTC) consists of one Director, one Training Coordinator, two Sub Coordinators, three Project Assistants, one Administrator, one Accountant, two office assistants, two drivers, five Farm helpers and four kitchen staffs. The people working in the organization know about the mission. Good number of staff is aware of the objectives and mission of the organizations.

**Target Segment:** The poor rural people of Assam and Meghalaya comprise BRO's target segment. The organization gives full importance in finding out the needs of its target segment for which it holds regular Participatory Role Appraisals (PRA) and continuous dialogue with them. Further surveys are conducted to know their needs. Relationship with the target segment is good.

**Sponsoring Agencies:** The major funding agencies of BRO include International Fund for Agriculture Development (IFAD), CORAID from Netherlands, COMIDE from Belgium, FRATELLI DE MENTICATTI from Italy, MISEREOR, IGSSS and KSS from Germany, Government of India - Ministry of Social Welfare, Department of Science and Technology, Government of Assam- Sarva Shiksha Abhijan, SIDBI (Small Industries Development Bank of India), Spice Board, NEC (NorthEastern Council), NABARD etc.

**Supporting Agencies:** MISEROR, IGSSS, NABARD, NIPCCD and ASK are the key supporting agencies of BRO. They provide timely guidance to the organization and conduct different Organizational Development activities. The involvement of these organizations is limited to the day to day work related problems only.

**Social Workers:** The organization calls the grass roots workers of the community development programme as the social workers. Apart from these, people from the community who work towards development are also its social workers. The organization has good relationship with them.

### **Management Process: An Overview**

The management process of BRO involves the following steps:

#### **Planning**

**Setting of goals and objectives:** The views of the organizational members are taken into account while setting its goals and objectives. The different teams set their own time bound goals, which are subject to approval of the Deputy Director and the Executive Director.

**Types of plans:** i) Planning for the region (long-term i.e. four to five years) ii) Yearly planning (where staff, key people and the Self Help Groups sit together) iii) Monthly plan (day wise plan for the month). iv) Micro plan i.e. taking one aspect of development. Examples of this kind are- a) 'Event-wise micro plan': When Self Help Groups (SHGs) or BRO conduct certain event, the people related with the event and the key people of BRO (in case of SHG its members) sit together and try to assess the things that would be required from beginning to end. This might include chalking out plans regarding the individuals who would carry out the different activities, the time frame, the resources that would be necessary etc. This micro plan is conducted event-wise. b) 'Issue-wise micro plan': examples of this kind are the plans for agriculture, SHG, village people or the target segment, staff etc. Here the people related to the issue and the key people sit down together to make a detailed plan.

The micro plans are overviewed by the regional coordinator. BRO has a Management Team comprising of Heads of all units/ departments, including the administrative and financial head. They meet once or twice in a year for review, action planning and follow up. 'Social Workers' who are in charge of the SHGs get in touch with the Regional Coordinator on monthly basis for planning and reviewing. Regional Coordinators have monthly meetings with the Zonal Coordinator. *Strategic planning* was carried out by ASK in 1999, which was subsequently implemented. Training support was provided by ASK.

**Methodology adopted to carry out the activities:** In all its development interventions, BRO aims at empowering its target groups to become responsible

citizens. BRO believes that empowerment 'is the key to sustainable development. Hence, BRO's focussed development approach is the *empowerment approach*. This approach is different from BRO's earlier approaches of charity and relief measures toward welfare of the people. The present approach emphasizes on the inherent goodness and capabilities of the people and on their instinctive desire to better their own life. Thus it is a people-oriented approach. The role of financial assistance is minimized and the roles of enthusing, motivating, conscientising, demonstrating, educating and assuming responsibility are maximized.

The following are the specific methodological guidelines BRO follows in ensuring that its work is toward empowering the people.

*Self-Help Groups (SHGs):* BRO uses SHG as its development tool. SHGs will be the agents of change and serve as models for sustainable and integrated community development. All developmental programmes of BRO will be channeled through the SHGs.

*People oriented:* BRO places its trust on people- their strengths and capabilities. All developmental programmes of BRO will be framed for catering to the needs of the people. BRO's role in people development will be that of a facilitator. The organization means to work on the basis of dialogue and discussion with the people.

*Bottom -up:* Decisions at the grass root level will be participatory at all stages, giving adequate significance to people's views and choices. In order to ensure people's participation, methods like Participatory Rural Appraisal (PRA) and other tools of social analysis will be used.

*Collaborative:* BRO's collaboration will be first with the grass root communities themselves. BRO will make every effort to seek collaboration from the community, institutions and organizations, community leaders, community institutional heads etc. The organization intends to work in collaboration with the government and church authorities.

*Pro-poor:* In all its development interventions, BRO will focus its attention primarily on people below the poverty line. This will be an important criterion for choice of new areas of work.

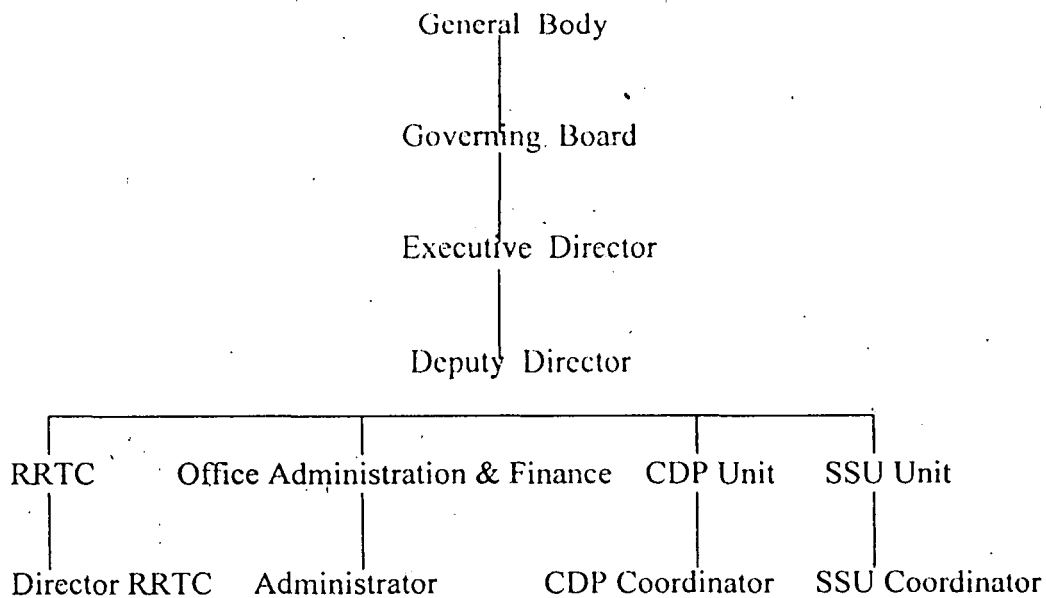
*Result oriented:* BRO monitors its work through a careful analysis of the results achieved. The progress of development will be measured on the basis of concrete results. Evaluation of results will be both quantitative and qualitative.

*Gender sensitive:* BRO strives to provide equal opportunities to women and considers them as partners with men in the process of development. BRO believes in a gender-balanced society and envisages empowerment of women by enhancing their capacities.

*Culture sensitive:* BRO accepts friendly, amiable and peaceful approach in its development work.

The collaborative, bottom-up approach helps the organization to undertake participatory planning. The needs of the target segment are better fulfilled with its pro-poor and people oriented approach. The development aspect of the target segment is better served through its SHG approach, which is result oriented.

**Organizing:** The organizational structure of BRO presents a hierarchical form having different units to work after different aspects of work. This is shown in Fig 4.1 below.



RRTC= Rural Resource Training Centre

CDP = Community Development Programme

SSU = Support Service Unit

**Fig 4.1 Organization Structure of Bosco Reach Out**

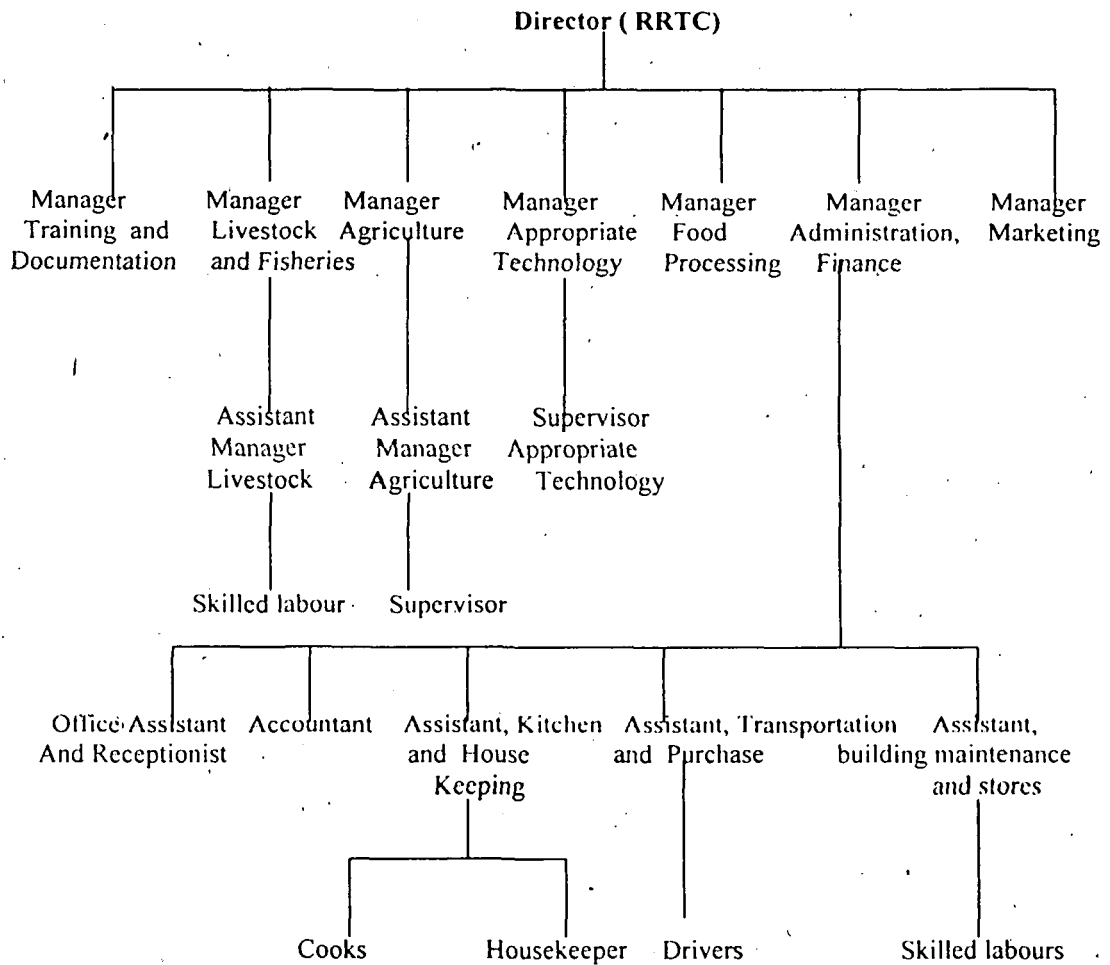


Fig 4.2 Organization Structure of RRTC of Bosco Reach Out

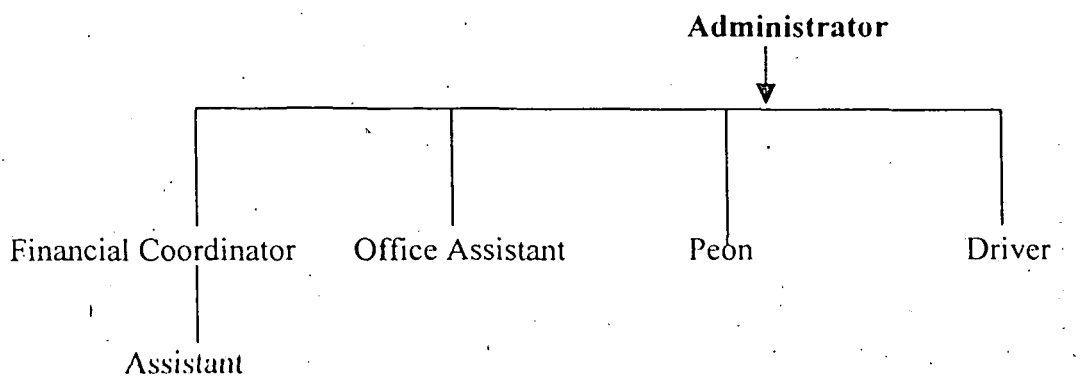
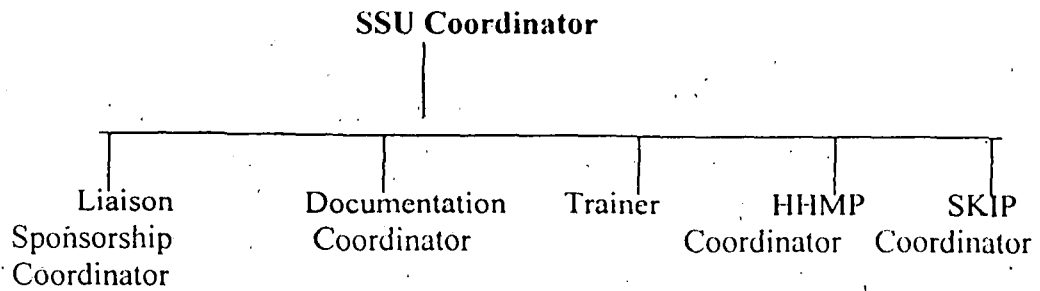
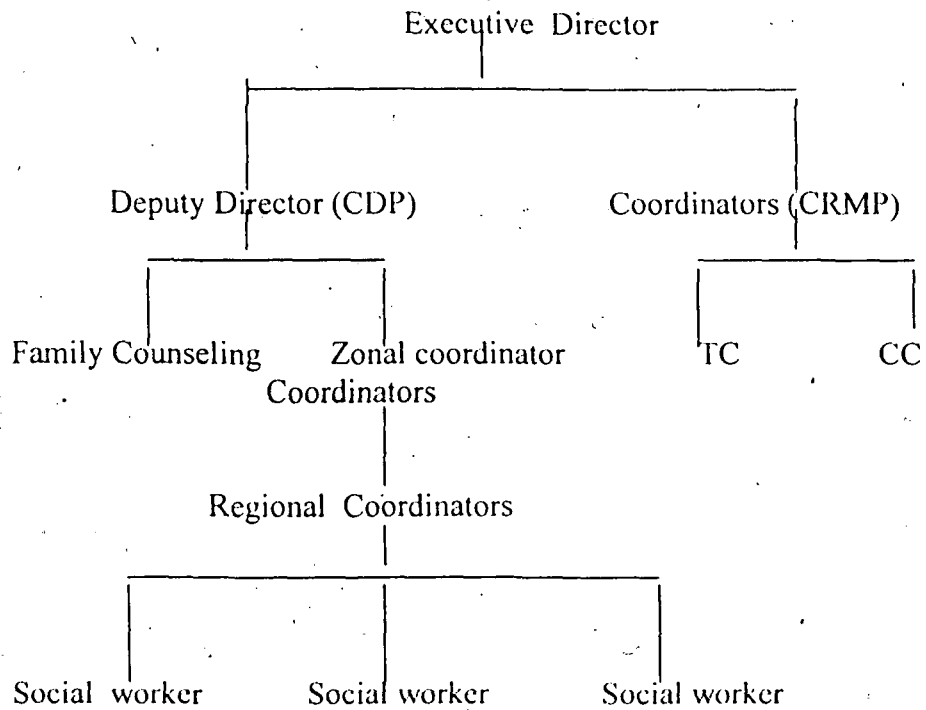


Fig 4.3 Organization Structure of Administration and Finance Unit of Bosco Reach Out



HHMP : Highway Health Management Project Coordinator

Fig 4.4 Structure of SSU (Support ServiceUnit) of Bosco Reach Out



CDP = Community Development Programme

CRMP = Community Resource Management Programme

TC = Training Coordinator

CC= Community Coordinator

Fig 4.5 Administrative Structure of CDP of Bosco Reach Out

The organisation structure of BRO presents a de-centralized form, reflecting different aspects of the work BRO are involved. Members of the general body and governing body are constituted of Don Bosco Society members and staff. The Executive director

is the overall in charge of the organization. He/she is responsible for over-viewing the day to day functioning of the organization and effective implementation of the plans. The Deputy Director is the second in command after the Executive Director. In the latter's absence, he assumes the principal responsibility. He is consulted by the Executive Director in decision-making activities. The director RRTC is in charge of Rural Resource Training Centre. He is responsible for monitoring the work of the different departments under RRTC, namely training and documentation, livestock and fisheries, agriculture, appropriate technology, food processing, and the supporting units like marketing, administration and finance. The administrator is in charge of the office administration and finance. He is responsible for effective functioning of the office and the staff. The financial coordinator reports to the administrator. The responsibility of the financial coordinator is managing financial resources of BRO and monitoring its day-to-day expenses specially those under projects. He is supposed to submit weekly reports to the administrator. The CDP coordinator is assigned to monitor the programmes related to the community Development. He looks after the work of the family counseling center and the zonal coordinators. The zonal coordinators monitor the work of the regional coordinators, who in turn looks after the work of the social workers. The SSU coordinator is responsible to look after the matters related to liasoning and sponsorship, documentation, training, the HHMP and the SKIP project. The SSU coordinator plans the training calendar for the organizational members, the partner NGOs and the target segment.

### **Leading/Directing**

*Leadership:* The leadership style is participative, though the ultimate authority of taking important decisions is the Executive Director. The leader (Executive Director) of BRO team and the other leaders of different teams of BRO are very dynamic. The leader of BRO is able to take the organization quite efficiently towards achieving its objectives. The executive director delegates authority and power to the subordinates. Decisions related to important matters are taken in consultation with the organizational members. BRO exerts initiatives towards motivation and skill upgradation of its people. An effort is made to provide a good working climate. In this way the leader is able to motivate the organizational members.

*Communication:* Communication in the organization is carried out through the following means:

a) Verbal forms: Face to face communication, monthly meetings of the projects/ coordinators for example, the regional coordinators have monthly meetings with the zonal coordinator; telephonic conversation, using the service of a messenger in case of emergency.

b) Written forms: Within the office for important matters written communication through official letters and memos is utilized. Communication with the CDP, SSU units etc. (field units) are in written form. Monthly reports are submitted by the employees/ workers, staff. Social workers (grass root workers) who are in charge of SHGs, get in touch with the regional coordinators on monthly basis and send monthly reports. Letters (mailed at the organization level from administration signed by the Director) are sent to all organizational members when some important matter is to be intimated to them

### **Staffing**

*Recruiting:* for those jobs that require skills, advertisements are placed and the individuals are selected through proper screening process. For others references are used to find people. They also utilize organizational manpower database and performance results to select the individuals, for example through promotions and internal transfers. Link between tasks and people, and job fitness is seen. This aspect is explored while selecting people through interviews and subsequently they are observed on job. People with professional qualifications in agriculture, veterinary, fisheries, management, Social Work are taken. Care is taken to link the tasks to People, and Job – Fitness. While selecting people through interviews this aspect is explored and later the results are observed.

*Role clarity:* Role clarity including Job Description and Job specification exist now. These came into existence after a 'Strategic Planning' exercise was conducted. Under this 'Role Profiles' were made clear during the workshops.

### **Controlling**

*Performance Appraisal:* Performance Appraisal for staff is conducted on yearly basis. A format exists which is different for different category. It is actually a self-appraisal form, on which comment is to be given by the superior. This is submitted to the Executive Director who may place it to higher authority like the management Committee. Monthly Reports are to be submitted to the coordinators regarding progress of the work and utilization of resources.



## **Individual Dynamics**

*Organization culture:* The organization emphasizes on values like sincerity, loyalty, hard work, honesty, commitment and dedication. It tries to work as a family without considering the hierarchy. The working climate is good. Individuals are committed and very much motivated. The individuals have a very good interpersonal relationship.

*Conflicts:* Conflicts are negligible. A grievance cell exists to handle grievances of people.

*Influential/powerful persons:* The Director and the Deputy Director is supposed to be the most powerful people in the Organization because of their position and knowledge. The respective heads of the departments are also thought to be powerful because of their position. There are no cases of politics playing any role in the organization.

*Contribution of the individuals:* The individuals who have tremendous contribution towards the organization are Father George Palamattam, Father Paul Kuttala (promoters), Father Davis Aricatt, the present Director, and Father Cyril the present Deputy Director of BRO.

*Individuals hampering the organization (negative side):* Instances of people hampering the organization are very less. Some examples are submission of wrong reports and thus trying to mislead the organization. Sometimes people do not work in field properly, thus the organizational activities are hampered.

## **Group dynamics**

*Type of groups:* BRO functions as a single work team. But, it is comprised of several work teams like the different Departmental Teams, the Project Teams and the three units like, the Community Development Programme Unit, Rural Resource Training Unit and the Support Service unit. The intra and inter team activities are very satisfactory.

*Team Building activities* are carried out at least twice a year. Organizational politics is absent.

*Conflict:* No groups are in conflict. Also none of the groups have tried to hamper the organizational work.

*Contribution of partners:* The *staff* (people of the organization) and the *consultancy agency* (ASK) are involved in setting objectives (goal setting). The contribution of the

*target segment* is their involvement in the developmental activities of the organization. The various *supporting agencies* extend assist the organization in their training effort and provide technical and managerial guidance. The *sponsoring agencies* apart from providing monetary support assist BRO in training effort like the financial training or any other training. The sponsoring agencies aid in technical guidance of the organization. They also arrange for external evaluation, and if any drawbacks appear they assist BRO in correcting them and even engage consultants. For example, MISEREOR carried out this kind of evaluation and engaged ASK to carry out Organizational Development activities. The *promoters* had built the organization. They had set the vision, mission and objectives of BRO. BRO has alliance with a number of agencies for carrying out collaborative work. For example it collaborate like with Dr. S.I. Ahmed in AIDS awareness campaigns, with Sarva Shiksha Abhijan in education programme, with India Forum for Cooperation Development (IFCOD) for development etc.

### **Evolution of Change Management**

**Changes undergone:** The organization has positively responded to change both reactive and proactive. Some of these are cited below.

- 1) The consultants redefined the vision and mission through interaction with all people at different organizational levels. This was mostly by means of participation in the group discussions.
- 2) There had been certain changes in the objectives of the organization. In the first stage, the prime objective of BRO was to help people. In the second stage, BRO pledged to become more and more professional and to help people to stand on their own. In the third stage, it resolved to become result oriented and to train the staff accordingly.
- 3) Previously the personnel from the organization were not visiting the villages or the target population. The work was mostly conducted through their partner NGOs (alliances). Now they conduct direct intervention.
- 4) After ten years of existence there was one and half years of evaluation (both internal and external), thereafter, the strategic plan was carried out which brought forth many changes.

For example, now they have written job description and job specification; recruit professional staff; they have adopted changes in carrying out their activities and

planning programmes like, use of PRA, where the target segment is initiated to carry out an exercise to assess their own needs. The suggestions for structural modifications were considered. Now efforts are on to add a new unit namely "Special Project Unit" to the earlier four units- SSU, RRTC, CDP and Administrative and Finance unit.

5) BRO's approach to development of Rural Tribal Communities in the North East from 1983 to 2000 can be classified into three phases, with distinct shift in approach and strategy. This is discussed later as an illustration under 'OD process and interventions'.

**Changes needed at present:** BRO's learning points from the evaluation regarding the changes to be brought about are as following. The area of operation of BRO is vast hence there is a need for reflection and consolidation of works especially within the region. There is a need for role clarity due to the overlapping of roles. There is a lack of focussed vision among the staff, which requires to be changed. The organization should attempt to insert proper systems of planning, monitoring and evaluation, and formulating proper tools for programmes, staff and finance. The organization urgently needs to emphasize on a proper documentation system. Last but not the least the organization should realize the importance of getting consultants for a longer period of time.

**Changes needed in future:** The members have expressed the need to have a broad-based general body with representatives from the target groups, women, regional committees. Memorandum of associations should be amended. Further a need is felt to have a Finance Advisory Committee with expertise in financial management to review the objectives and provide useful advice on financial management. There is need for a strategic plan to effectively carry out the restructuring plan of BRO and also to induct more qualified and professional people in the organization. The organization should evolve a clear activity plan and financial budget. It should establish clear linkage between the activity plan and the financial plan. The accounting system is to be taken care of by means of suitable instruments. An efficient control system at the micro and macro level needs to be emphasized. Financial management is the weakest link in the organization due to absence of competent, experienced and qualified persons to handle financial management. Suitable staff pay scale and relevant welfare measures to be introduced. BRO need to distinguish Organizational, Donor and governmental reporting. It should keep in consideration the legal compliance.

## OD process and interventions

The OD process and interventions of BRO can be explained in the following steps.

**Diagnosis:** Considerable effort is given by the organization towards the diagnostic component of the OD process. The consultants help them in this endeavour. The diagnostic component of the organization can be highlighted with the help of the Table 4.2.

Table 4.2 Diagnosing Organizational Subsystems of BRO

Targets	Issues	Interventions
a. Total organization	Planning, vision, mission, objectives, activities; strengths, weaknesses of the organization and its members; opportunities and threats faced by the organization; organizational performance, skills of the manpower, problems faced, organizational change, roles to be played by different people, needs of the employees/staff/members etc.	Strategic planning by the consultants, yearly planning, micro plan, half yearly project evaluation, General Body meeting, workshops, SWOT analysis, future search conferences, self appraisal forms, internal studies and evaluations conducted both internally as well as externally.
b. Homogenous System	Issues related to PME (planning, monitoring and evaluation), assessment of project work and team work, leadership, skills and abilities of its members, knowledge, problems encountered and finding solutions, group goals, change, strengths, weaknesses, opportunities and threats of the team, the demands of the internal as well as the external environment etc.	Weekly, monthly, quarterly and six monthly meetings, project team and departmental meetings, workshops, orientation programmes, SWOT analysis etc.
c. Dyads	Issues related to PME/progress of work, performance, group goals, problems etc.	Monthly meeting of the regional coordinator with the zonal coordinator, monthly meeting of the departmental coordinator with the deputy director and the meetings between the deputy director and the executive director.
d. Individuals	Grievance related issues, individual performance, knowledge, skills and	Dialogue/interfaces, grievance cell, self-appraisal form.

	abilities, learning, goals, role profile etc.	
e. Between organization system	PME (including evaluation of the organization/organizational performance), resource planning, need assessment of the target segment and the sponsoring agencies, strategies to be adopted, Organizational Development/ training related issues, control systems, documentation systems, environmental scanning, change etc.	Yearly planning with the target segment, PRA (Participatory Rural Appraisal), meetings with the sponsoring and the supporting organizations, different studies conducted by the sponsoring agencies, like, financial management study, study on target segment etc.

**Action planning:** The information obtained from the diagnostic phase is used to plan action at the individual, group and the organizational levels. Involving all people including its partners is an important feature. This aspect has been already discussed under the head planning.

**Programme Management Component:** Care is taken by the organization to effectively implement the action steps planned earlier by involving all the people. Continuous monitoring and evaluations are carried out in this regard and necessary action is taken to overcome the loopholes and stabilize change.

**Illustrations:** Changes undergone and the OD process in this context can be presented with the following illustration, which includes three phases. In all these phases the consultants widely involved its partners, namely the organizational members, the target segment, the sponsoring agencies and the supporting agencies in the OD process (diagnosis, action planning, implementation and evaluation).

•Phase 1: 1983 to 1994

*Approach: Institutionalized Charity approach to development through individuals.*

During this phase, BRO involved itself in development of vocational schools, income generation activities, massive relief operations, food subsidy, and vocational skills training etc. in order to help poor and create an egalitarian society.

Evaluation-Diagnosis- action planning- Implementation- Evaluation (1993- 1994): At the end of ten years of work, BRO and its partners felt that given the changing societal and political scenario it must evaluate itself and its work, redefine its objectives and adopt new approaches and strategy. This thinking resulted more than a

year of evaluation. Two major realizations of the evaluation were the need to adopt

- a) *Community Centered development initiatives*, which ensure participation of people at planning, management and implementation level.
- b) *Development Centered Community* where development emerges from among the people and sustained by them as a habit of attitude. In this approach NGOs purely play the role of facilitators. People take upon themselves the responsibility of altering their way of life through their own means and with their own strength and knowledge.

The new approach adopted as a result of evaluation included, participation of grass root communities, empowerment of the marginalized people, decentralization of power / power structures and networking with / of like -minded institutions / individuals. Keeping the findings or recommendations of the evaluation in view, a three years project titled "Integrated Development Project" was prepared and submitted to MISEREOR, which was subsequently approved.

An evaluation at the end of first year revealed that BRO should be more participatory in its approach to development. This resulted in the second phase.

•Phase 2: 1994 –1999

*Approach: Participatory approach to development.*

This approach tried to ensure peoples participation as equal partners and not only as recipients. The idea of self -help group emerged and people gave a proper shape to it. The issues and areas of intervention that emerged were, skills training, women development, socio-legal forum, Self Help Groups, conducting exposure visits, Micro-financing. An evaluation at the end of this phase revealed that BRO should focus more on the SHGs as an independent entity rather than a part of project. This lead to the emergence of the next phase, which is as follows.

•Phase 3: 1999 - 2002

*Approach: Participatory approach to development continued with a shift from project approach to integrated programme approach, central focus being Self-Help Groups (SHGs).* In this phase BRO and its partners strongly felt the need to evaluate itself - the programmes, personnel, and infrastructure, and bring in systems and processes consistent with the change. This led to an in-depth evaluation both internal and external.

Evaluation: The findings of the evaluation revealed that SHGs are powerful mode of intervention, which was hitherto unknown and invisible among the small rural and tribal communities of the Northeast India. It must be integrated in all the interventions

that BRO undertake. It should be seen that SHG dynamics is understood by the participating groups and help promote savings. It is important to systematically insert proper systems of planning, monitoring and evaluation (PME) while carrying out different interventions. Further, a degree of caution has to be exercised in expanding the geographical area of operation and the programme spreads. Differential plans are to be made to cater to groups who are at different levels of financial capacity and performance. BRO should continue its task of constant nurturing of the groups. The ability of groups to manage their ordinary business has to be strengthened. SHG members must be motivated with explanations of the benefits of loans. The urge to rush for loans must be controlled. Discussions and activities must focus on working together. There is a need for Organizational Development (OD) coupled with staff development in BRO. There is a need to improve quality of existing staff in order to monitor the SHGs and conduct micro -credit activities. Use of effective monitoring tools has been stressed. Linkages with the banks, financial institutions and government agencies should be set up.

The outcome: The evaluations and reflections ushered them into the three year project " Integrated Human Development Programme (IHDP)" in 20 regions in Assam and Meghalaya. The programme envisages saturating the present villages with SHG and forming new SHGs in the adjacent areas, through capacity building and skill development. It also aims to work towards linking the existing SHGs directly with banks for credit, micro-financing and evolving them into federations with the view of achieving bigger visibility and generate impact of a people's movement. This will strengthen BRO and decentralize its work within the area.

**Solving of the problems:** BRO has not faced any serious problem till now. Some of the problems, which they have come across, are cited below:

1) Problems related to the geographical area of work:

a) *Many places are unsafe and terrorist infested:* The organizational members are threatened by the militant outfits.

Diagnosis of the problem was carried out by holding discussions within the organization, which were participated by the team leaders, project leaders, higher authority and the field level workers. For action planning and implementation, help of social workers and community was sought to perform the work peacefully. They tried to persuade the people opposing BRO's work by convincing them that the organization was only working for people's upliftment and is a non-political entity,

and also the persons working for BRO are not informers. Thus the problem was solved through dialogue. Evaluation was done through receiving feedback from the field workers.

b) *Working at the field level is very tough.* Places to be visited are remote, having sometimes no means of transportation other than going by foot. All these cause delay in completion of work and demotivate the workers. Monitoring of work is also difficult in these areas.

Diagnosis of the problem is same as above. In the action planning and implementation phase, they selected only those field level staff or workers for job who are very committed to work and are tough. Also care was taken to emphasize the fact that they should be ready to work in inhospitable areas. BRO tried to involve and empower the community in these areas, so that they themselves could take care of the activities meant for them. Evaluation was done through reviewing performance of the field level staff and receiving feedback from them as well as the supervisors.

c) *Lack of enthusiasm of the community for whom development is planned.*

Diagnosis of this problem was carried out by holding discussions that were participated by the coordinators and the field staff. Action planning was done in consultation with the target segment. Series of motivational workshops and awareness campaigns were conducted to win community support and participation. Periodic evaluation studies were carried out both internally and externally to see the outcome.

d) *Competition amongst the NGOs:* Other NGOs especially the new NGOs try to tempt the Self Help Groups to join them.

Diagnosis was carried out through review meetings. In the action planning and implementation phase, the concerned officials / workers of BRO carried out dialogue with the members of those NGOs in order to reach an agreement to carry out their respective operations effectively. Evaluation was done through observation and getting feedback from the target segment and the field staff.

e) *Payment of loan by the beneficiaries.*

Diagnosis of the problem was done in the review meetings. The coordinator of micro-finance project and the field staff responsible for this activity carried out action planning. The field staff conducted implementation of the action plans. The field persons solved the problem through regular monitoring and follow-up of the loanes. Evaluation was done by way of getting feedback from activity reports, review meetings and the payback statements.



***Success and failures of the OD Process:*** most of the strategies taken up by the organization though are successful, but their plans regarding competition are not yielding desirable results.

***Strengths and weaknesses of the OD process:*** The major strength of the OD process at present is that it is systematic and professional. The reason behind this is the greater involvement of the consultants. Further the consultants have trained few people within the organization who are capable of conducting OD in their absence. Greater involvement of all partners in the OD process is another major strength. Though the organization aim at regular monitoring of activities, the evaluations reveal that there is a greater scope for its improvement.

**OD Activities:** The Strategic Planning exercise carried out in BRO with the help of the consultants itself is a major Organizational Development activity. Other training related activities are as follows,

(1) Training on PRA (Participatory Rural Appraisal) was conducted for field people, staff and the target people. The training is related to learning of the tools and methodology to be used for gathering data. PRA is actually conducted by the village people or farmers before the project is designed. It is a kind of exercise conducted to assess the requirement /need of the target segment. ASK had played a pivotal role in this. (2) Orientation of new staff on concept, functioning, accounting, management, monitoring (format exists) of savings, loan (status) and income generation of Self-Help Groups (SHGs). (3) Training for internal audit. (4) Imparting training skills to the staff like, designing the training, subject matter, and delivery. (5) Training on federation (cooperation of SHGs)- the concept, policy and guidelines of BRO regarding federation, the managerial skills required like personnel management, record keeping, managing finance, organizing meetings and activities, legal aspects etc. (6) Personality development, leadership, transactional analysis, behavioural analysis, SWOT analysis. (7) Training on Gender issues. (8) Training on 'Facilitation skills' for dealing with the village people or community, familiarizing the principles of facilitation and to make the staff/members aware of the different attitudes and skills required in different situations. (9) Team Building sessions are held according to the different levels like, Zonal coordinator, Regional Coordinator, Social worker at village level or a mixed group of people or working teams. The exercises are analyzed by sitting together followed by action planning. The exercises are adopted from books, designed by trainers, or adopted from past training experience etc. For

example, SCAVENGER is a type of exercise, where the group goes for hunting the items mentioned in a list. (10) Training on Project Preparation / writing. (11) Training on Planning, Monitoring and Evaluation. The different types of evaluation are shown in figure 4.6 (12) Training on entrepreneurship for the target segment, for example, IGAM i.e. Income generation activity course. Included in it is also training on project feasibility and management. (13) Course on Micro-Credit for the target segment as well as organizational members.

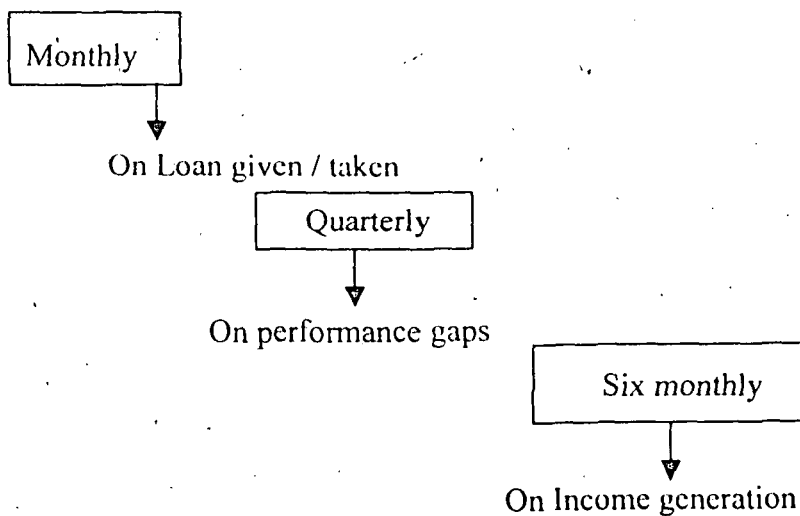


Fig. 4.6 Different types of evaluation of BRO

Training is imparted both by persons within the organization and outside. Internally it is delivered by the training coordinator and other programme/project coordinators. The external organizations like the supporting agencies and the consultants are also involved in this process.

### SWOT Analysis

An analysis of the strengths, weaknesses, opportunities and threats in relation to OD is presented in the table 4.3.

**Table 4.3 SWOT Analysis of BRO.**

<b>The Strengths</b>	<b>The Weaknesses</b>
<ul style="list-style-type: none"> <li>• Shared vision and mission along with the written statements exist.</li> <li>• The organization constitutes of enthusiastic young and committed staff from diverse background.</li> <li>• The work climate is conducive.</li> <li>• Good manpower strength.</li> <li>• Emphasis on Job fitness.</li> <li>• Job Description and Job specification is laid out.</li> <li>• Team spirit among the staff persists.</li> <li>• Effort towards networking with various institutions is given.</li> <li>• Existence of Rural Resource and Training Centre.</li> <li>• Continuous training inputs (OD efforts) are given to the staff / workers/ volunteers of BRO. A coordinator is assigned this task.</li> <li>• Involvement of the target people in its activities, which makes it, people oriented and collaborative in nature.</li> <li>• Effective planning, monitoring and evaluation (PME) measures are undertaken.</li> <li>• A well-set organization structure exists, which is decentralized and consists of different units to look after different aspects of work of BRO.</li> <li>• A number of viable projects are undertaken, which are successful in attaining their objective.</li> <li>• Change management initiatives undertaken on continuous basis.</li> <li>• The organization possesses sufficient access to resources, good infrastructural facilities and public image.</li> </ul>	<ul style="list-style-type: none"> <li>• A broad-based general body with representation from the target group, women and regional committee is required.</li> <li>• Apart from the target group, sponsors, organizational members and other partners, they have limited trust on outsiders.</li> <li>• Area of operations is vast, so is its span of activities. Hence, controlling becomes difficult.</li> <li>• The organization lacks transparency.</li> </ul>

<b>The Opportunities</b>	<b>The Threats</b>
<ul style="list-style-type: none"> <li>• Good relationship with the sponsoring agencies will help to get access to funds.</li> <li>• Trust and confidence of the target group will make it easier for BRO to work.</li> <li>• The growing government support to build up a network of developing agencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Competition faced from other NGOs.</li> </ul>

### **Conclusion**

Bosco Reach Out is one of the very few professionally managed successful NGOs in this region. Though it originated from a conservative religious background, but due to its missionary zeal to perform and reach to its target segment, the leadership chose not to remain static with its old ideas and methodology, but to change. It is the only one amongst the eight NGOs studied by the researcher, which has used the services of consultants to plan change and conduct regular OD activities. The consultants have trained persons from the organization to act as internal change agent and facilitator of OD activities. Now the consultants come back only for periodic evaluation of organizational performance. The organization has very good relationship with its stakeholders. It has provided yeomen service to its target segment and empowered them in real sense to take care of themselves. The organization has good manpower strength. People are dedicated and committed to the mission of the organization.

# GYAN VIGYAN SAMITI ASSAM

## Organization Profile

**Origin:** In the year 1987, twenty-six science organizations, voluntary in nature, from all over India, gathered to form All India People's Science Network. This forum organized a cultural campaign called 'Kala Jatra' in 1987 to popularize science all over India. Each troupe consisted of a musical troupe and a science experiment unit. The outcome of this 'Kala Jatra' was that, the organizers realized, if science was to reach the masses, the people must be literate first. During this period 'Kerala Shaksharata Sahitya Parishad' was the only science society that was engaged in eradication of illiteracy in India. All Science Societies encouraged them to move ahead with the program. 'Ernakulum' in Kerala became the first district to be declared fully literate. Success of Ernakulum campaign was astounding and mind-boggling. The National Literacy Mission (NLM) felt the need of a similar type of campaign in other places. In 1989 People's Science Forum submitted a project to NLM to conduct an all India literacy Campaign. In 1990 all Science Societies started a new program called 'Gyan Vigyan Jatra 1990' for eradication of literacy.

*Objectives of Gyan Vigyan Jatra – 1990:* The objectives of the Gyan Vigyan Jatra, which was conducted throughout the country, are of qualitative and quantitative in nature. They are as follows.

The qualitative objectives are to 1) Link up the government and non- government organizations working for literacy, and to work in cooperation. 2) Provide an informal platform for a quicker exchange of ideas amongst the activists. 3) Spread the message of literacy to the nook and corner of the country. 4) Bring about awareness amongst the people and give a glimpse regarding literacy and science through its program and organization. 5) Encourage people at all levels to work for literacy.

The *quantitative objectives* are to 1) Perform 'Kalajatra' i.e. cultural program in five hundred districts of India. 2) Conduct prior publicity work in each of these places. 3) Prepare publicity material like poster etc. 4) Build up the organization at all levels. Thus Gyan Vigyan Samities were formed in different states as independent organizations, which again joined at the National Level to form 'Bharat Gyan Vigyan Samiti'. The National Literacy Mission lent a helping hand in this program. Gyan Vigyan Samiti Assam (GVSA) which is an autonomous organization was formed in

1990. It is an offshoot of Assam Science Society, formed in 1955. GVSA was born to counter a serious problem faced by Assam Science Society. The problem was related to its interaction with the community. The latter was not allowing Assam Science Society to exhibit scientific games, as they were scared to view them. This was because they were illiterate and ignorant. Assam Science Society felt that literacy was more important than spreading Science. As there was no other NGO solely working for literacy, GVSA was set up to serve that purpose. In Assam the first President of GVSA was noted educationist, late Dandeswar Gogoi and the Secretary, Dr. Debadatta Barkotoki. It had seventeen members in its executive committee.

GVSA had given birth to 'State Resource Centre' (SRC) in the year 1996. SRC is the documentation division. It provides academic support, designs and publishes books. These books and literatures are used in the literacy campaigns. SRC has training cell, documentation cell, Population and Development cell and education cell. 'Prochesta' was formed in the year 1998, which is separately registered as an NGO for women. It is affiliated to GVSA. It is concerned with forming the Self- Help Groups of women. It focuses on development of women through Self- Help Group activities. 'Jana Shikshan Santha' (JSS) was established in the year 2003. It works towards developmental activities related to education.

GVSA's vision, mission, activities are presented below:

**Vision of GVSA:** The organization's vision is to realize the dream of achieving cent percent literacy in the society (in Assam).

**Mission of GVSA:** 'To make every individual in the society a literate (in Assam)'.

This is not mentioned in any of their literature but stated by the members of the organization.

**The Objectives:** The objectives of GVSA include the objectives of SRC, JSS and PROCHESTA. These are to

- 1) Prepare teaching and learning material for literacy.
- 2) Strengthen the literacy campaign down to the grass root level.
- 3) Impart awareness on population, health and environment.
- 4) Develop skill building among women so that they can become self-reliant.
- 5) Help in universalization of primary education.
- 6) Involve people in developmental activities.
- 7) Assist Zila Sakshrata Samities (ZSS) in literacy programme.
- 8) Provide support to media in carrying out literacy campaigns or in literacy related programmes and finally
- 9) Training and documentation with relation to the above.

**Activities:** The activities of GVSA can be presented in a tabular form as below:

**Table 4.4: activities of GVSA**

Sector	Name of the programme	Sponsoring agency	Description of work
a. Education	<ul style="list-style-type: none"> <li data-bbox="352 315 568 421">• Literacy Campaign</li> <li data-bbox="352 712 568 857">• Post Literacy Campaign</li> <li data-bbox="352 1160 568 1357">• Universalization of elementary education</li> </ul>	National Literacy mission (HRD Ministry), Sarva Shiksha Abhijan, UNICEF.	<p data-bbox="793 315 1359 633">Preparation of teaching/learning materials, training and capacity building, awareness building, conducting survey, encouraging guardians to send their wards to school, bringing back the dropouts to schools.</p> <p data-bbox="793 763 1359 1189">This programme tries to ensure retention and consolidation of learning levels of the target group and promote self-learning. Emphasis is on promoting application of learning in their daily lives. Through this, the organization tries to build linkages between literacy and other development processes.</p> <p data-bbox="793 1267 1359 1854">This includes,            i) Training primary school teachers to ensure attainment and prevention of dropouts.            ii) Ensuring adequate access of education for every child.            iii) Ensuring universal participation by cent percent enrolment and preventing dropouts.            iv) Back to school programme for dropouts and non- enrollees.</p>

	<ul style="list-style-type: none"> <li>• Literacy through library and cultural movement</li> </ul>		<p>Ensuring people's (universal) participation and the community responsibility for attainment of the literacy objectives is the main thrust.</p> <p>This includes-</p> <ol style="list-style-type: none"> <li>i) Developing a reading habit and a 'library culture', and thus promoting a 'learning society'. The libraries were established based largely on community support.</li> <li>ii) Developing libraries as centers of cultural and democratic awakening similar to the library movements that were part of the independence struggle.</li> <li>iii) Encouraging, organizing and expanding the cultural talents and creativity unleashed by the literacy campaign, so as to lead to a new secular cultural movement and awakening.</li> </ol>
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Women	<ul style="list-style-type: none"> <li>• Women's emancipation</li> <li>• Samata</li> <li>• Sanchay Mela</li> </ul>		<p>This includes</p> <ul style="list-style-type: none"> <li>i) Expanding and strengthening the women's committees that functioned during the campaign.</li> <li>ii) Evolving activities where the majority of women volunteers and learners who came forward into the literacy campaign phase can continue the process of socialization and development.</li> <li>iii) Deepening the knowledge of women about their rights and developmental opportunities and disseminating this knowledge throughout the society.</li> <li>iv) Helping women to organize to enable them to defend their rights and participate as equals in the process of development.</li> </ul> <p><i>This programme includes holding of workshops, skill Building, leadership building, income generation among women through formation of self-help groups and creating savings habit among women.</i></p>
c. Health		Bharat Gyan Vigyan Samiti, Government	<p>This includes activities related to providing safe drinking water and sanitation, eradication of malaria etc.</p>
d. Development	<ul style="list-style-type: none"> <li>• Sustainable Development</li> <li>• Farmer's meet</li> </ul>	As above	<p>Under this programme GVSA tries to see that the people have the knowledge, confidence and the optimism to plan for their own development and that the development planned should satisfy the material and cultural wants of the people and be sustainable.</p> <p>Facilitating expert guidance to the farmers</p>

	<ul style="list-style-type: none"> <li>• Panchayat awareness camps</li> <li>• Social Change</li> </ul>		<p>To bring awareness on structure, responsibility and work of Panchayat and the Panchayat Laws.</p> <p>GVSA embarks upon bringing social change through <del>participation</del> participation of the community in local area planning.</p>
e. Children	Children festival (Sishu Samaroh)		Under this programme 150 children participated in these festivals held at various places, where children were taught to learn joyfully.
f. Publication		HRD ministry	Publication of newsletter, learning materials, books and booklets.
g. Environment		Various agencies	Plantation of trees, preservation of forests, polythene abolition, smokeless chulha.

### Partner's Profile

**Employees:** During the study period, GVSA had *thirty-one* full time members which were constituted of nine project coordinators, two staff, one driver, the Director and Joint Director of SRC, one Joint Director and two staff from JSS. Thus A total of seventeen members are stationed at the Head Office and fourteen field level coordinators are present in the seven blocks. GVSA had three hundred and ten persons as part time workers. Of these, ten persons are based at the Head Office level. These are, the Chairman of SRC and JSS, the Director of JSS, the President of GVSA, the Secretary, the treasurer and the Project workers. There were three hundred part time workers at the field level. Apart from the Secretary at the District level, Block, Panchayat and Ward level Committees, many people are involved as part time workers and instructors. Prochesta has eighteen full time workers and *fifty-two* part time workers at the village level.

**Target Segment:** The illiterate population in the rural areas comprise its target segment. GVSA is a mass based organization and hence the target segment has a prime role to play in its activities.

**Sponsoring Agencies:** The sponsors are mainly, National Literacy Mission (Ministry of Human Resource Development), UNESCO, Sarva Shiksha Abhijan. Its parental

NGO Bharat Gyan Vigyan Samiti at the national level brings fund and distributes it to the different states for carrying out certain projects of national stature and importance.

**Supporting Agencies:** The experts from Pondicherry and Kerala branch of Shaksharata Parishad (literacy movement) have provided the academic support. NIPCCD has offered its services to train the members of the organization. Sarva Shiksha Mission has conducted training and motivation meets, besides offering guidance from time to time.

**Social workers:** They are members from the society. Some of them are eminent people. They help the organization by providing support in the organizational activities and solving problems, especially those related to the community. They work on honorary basis.

### **Management Processes of GVSA**

The Management Process of GVSA like Planning, Organizing, Staffing, Directing, Control are discussed below.

#### **Planning**

Activity planning is the foremost among planning.

**Action/ activity Planning:** In case of big events, Programme Advisory committee (PAC) sits for taking decisions related to programs. They chalk out the total action plan related to the events. Coordinators of various programmes and the Secretary are members of PAC. Action planning characterizes the following features. Prior to planning numerous discussions are held on an idea amongst the key people, for example the Secretary, President, the Coordinators etc. It is followed by discussions with the organizational members. Thereafter planning is conducted by the PAC at the state level, district level, block level and village level. Members of the teams at these levels are involved in the action planning. They look for holiday meetings for carrying out action planning at the grass root level, which is attended by members at the grassroots level and sometimes the target segment. Executive committee has to pass the permission for holding meetings.

#### **Illustrations.**

*Literacy to Health:* In such a plan the key elements were to- 1) Seek an active role of people for ensuring their health. This requires intensive motivation, health education

campaigns, and participatory decision-making. 2) Carry out a drive for complete immunization. 3) Take up training and development initiatives for the health activists. 4) Give effort towards total control of water borne diseases.

*Literacy to Sustainable Development:* The key elements identified for such developmental plan were - people should have the knowledge, the confidence and the optimism to plan for their own development. The development planned should satisfy the material and cultural wants of the people and be sustainable. In such development the local economies should be able to withstand the onslaughts of global economies. For this purpose development of technology is vital.

*Methodology used to realize the above:* The Programme Advisory Committee prior to carrying out the campaigns that are action implementations conducts meticulous planning. This relates to the area that is to be covered, the people that would be involved and the resources that would be required (resource planning). In campaigns or programmes of greater dimension GVSA conduct group discussions participated by the organizational members, which provides valuable insight into planning.

*Campaign procedure:* The entire society is mobilized to the broadest possible coalition of forces against a well-demarcated target. A high-pressure motivation campaign is carried out with a total area approach. Voluntary contribution of labour is sought. Contribution of material resources from the society is also sought. A sense of patriotic excitement is created in the society in general and amongst the target people in specific. A participatory approach is adopted which tries to involve and organize all sections of people. In this regard the example of 'Kalajatra' is cited.

Involvement of people was a special feature of the 'Kalajatra'. The Kalajatra was able to involve people of all walks of life in the respective areas. The redeeming feature was that the songs and street plays were composed and written within a very short time. The success story can be divided into three parts. Firstly, illiteracy was recognized as a major problem and people of all walks of life got involved in it. Secondly, 'Gyan Vigyan Jatra' proved that people belonging to different ideologies could work together on one platform. Thus this campaign brought hope to the people and all believed that change was possible through literacy. Thirdly, 'Ernakulum Literacy movement' inspired the fact that the literacy movement can be made successful with the cooperation of the people. Science activists began to refer to this change or inspiration as 'Ernakulum fever'. This fever spread from district to district and thus 'Total Literacy Programme' came to stay. Volunteers came out to spread this

fever. Social Workers and educationists rose to the occasion to give this feverish craze a proper coordinated guidance.

**Organizing**

The Organization Structure of GVSA can be depicted in the figure 4.7.

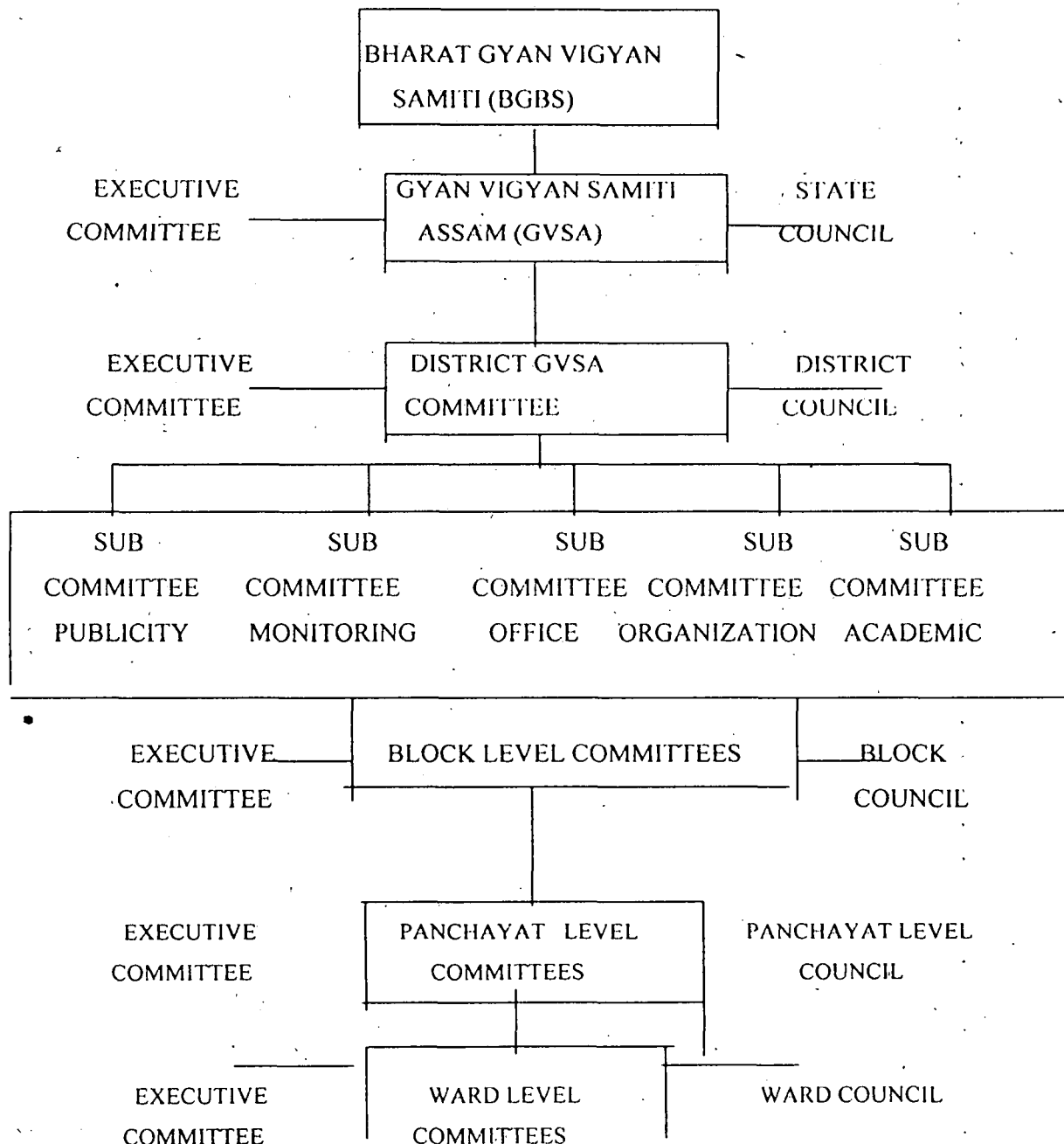


Fig. 4.7 Organization Structure of GVSA

**Administrative Structure of GVSA:**

The following diagram represents the functioning of GVSA. Here the executive committees at different levels are shown on one hand and the involvement of GVSA personnel at that particular level.

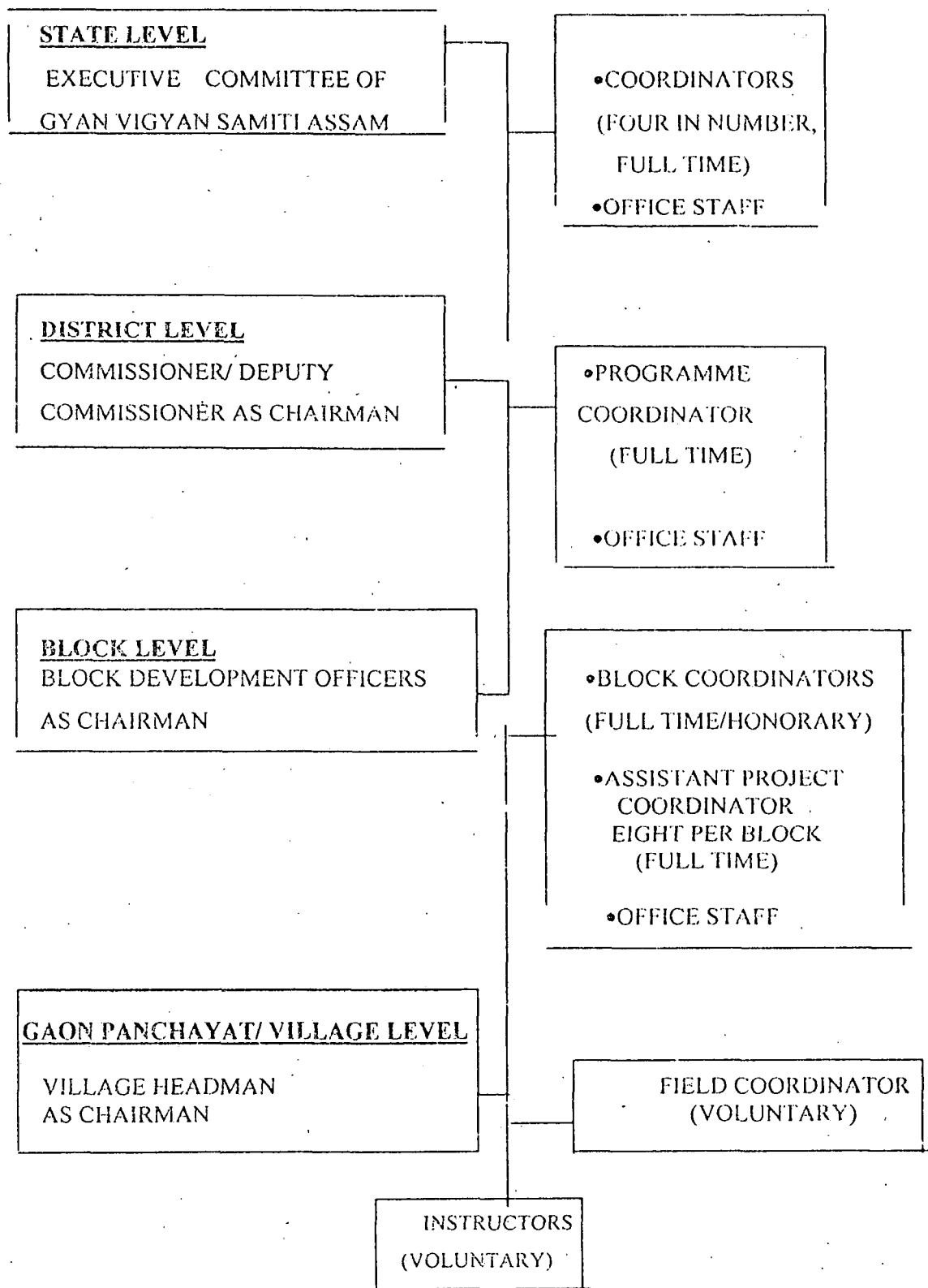


Fig.4.8: Administrative Structure of GVSA

The state council of GVSA can be depicted by the following structure:

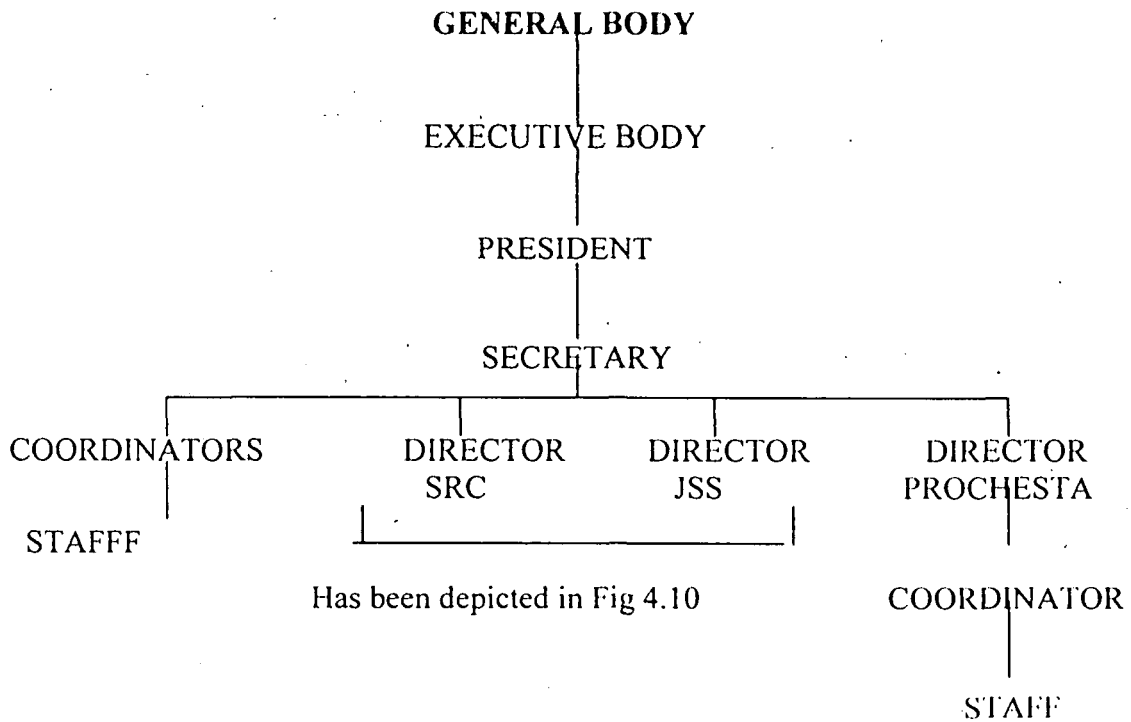


Fig. 4.9 Structure of State Council

Organization Structure of State Resource Centre (SRC) /JSS

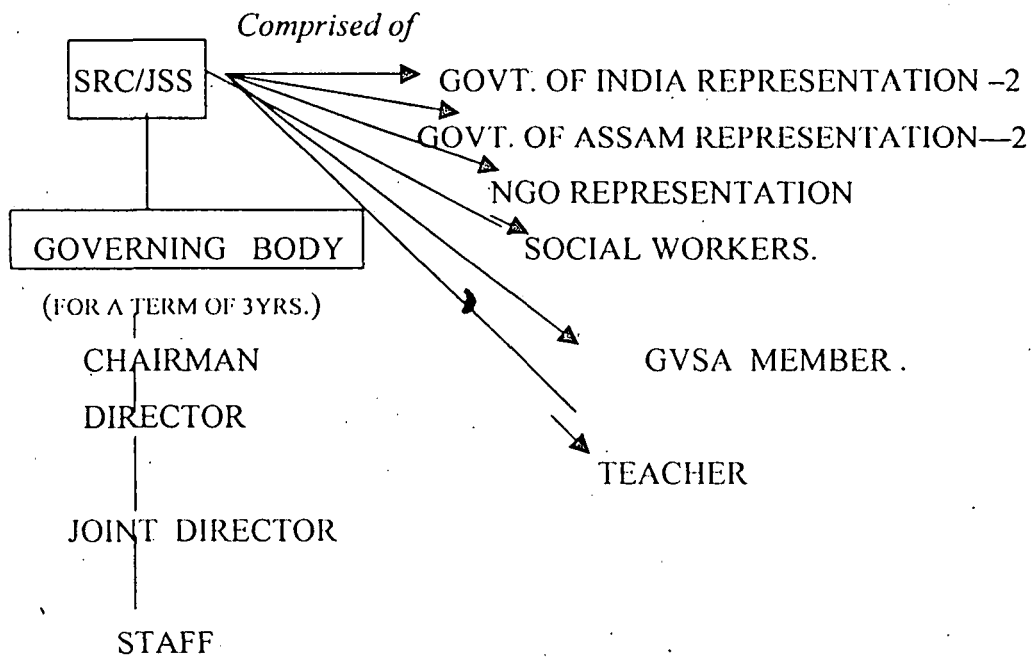


Fig 4.10 Organization Structure of State Resource Centre (SRC) /JSS

- The State council of GVSA is headed by the General Body, which comprises of all the members. Normally they meet on half yearly and yearly basis.

- The Executive Body is the main authority to take the important or crucial decisions. There is no fixed interval for the executive body meetings. These are held as and when necessary.
- Though the President is in charge of the organization, but the Secretary is more involved in the day to day activities of the organization and is vested with more power. Nevertheless the President is consulted on all important matters. The President plays an advisory role.
- The Coordinators of different projects/activities, the Director of SRC, JSS and PROCHESTA report to the Secretary. The coordinators are responsible for carrying out planning and implementation of the different activities of the organization. This is done in close consultation with the Secretary.
- SRC, JSS and Prochesta have their own identity and separate structure. The structure of SRC and JSS are similar. As depicted in the figure, these units are comprised of representatives from Central Government, State Government, other NGOs, social workers, GVSA members and teachers.
- The Governing Body is the apex body and the decision-making authority. All important decisions should have its approval. The Governing Body is constituted for a term of three years.
- The Chairman heads these units, but he plays only an advisory role in the day to day functioning of the organization. The actual chief functionary is supposed to be the Director, who performs the role of leading the organization. The Director alone or with the aid of the team members carries out routine work of the organization. The role of the Joint director is to assist the Director in effectively conducting his or her responsibility towards the organization. In absence of the Director, the Joint Director assumes the duties and responsibility of the former.
- Below the State Council is the District Council. It is comprised of a District GVSA Committee headed by the Deputy Commissioner of the District as the Chairman. The District Council has full-time Programme Coordinators and office staff. The District GVSA Committee looks after the effective functioning of the activities undertaken by GVSA in the District. The role of the Chairman is advisory. As the administrative head of the District administration he or she provide various kind of governmental support to the organization, for example arranging resources, infrastructure, venue for workshops, adequate assistance in



carrying out campaigns. The Coordinators are responsible for effective planning and implementation of the activities of the organization.

- Below the District Council is the Block Council. The Block level Committee is headed by the Block Development officer as the Chairman. His role is similar to that of the Chairman of the District level Committee. The Block Councils have Block Coordinators who are responsible for effective planning and implementation of activities at the Block level. They are assisted by Assistant Project Coordinators.
- Below the Block level Council is the Panchayat level Council. The Panchayat level Committee is headed by the Panchayat President as the Chairman. The Field Coordinators are responsible for proper planning and implementation of the activities of the organization at the field level.
- Below the Panchayat level Council is the Ward or the Village level Council. The Ward level or Village Level Committees have the Village Headman as the Chairman. The field level coordinators are present to implement the activities/ programmes efficiently.
- The Coordinators and the workers are constantly assisted by the trained instructors, who provide their expert guidance and help, in skill enhancement of the organizational members and the target group.

*Network of SRC:* Over a period of time SRC has established a good network with many other agencies and organizations, with whom SRC collaborate to work together in fulfilling its mission and objectives. They provide the organization with resources, assist them in their activities, provide technical and non-technical guidance and expertise, promotional support etc. the network of SRC is shown in fig.4.11

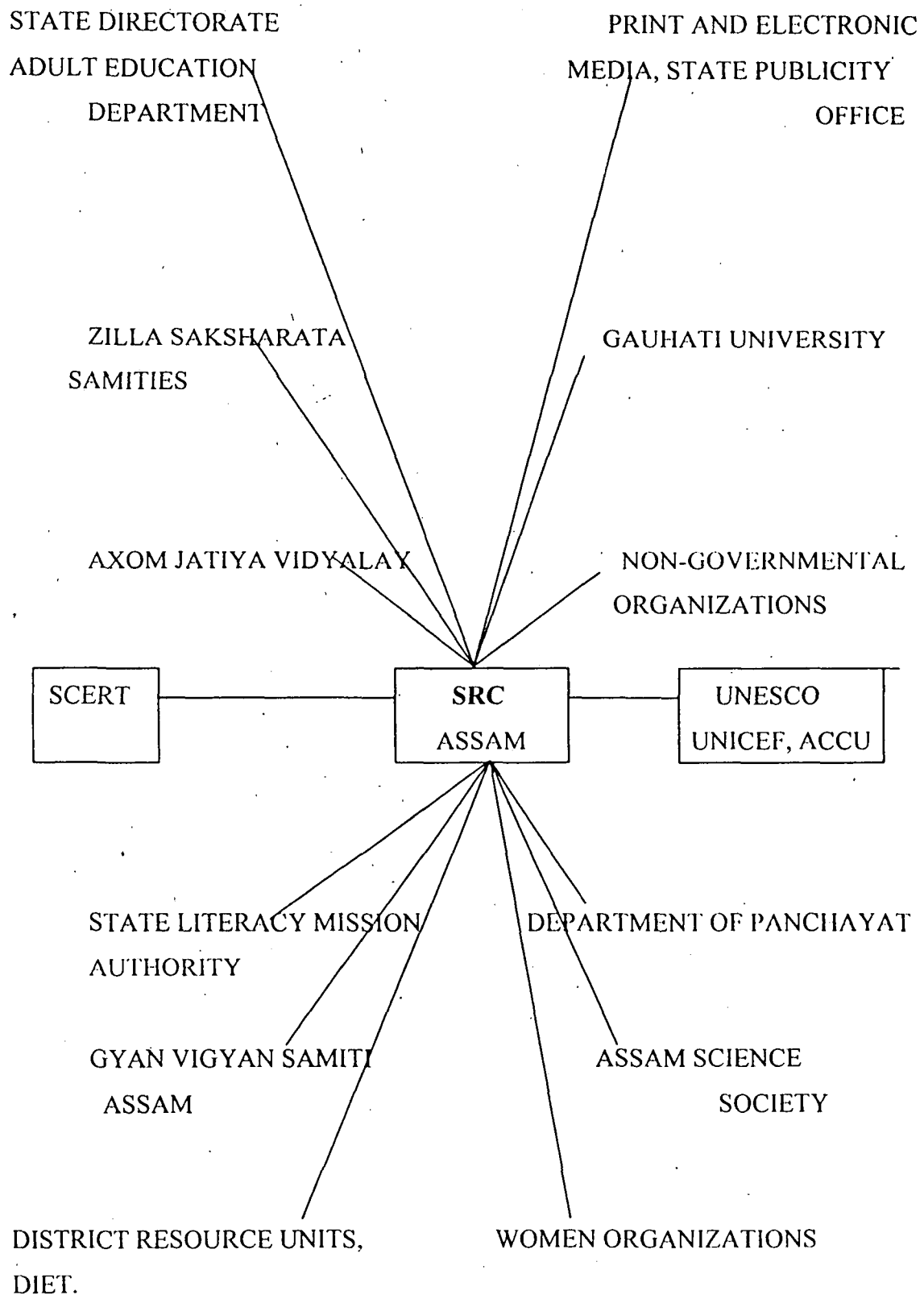


Fig. 4.11: Network of SRC

## **Staffing**

*Recruitment:* Advertisements are issued for the jobs at the senior level. For others usually it is through references and interview.

Most of the people involved in the activities of the organization are from academic background. They are mostly school and college teachers. Some university teachers and retired persons from service with an experience in conducting educational work, and the administrative heads at the District, Block and Panchayat level are also involved in the work of GVSA.

*Role Clarity:* Individuals are clear about their roles, responsibilities and authority, but written Job Descriptions and Job Specifications are not available. Instructions regarding the job are given verbally while giving appointment.

## **Directing/leading**

*Leadership:* The individuals working in GVSA are highly motivated. The leader is able to instill their motivation by practicing a democratic leadership, which is greatly participative. The leader involves everyone in diagnosis of the problems, receiving their views and action planning prior to implementation of the programmes. Another illustration to point out the participatory characteristics can be that of the official reports/ documents that are drafted by the Chairman or the Director. After a draft is prepared, it is circulated through different official levels for comments before the final draft is prepared. Mostly non- financial rewards like appreciation are used to keep the individuals motivated. Occasional promotions and assignments that permit an increase in allowances are examples of financial rewards.

*Communication:* The communication flow in the organization is top to down when some instructions or necessary information has to be passed down; horizontal when people from the same rank or position get together to discuss certain issues; it is diagonal when certain help or information is sought. The organization also practices the 'all channel network', which permits all group members to actively communicate with each other.

Communication is in written form when one has to communicate important information (usually it is through official memos and notices). Monthly reports are important tools of communication for which specific format exist. They circulate quarterly newsletter and, an internal newsmagazine 'Barta'. Self-appraisal reports are to be submitted in writing on yearly basis (a format does not exist). These appraisals

should state the individual's contribution towards the organization and the reason for allowing them to continue their service in the organization. The oral forms of communication are carried out through regular meetings, interfaces, telephonic conversations etc.

**Control:** The organization has considered different control measures to ensure that their programmes are in the right track. All committees (state, district, block and village) have an academic committee. All these committees have coordinated amongst themselves right from the beginning and supervised all literacy centers of TLC (total literacy campaign) during teaching phase. They have insisted upon master trainers and volunteer instructors to send weekly reports and have insisted upon block level and village level committees to solve their problems as and when necessary. The committees have provided guidance and expertise in all academic matters and conducted examinations in every literacy centre.

Both internal and external evaluation are carried out. Internal evaluation was conducted through examination, where learners were evaluated through a set of questions (test papers). Academic teams of Gauhati University and OKD institute of social change conduct external evaluation, which was at par with similar evaluation conducted in several other parts of the country. Program evaluation like mid term evaluation whenever is required by sponsoring agencies is done by external evaluators who provide feedback, and accordingly modifications are made. Normally evaluation of work is done in half yearly and yearly meetings. Self-evaluation of the job is also carried out and modifications / corrective measures are taken

**Illustration:** An illustration of the literary campaign carried out by GVSA can be used to throw some light on the Management process of GVSA

*'Literacy Campaign':* It was very minutely planned. It constituted the following steps -

Step 1.

Launching the Campaign: The campaign and teaching - learning process started at different times in different places. In every place the announcement of starting the campaign and teaching- learning process were made through a meeting.

Step 2.

*Preparation of Teaching/ Learning Materials:* The guidelines were provided by National literacy Mission. The members of Assam Science Society were sent for training in New Delhi to gain knowledge on learning materials. Workshops on

Assamese primer preparation were conducted by Assam Science Society. Through these workshops (held in Guwahati, Jorhat, and Tezpur), GVSA with the cooperation of some eminent writers, artists of the state, prepared the three primers and three handbooks for volunteer instructors. The aim of the three parts primer teaching was that literacy was taught in a manner where it was closely linked with the learner's life and experience, and thus it evoked a desire in him to know more and learn further.

Step 3.

*Environment Awareness Building:* It was a very important part of the campaign. The objectives of environment building were to spread the message of literacy, to create a favourable atmosphere for the learning process, to create awareness among illiterates and motivate them to join literacy class, to secure peoples participation and support for the campaign by encouraging the community to join the literacy movement voluntarily and make the campaign a people's movement.

*Methodology* used in the environment awareness building campaign: GVSA adopted all popular methods that were available and conceivable to build up an appropriate environment for literacy. Hundreds of meetings were organized at all levels to attract co-operation from all sections of the society. More than five hundred workshops were organized for different purposes related to 'Total Literacy Campaign (TLC) Programme'. Jatras (processions) were organized utilizing local folk forms (Kalajatras). GVSA adopted cultural programme instead of lecture method to build up the environment. The training on songs, dance, and drama was provided to the district representatives centrally in Guwahati. Each of these trained representatives again organized a cultural team in his / her block. The team traveled the length and breadth of the district and brought awareness on literacy.

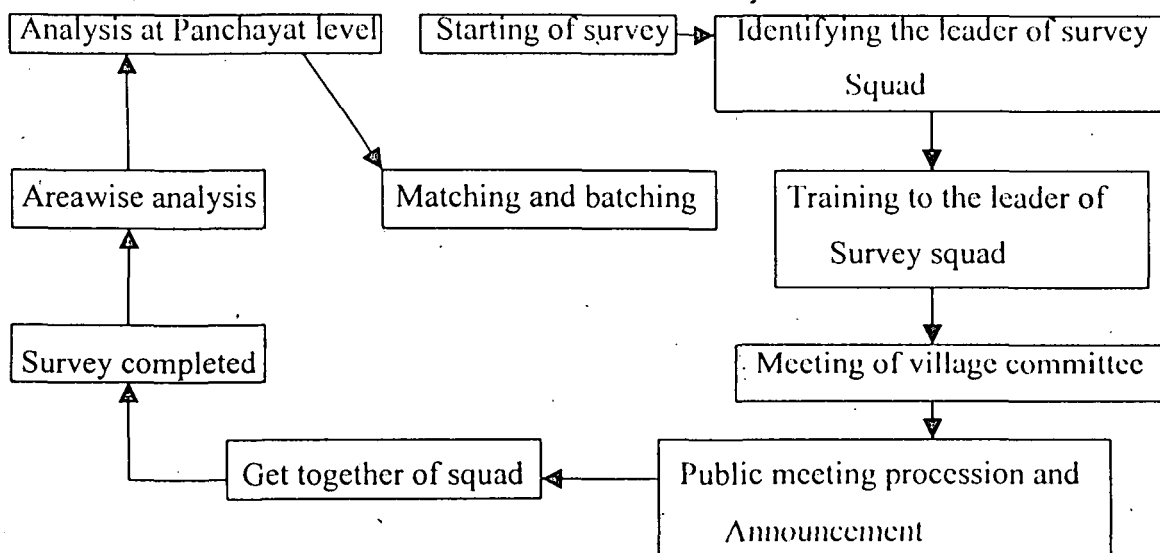
The people behind this popular programme were some eminent Assamese singers like Mr. Kula Baruah, Mr. Jagadish Baruah, film artist of international fame Mr. Indra Bania, College and School teachers, unemployed graduates and even those who had passed their plus two examination.

Step 4.

*Literacy Survey:* In a campaign like literacy, identifying the illiterates and potential volunteers is a major task. Thus, survey in this context is helpful. It is aimed at identifying the potential learner, volunteers and the master trainers. Survey formats were designed. A survey team was formed in every village. A team consisted of four members, who covered at least 50 households each, per day. Survey was conducted in

all the 1,235 villages or wards covering 115 Panchayats in seven blocks of six districts. One-day training was imparted to the volunteers participating in the survey.

Preparation of Survey and its execution is depicted in the following flowchart



**Fig. 4.12: Preparation of Survey and its execution**

Step 5.

*Training and Capacity Building:* Around 700 training camps, residential and non-residential workshops were held to train the key persons, resource persons, master trainers and volunteers. Resource persons were identified from qualified teachers, experienced social workers etc.

Apart from the above, training was also imparted to the -

- Kalajatra artists, village organizers.
- Selected number of women for leadership. There were regular feedback sessions to sort out the problems (once in two weeks).

Step 6.

*Learning Phase:* In order to sustain the interest of learners, volunteer meets, and learners meets etc were organized. In the post literacy phase, effects were being made to cover the remaining left out, dropout and lagging behind categories through remedial teaching.

Step 7.

*Monitoring and Evaluation Phase:* There was continuous monitoring of work by the academic committees. Evaluation was an important part of the literacy campaign,

which enabled them to judge whether the campaign was successful in bringing change among the illiterates. This had been discussed in details under control.

### **The Individual dynamics**

*Organization culture:* The organization culture/ work values reflect mutual trust and cooperation, teamwork, honesty, sincerity that is dedication towards the work, openness, and the zeal to serve the society. Working atmosphere is very warm with no differentiation in work. People with self- interest or people who try to use official facilities for personal use are very limited in number.

*Influential /powerful persons:* Cases of individuals hampering the organization or that of power and politics are negligible. Previously there was tussle for power at the block level to become the Secretary and certain people tried to play politics in order to grasp power which was sending wrong signals outside (discussed in detail later under the section 'Evolution of Change management'). This has been solved now.

The influential persons in the organization are, Dr. D. Borkataki, the former Secretary of GVSA and the present Director SRC, Ms. Madhobi Medhi a member of GVSA and the Director JSS, K.Baruah a member of GVSA and Chairman JSS, Ms. A. Borkotoky, Joint Director of SRC and the Coordinator of Prochesta. They are powerful because of their position, expertise, knowledge and experience.

*Contribution of the individuals:* The individuals having major contributions towards the organization are, Mr.B.Sharma (of Department of Physics, Gauhati University), who was instrumental in setting up the organization; Mr.Dandeswar Gogoi (former Secretary) for giving inspiration; Dr. Dinesh Chandra Goswami, who was the brain behind the primers (literacy campaign).

### **The Group Dynamics**

*Types of groups:* Though only formal groups were apparently visible, but informality in functioning was found to be their chief feature. 'Amongst these, the executive committees at the state, district, block, Panchayat and the ward levels, the Project teams of SRC, Prochesta, JSS were found to be very active and doing constructive work.

*Conflicts:* Most of the decisions are taken on consensus basis. No major conflicts have arisen and a good interpersonal relationship is prevalent. Many jobs are successfully carried out through inter team work. The various groups within the organization have their clear goals and objectives.

*Contribution of the partners:* The contribution of the *target segment* is enormous, as they are thoroughly involved in the action planning and implementation of the programmes. Moreover a lot of primary workers are from the grassroots level. There are constant discussions and interactions with the target segment. Efforts are given to find out the needs of the target segment and accordingly initiate programmes and make action plans. The relationship with the target segment is good.

The *sponsoring agencies* provide monetary and training support, and help conduct the evaluation of activities. From time to time they also provide useful suggestions. The *supporting agencies* apart from imparting training also help them in forming linkages with different agencies and give them guidance for taking up activities, planning actions and solving problems.

Participatory decision making through the involvement of two levels viz. the community and the academia is a characteristic feature of GVSA. For example, while designing the books on stories, both community and the writers sit together and have interaction. The community also is inspired to become writers, which helps to increase their self-confidence.

## **Evolution of Change Management**

### **Changes undergone**

1) *Change in Objective:* With the passage of time, GVSA has moved forward from literacy to development.

2) *Change in Activity:* Previously literacy was mainly in the form of publication. Now the activities are field oriented. The new activities also focus on Panchayat awareness, women empowerment, Self-help groups and creating a healthy environment, which are, fall out of literacy. Now pre- school training camps, children camps, women awareness camps are held and surveys are regularly conducted. GVSA had given birth to State Resource Centre in 1996, Prochesta in 1998 and Jana Shikshakaran Santha in 2003. Each of these has a different set of activities.



3) *Change in Procedures*: GVSA had changed certain procedures related to achieving transparency at work. An implementation procedure has been set up to submit and present the accounts at public meetings. Today the organization emphasize on conducting participatory decision making at the District level, Block / Panchayat/village level, which was earlier, carried out at the State level. The decision making process is initiated at the grassroots level, which is overviewed at the top.

4) *Changes in the constitution*: GVSA has included a change in procedure of selecting the Secretary at the Block level, District Level and the State level.

**Changes needed:** The Organizational members of GVSA had expressed the need for adopting some more changes in the organization at present. They feel that after each programme there should be a serious review to look for betterment. Efforts need to be given to find out the training needs and its supervision. Training in management skills also needs to be incorporated. A post of Director training should be established to whom worthwhile suggestions can be given. In future, the organization should undertake such jobs, which could bring empowerment for common people and enable them to take their own decisions effectively.

### **OD Process and interventions**

The OD process can be discussed as under the following three components.

*The Diagnostic component*:: One of the reasons behind the success of the organization is the importance given to this component. The elements of this component is depicted in table 4.5

**Table. 4.5 Diagnosing Organizational Sub systems of GVSA**

<b>Targets</b>	<b>Issues</b>	<b>Interventions used</b>
a. The total organization	Future planning/change, problems, attitudes of people towards the organizational work, organizational performance, resource management, Organization Development including training needs, organizational policies etc.	Half yearly and yearly meetings of the General Body.

<p>b. Homogenous subsystems, comprising the different work groups both regular as well as special task groups, committees.</p>	<p>Issues related to planning including setting of goals, monitoring and evaluation (PME) of activities; work methodology to be adopted; problem diagnosis and solving; resource utilization and its further requirement; strengths, weaknesses, opportunities and threats encountered by the groups; decision making, conflicts, training, organizational policies, etc.</p>	<p>Meetings like, the Executive committee meetings, monthly coordination meetings, District/Block coordination meetings, finance committee meetings, Programme Advisory Committee meetings, meetings between Programme Coordinator and Secretary; involvement of two groups viz. the community and the academia in workshops, cultural campaigns (Kalajatra), motivational campaigns, SWOT analysis.</p>
<p>c. Dyads</p>	<p>Planning, division of work, getting feedback, problem diagnosis etc.</p>	<p>Meeting between Programme Coordinator and the Secretary, meetings between the heads of JSS, SRC and Prochesta with the Secretary of GVSA, meetings between the Chairman and the Secretary etc. These are carried out on monthly basis and whenever necessary.</p>
<p>d. Individuals</p>	<p>Role profile and clarity, performance, conflicts, grievances, skills and abilities including learning ability, attitudes, interpersonal relationship, work behaviour, strengths and weaknesses.</p>	<p>Self- appraisals, monthly reports, interfaces, workshops etc.</p>
<p>e. Between/among organization systems (supra</p>	<p>Issues related to PME of activities, resources, infrastructure; problem areas and their solution;</p>	<p>Meetings/discussions, camps, workshops (e.g. Samata), surveys, campaigns, Kalajatra, preparation of the four monthly Panel Development</p>

system) comprising of target segment, sponsoring and supporting agencies, other developmental agencies etc.	OD/training; work procedures; decision-making etc.	Reports; holiday meetings at the grassroots level etc.
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**Action Planning:** The results of diagnosis pave the way for action planning. It consists of activities and interventions designed to improve the organization's functioning. These interventions address issues at the individual, group, inter-group and organizational level. The planning component of GVSA has been discussed in detail in the previous pages under the head planning.

**Programme Management Component:** In this phase, successful implementation of the action plans and its continuation is seen. Feedback and control are vital here to make sure that there are no deviations in plans or to see whether any modifications in the set plans are to be made. The programme coordinators (it includes the chiefs of the programmes) are made responsible for this. There is a constant follow up by the Secretary.

**The OD process of GVSA can be discussed by citing some illustrations.**

- *Changes in the constitution*

Diagnosis: The original constitution of GVSA was adopted from Assam Science Society. It was designed keeping in mind the workers who were mostly the college and University teachers. But GVSA is a mass based organization where majority of the members are from grassroots, and hence, the constitution had to be modified. The members of GVSA need to be more accountable to the public or society. One instance, that can be cited, is related to money matters. A huge sum of money is sometimes saved at the block level after utilizing it for different purposes as planned. This money is deposited in the bank as Fixed Deposit against the Secretary's name. It was observed that it created competition and politics amongst the members to secure

the Secretary's position at the block level. Individuals started calling for meetings in order to show their strength to become the Secretary. In some cases, few even declared themselves as the Secretary and started misusing money. It spoilt the minds of workers and created trouble for the organization in terms of tussle for power. GVSA called for a General Body meeting and subsequently an Executive meeting to discuss the above issue.

**Action Planning:** After the issue was discussed in the General Body meeting and a consensus reached related to setting of rules to become the Secretary at the Block level, District level and State level, action planning was carried out in the Executive meeting.

**Implementation:** Accordingly an election committee was set up for facilitating election for the posts of Secretaries at the block levels. The elections were peaceful and could get the support of all the members.

**Evaluation:** This was carried out by the representatives from the state council.

- *Addition of objectives of the organization*

**Diagnosis:** This was carried out through extensive discussions in the meetings involving all the members of the total organization in the General Body meetings. Discussions were held with the supra system comprising of the target segment, sponsoring and the supporting agencies, social workers and its mother NGO i.e. Assam science Society.

**Action Planning:** After a consensus was reached in the above step to move from literacy to development, Executive Committee meetings were held to carry forward the action planning step. A special task group was formed for this purpose. Project proposals were prepared for this purpose.

**Implementation:** The project proposals prepared were sent to various funding agencies. For those proposals which were sanctioned, a different team was made with a coordinator to look after it. The formation of 'Prochesta' in 1998 working for women empowerment, is one of the glaring examples.

**Evaluation:** Evaluation of the work was internally carried out by the representatives of the state council and externally by the neutral agencies and in some cases by the funding agencies.

- *Changing the mindset of religious groups:*

a) While carrying out their literacy campaign in few places that were dominated by orthodox 'Muslims', the women folk were not willing to learn from men, as they believed that this was not permitted by their religion or custom.

*Problem Diagnosis:* When the women ceased to learn, GVSA tried to find out the reason. A visit by the field coordinators to their home revealed the belief of these women that their religion and custom did not permit them to learn from men.

*Action Planning:* In order to solve this problem GVSA called for Block Level Coordination meeting, District Level Coordination meeting, Program Advisory Council meeting. These meetings were participated by the Secretary of GVSA. Hence, GVSA looked for literate women in these areas who could help them. Once they were identified, GVSA members made action plans with them.

*Implementation:* Some educated women from these areas were identified by GVSA carried out the programme implementation. They encouraged the illiterate women to join the literacy programmes. These educated women organized a meeting where both the target group and people from GVSA were invited for talks. This was followed by literacy camps where the primary role was played by the educated women from these areas. Thus the purpose of literacy campaign was met.

*Evaluation:* This was done at the end of the literacy camps and afterwards. GVSA workers visited the target group at their home to assess the success of the programme.

b) *Burning down of GVSA books*

*Diagnosis:* When the above incident occurred in many places dominated by the 'Muslim' community, GVSA took immediate steps to diagnose the problem and find a solution. The organization called for village level, block level, district level coordination meetings, Programme Advisory Committee meetings and Executive meetings. It came to light that the reaction of the community was a repercussion to the 'Demolition of the Babri Masjid' by the Hindus in Gujrat. Another reason was that the books provided by GVSA included the name of 'Ram' (a Hindu God).

*Action Planning:* Action planning was carried out in the above meetings. It was decided that Maulanas, (the Muslim head priest) would be involved to convince the target segment. Hence GVSA also carried out action plans with the 'Maulana' who were educated people.

*Action Implementation:* GVSA staff went all out to remove the misconception of the community. They carried out campaigns to assure them that GVSA was secular. They also reminded the agitated people that along with 'Ram', the name 'Rahim' (name of Muslim God) was also used in those books. The 'Maulanas' joined the GVSA members in this campaign and tried to convince the target segment to join the literacy campaigns of GVSA.

*Evaluation:* Evaluation of the campaign was carried out by the representatives from the state council.

*Major strength of the OD process:* The effort given by the organization to involve people both from within the organization and outside at different levels in the OD process, is a major strength.

*Major weakness:* The executive committee at the District, Block, Panchayat Level is headed by the respective administrative heads. When the individuals in these positions change, there is a setback in the OD process of the organization.

**OD Activities:** Besides the above mentioned OD process, some general OD activities are carried out for strengthening the skills and abilities of its people/members.

Participation in workshops for orientation in the literacy campaign during the initial days:

Total literacy programme training workshop at Ernakulam in 1991, Executive Committee meeting at Delhi, 1991, Training Methodology of the Literacy Campaign, Delhi, 1991, Post Literacy Workshop at Delhi, 1991, Executive Committee meeting at Madras, Literacy and women, Delhi 1992, Literacy and health workshop held at Delhi, 1992, Workshop on Universalisation of elementary education held at Delhi, 1992, Workshop on evaluation of elementary education textbooks at Panchmari in 1992.

Workshops organized for the district activists:

Training on Total Literacy campaign, held at Guwahati in 1991, Workshop on preparing a book on monitoring called " Samakaran", four workshops held at Guwahati, Jorhat and Tezpur for preparation of three parts Assamese primer called " Likha Paddha Siko", Workshops on universalization of elementary education were held in 1993 resulting in preparation of several textbooks at the end, Workshop for preparation of Bodo Primer was held at Kokrajhar.

Different types of trainings conducted: Resource person's camps were held in each block; Total Literacy, Post Literacy, Continued Education camps were organized;

Panchayat awareness camps were held for three hundred Gaon Panchayats; Joy of learning camps were conducted in fourteen districts; 'Samata' (women empowerment) workshops were organized for two hundred Gaon Panchayats; Regular Women Empowerment workshops apart from 'Samata' are held at different places; Regular teacher's training programmes are conducted, which includes Pre- School Teachers Training; Management Training programmes are routinely held; Participatory Rural Appraisal (PRA)/ Participatory Learning and Action (PLA) workshops are organized. A PDR (Panel Development Report) is prepared by GVSA with people's support, which is a four monthly review to collect some information related to the community. Training is given to the community who conducts the job.

### SWOT Analysis

An analysis of the strengths, weaknesses, opportunities and threats of GVSA in relation to OD is summarized in the table 4.6

Table 4.6: SWOT Analysis of GVSA

The Strengths	The Weaknesses
<ul style="list-style-type: none"> <li>• It is a mass people based organization.</li> <li>• Involvement of representative from the government at the district, block and Panchayat level.</li> <li>• Systematic activity planning, monitoring and evaluation.</li> <li>• Participatory nature of its functioning.</li> <li>• Involvement of target segment in the activities of the organization.</li> <li>• A considerable numbers of training programmes are conducted for the workers/ employees/members.</li> <li>• GVSA has successfully utilized the successful strategies adopted elsewhere for similar situations.</li> <li>• Consist of motivated and committed workforce.</li> </ul>	<ul style="list-style-type: none"> <li>• Vision and mission is not available in written form.</li> <li>• No written Job Description and Job Specification exist.</li> <li>• Professionals from Management background are lacking.</li> <li>• Shortage of permanent paid employees. At present there is multiplicity of works, which are done by them.</li> </ul>

<ul style="list-style-type: none"> <li>• It has a suitable leadership, which is participative and democratic.</li> <li>• It has linkages with different organizations and institutes for collaborative action.</li> <li>• GVSA has a well bound structure</li> </ul>	
<p><b>The Opportunities</b></p>	<p><b>The Threats</b></p>
<ul style="list-style-type: none"> <li>• A team of motivated and committed people can be better utilized. Further introduction of Change becomes easier.</li> <li>• As it is a mass based organization, it can better involve the target segment and community in its activities thus making the programmes more successful.</li> </ul>	<ul style="list-style-type: none"> <li>• Looking at the expanse of its activities, the absence of a suitable administrator with strong management background (professionally qualified) may lead the organization into problem.</li> <li>• The absence of clear HR (Human resource) policies is likely to cause problem for the organization.</li> </ul>

**Conclusion**

GVSA was found to be a successful organization with an extremely good image that it created within a short span of time. It is vibrant with activities. Many of the initiatives taken by the organization are proactive in nature. The organization is able to conceive and implement an effective management process, specially 'organizing'. In all its campaigns, many of which were of large magnitude, people from all walks of life were involved apart from its members. Its proximity to the target segment is an important factor behind its success. It has a good network with many other agencies, which help the organization to carry out its mission. Last but not the least, the organization's interventions towards change management and OD has lot to contribute towards sustaining its momentum. But still there emerges scope for improvement. It needs to manage its weaknesses appropriately.



## SIPAJHAR DIAMOND CLUB AND COMMUNITY CENTRE

### Organization profile

**Origin:** Sipajhar Diamond Club and Community Centre started its sojourn as a football team called *Diamond Team*, in the year 1931 at Sipajhar, in Darrang District of Assam. This team not only played football but also organized football competitions. Later the Diamond Team involved itself in other social and developmental activities like cultural, educational etc. It came to be known as *Sipajhar Diamond Club* from 1946 onwards. In 1960 it was converted into a community centre to carry out social welfare activities and thenceforth it was known as *Sipajhar Diamond Club and Community Centre*.

**Area of Operation:** The activities of the organization are limited to Darrang District of Assam. It has two branches, one at Sipajhar, and the other one at Duni. The Head Office is at Sipajhar.

**Vision:** It is stated in the vision statement of SDCC that the organization would endeavour to build a society based on equity, which would be economically sound and productive.

**Mission:** It is stated in the mission statement of SDCC that the organization would aim at bringing community development by providing assistance related to money and management to the people of Sipajhar, in order to develop quality of life within five years.

Since 1999 they have been thinking seriously about their vision and mission. They held workshops with resource persons, employees and members, but till today suitable shape has not been given to the same.

**Objectives:** The organization has aimed at carrying out work related to community development. For this they have divided their objectives both into short term and long term. These are cited below.

#### *Short Term Objectives*

1. Economic: To work towards development of agricultural sector, to set up small industries for the development of economic condition of rural people, to solve unemployment problem through Income Generation Scheme, and to create savings habit amongst the target people.
2. To work for socio- economic development of women.
3. To conduct educational activities.

4. To work for development of sports.
5. To carry out activities for development of village infrastructure.

*Long Term Objectives*

1. To work for socio- economic development of the target group.
2. To work towards development, and preservation of culture.
3. To work for issues related to health.

**Activities:** The activities of the organization are presented in the table 4.7

**Table 4.7: Activities of SDCCC**

<b>Sector</b>	<b>Name of the programme</b>	<b>Sponsoring agency</b>	<b>Description of work</b>
a. Games and Sports		Self/community	Organizing and taking part in different games and sports events.
b. Music		Self sustaining	Running a music school
c. Health	<ul style="list-style-type: none"> <li>• Camps</li> <li>• Rural sanitation Program</li> </ul>	Community  CAPART	Organizing health camps  Under this SDCCC provide low cost sanitary latrine to the rural people.
d. Literacy		Self  Community	Under this SDCCC had opened night schools and library for its target group.
e. Micro-finance	<ul style="list-style-type: none"> <li>• Income generating program</li> <li>• Diamond Small Savings Nidhi</li> <li>• SHIG</li> </ul>	RGVN NEDFI  As above  NABARD, UCO Bank, RGVN, IGSSS	Under this SDCCC provide small loan to the rural people for their self-employment.  Through this programme SDCCC mobilize people to save money and take loan for income generating activities.  This programme includes Self-Help Group formation, bank linkage and SHG training.

f. Farming		ARIASP, RGVN	SDCCC conducts agriculture, fishery, and veterinary related activities by giving loans to the farmers to become entrepreneurs. It imparts training from time to time and facilitates guidance by experts on appropriate methodology / technology.
g. Housing	Housing Programme	HDFC, RGVN	Through this programme, SDCCC provides loan to economically weaker section of the society for construction of houses.
h. Training		Various agencies	Under this SDCCC organize training programmes/workshops for the target group.
i. Relief	Flood relief	Community and other agencies who provide them support	Extensive relief operation is carried out by SDCCC during floods.

### Partner's Profile

**Employees:** There are seventeen full time employees, six part time employees, and two hundred and forty eight honorary members. Excluding the honorary members, other members are based at the head office. The average age group of the working members is thirty-five.

Several people with expertise in different areas like handloom/ textile, medicine, agriculture etc. are associated with the organization as honorary members. Many of the other members are given professional input through training. One of them (the assistant General Secretary) was sent to attend one-year course on NGO Management.

**Target Segment:** The rural poor, women and the youth of Darrang District comprise the target segment of the NGO. In order to determine the needs of the target segment, some kind of study is undertaken by SDCCC in the area earmarked. Then their needs are determined and prioritized through a series of interactions with the target groups, which are subsequently taken up for action.

**Sponsoring Agencies:** Initially SDCCC had no policy regarding resource mobilization. Now the organization look forward to only those sponsoring agencies whose goals align with that of theirs, and are reputed organizations. Some of these are, the North Eastern Development Financial Corporation (Nedfi), Rashtriya Gramin Vikash Nidhi (RGVN), Center For Appropriate Technology (Carpart), National Bank for Agriculture, (NABARD), Indo-German Social Service Society (IGSSS), Housing Development Financial Corporation (HDFC), United Commercial (U CO) Bank.

**Supporting Agencies:** Apart from guiding the organization from time to time, these agencies provide technical and training support to SDCCC. Some of the sponsoring agencies like RGVN, NIRD, IGSSS are also the supporting agencies.

**Promoters:** Late Kamiram Nath can be said to be the promoter of SDCCC. He was instrumental in forming the 'Diamond Team' (football team) and later 'Diamond Club'.

**Social Workers:** The social workers are members from the community or society who have the eagerness to become partners in the social/developmental work carried out by SDCCC. Some of them are involved as honorary members or advisers.

**Alliance partners:** At present SDCCC has alliance with nine other NGOs, along with whom it work towards community development. SDCCC provide them the required training and guidance. They in turn help SDCCC to work towards fulfillment of their mission.

### **Management Process: An Overview**

The insights drawn from the management process followed at Sipajhar Diamond Club and Community Centre are presented below:

**Planning:** Initially specific plans related to the activities were not framed. As money was the prime necessity of the organization to carry out developmental work and to sustain itself, projects were submitted for raising money. Once a project was obtained it was implemented without much planning. But from the year 2000 onwards, they emphasized on careful planning the activities. For instance now their focus is on micro-finance related activities that has the scope to bring about economic upliftment of the poor people. With reference to this, analytical calculation for money mobilization is done, which could perhaps help in sustaining the organization's activities. For example, SDCCC has five hundred strong SHGs. It would like to promote itself as a 'Micro- finance institute'. In this regard SDCCC has started having

discussions with the other financial institutes so as to form a linkage. Accordingly, it has started calculating the infrastructural requirement and other procedural formalities keeping a time frame in mind.

Activity planning is usually carried out within the team responsible for the particular activity. Decisions are also taken within the project team along with the General Secretary. These are placed before the executive committee for approval or changes.

*Methodology* followed to carry out the activities: In order to highlight this, few illustrations are cited below.

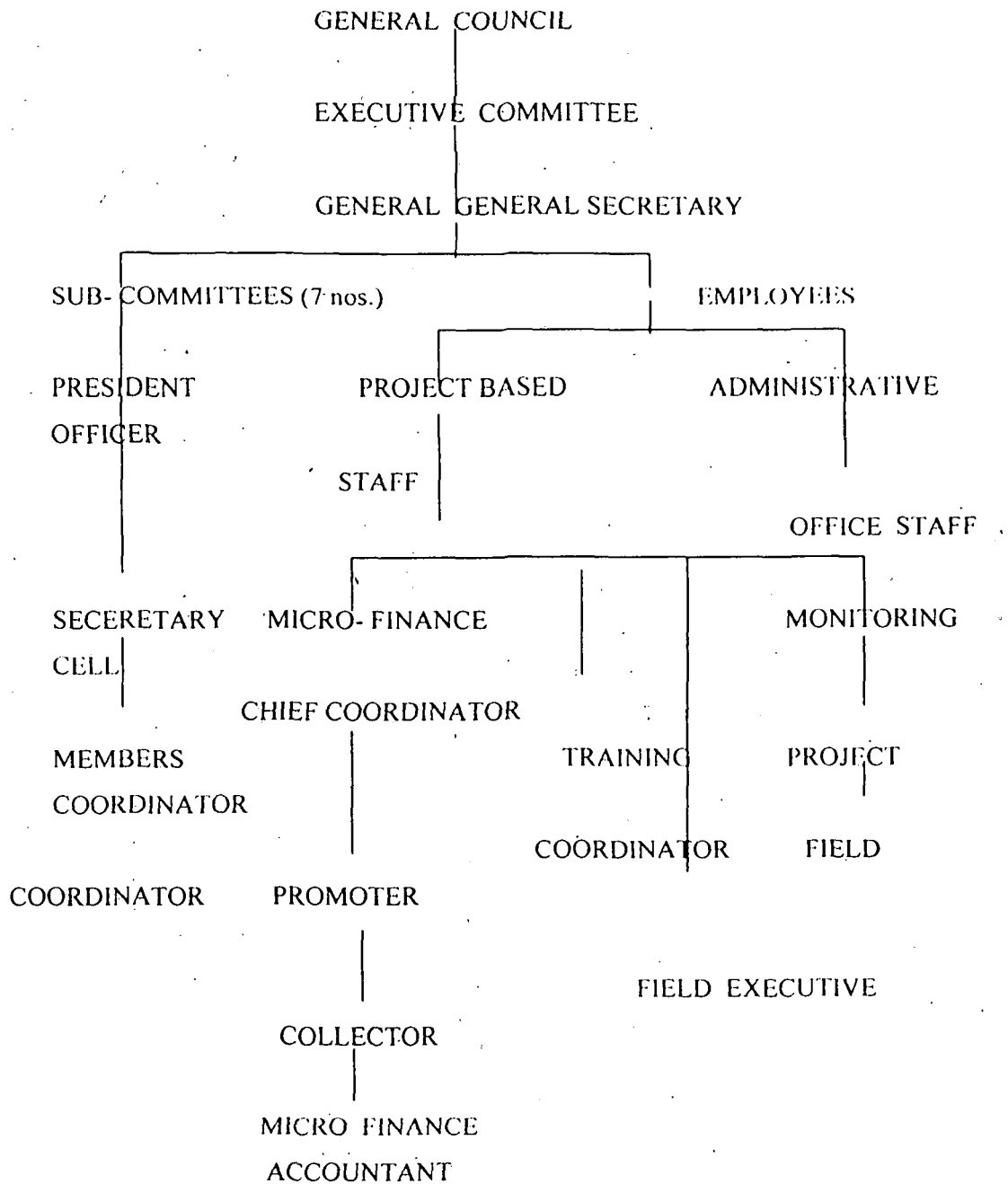
1) Before preparing a project, some study is carried out within the target group to know their needs and ideas. Accordingly, a project is prepared and placed before the funding agencies. Methodology of work is included in the project proposal. When the project is granted, apart from following these guidelines they also consider those suggested by the funding agencies. In all its activities SDCCC involve the target segment to a greater extent.

2) For formation of Self-Help-Groups, at first the area of operation is selected by the Project team along with the General Secretary through discussions amongst themselves. For example, at the initial stage it was three kilometers around Sipajhar, which then became six kilometers and now twenty five kilometers. A field visit is then undertaken to meet the members of the target segment and proposals on SHG formation are placed to them. If they are willing to carry out such activity, experts are from SDCCC visit them for further guidance. Normally it results in the formation of SHG. Regular visits are given by the field executives for necessary action and follow up.

3) Methodology followed in 'cluster and federation formation': Eighty villages of Sipajhar have on an average five SHGs per village, which are mainly constituted by women. These are formed and assisted by SDCCC. A cluster is formed by SHGs from the same locality (around four to five). Two members from each SHG are represented in the Governing Body of the cluster. In order to form a federation in future four representatives would be elected from each cluster. The federation would be registered as a separate social institution. SDCCC would treat federations sisterly in future. Necessary support and guidance would be provided to them. It is expected that the federation would be able to set up a bank, which would play an important role towards economic development in the concerned area and would also bring about empowerment of women. In the villages, the cluster would have a cluster committee,

which would engage itself in some activities of the village that could help them to market their goods. An important role of federation would be to make the common man aware of the development of the village through 'participation in the Panchayati Raj System', to bring forth awareness regarding education of children and work against alcoholism.

**Organizing:** Organization structure of SDCCC is depicted below.



**Fig.4.13: Organization Structure of SDCCC**

- The *General Council* is comprised of all members of SDCCC. All changes that are to be brought are discussed in the General Council meetings.
- The *Executive Committee* consists of twenty-one members. It is constituted of the President, the Vice – President, the General Secretary, the Assistant General Secretary, nine elected members, seven nominated members (professionals /experts), ex -officio member (the outgoing General Secretary). It is apex body of the organization. The approval of Executive Body is required on all important matters. All important issues are discussed in the Executive meetings.
- There exists *seven sub committees* namely, Human Resource Development, Sports, Music, Children, Women, Study Circle and Cultural. Each of these sub committees has a President, a General Secretary and members. The role of the President is advisory in nature. He is consulted on important issues by the General Secretary. The General Secretary is mainly responsible for looking after the functioning of the sub committee. The members assist the General Secretary in programme implementation.
- The *Project based staff* is the most important category in the organizational structure. They are responsible for implementation of the different activities/programmes/projects undertaken by the organization. They have a monitoring cell that continuously monitors the Projects. It consists of Project Coordinators, who are responsible for effective implementation of the individual projects. They are assisted by the field coordinators who monitor the implementation of the activities at the field level. They report to the Project coordinator. Planning of the activities are carried out by the Project Coordinator with the support of his team and the General Secretary. Proper care is taken by the Project Coordinator to see the effective implementation of work, according to the set plans. As micro-finance is the main thrust of SDCCC, they have a position of Chief Coordinator of micro-finance, whose main job is to look after all the activities related to this area. The Chief Coordinator is assisted by the promoters, who are responsible for promoting activities related to micro-finance, amongst the target group. The Collector is responsible for monitoring the payback of the loans by the individuals. His job is to personally visit the target group and collect the payback amount. He reports to the promoter. The Micro-finance Accountant keeps record of all the financial matters related to the grant of loans, the payback and the fund that SDCCC possess for this purpose via the grants

received and loans taken from funding agencies. The job of the Administrative Officer is to overview the activities related to administration. He sees to the smooth functioning of the office. The duty of the Training Coordinator is to find out the training needs of the organizational members as well as the target group, and accordingly device the training plans and make arrangements to conduct the same. He reports to the General Secretary and seeks his guidance.

**Staffing:** This aspect is discussed under the following heads.

*Recruitment and selection of people:* SDCCC does not have a formal recruitment and selection procedure like advertising for the posts and holding tests and interviews. Rather an effort is given by the organization to match the need of the organization and the talents available locally or within the organization. People are selected on the basis of references given by other members and through observation. Interaction with the candidates is arranged in order to see his/her suitability for the post.

*Role Clarity:* Role profile of the different job incumbents is fixed through observation and discussions with the key people. Verbal instructions regarding the job are given to the incumbent. When an employee joins the organization, the job responsibilities are given in written form. Job descriptions are entailed or responsibilities are divided through discussions within the team or by reviewing the project.

### **Directing/leading**

*Leadership:* The leadership is democratic and largely participatory. The General Secretary is able to direct the NGO towards success. Views of the members are duly considered on issues affecting the organization. Power and work are delegated down the line. A feedback from the employees revealed that the organizational climate is conducive, and the General Secretary is able to keep them motivated with his amiable nature, quality of leadership, concern for their development and guidance.

*Communication:* Top to bottom communication in written form is very limited. It occurs only when sometimes the General Secretary issue written directions about time bound work. Mostly communication is verbal when the information is passed down the line or when the members are addressed by the General Secretary. Written forms of bottom to up communication are the monthly activity reports submitted periodically by the individuals. It is verbal when feedback on work is assessed. Other forms of verbal communication are the interfaces and monthly meetings. The organizational newsletter called 'Diamond Barta' is an important platform through which the views and ideas of the members are expressed. The organization also utilizes this means to



communicate with its members and the readers regarding important information of the organization.

**Control:** Appropriate monitoring and evaluation of activities are done to see their proper execution. Monitoring and evaluation is done both externally by the sponsoring agencies and internally by the organization. Internally it is carried out through field visits by the field workers of the monitoring cell of certain projects, and the follow up meetings that are of following types-

1. Monthly staff meetings, where a total analysis is done and actions are taken,
2. Quarterly executive meeting,
3. Annual General Body Meeting,
4. Project coordination committee meeting, held at the interval of two to three months, for analyzing the project work,
5. Meeting of the General Secretary and the Project Team whenever necessary, which is of informal nature.

If there is urgency, any of the above meetings can be summoned without looking at the time interval.

The organization conduct periodic evaluation of performance of the employees. A format exists for the same.

### **The individual Dynamics**

*Organization culture:* The organizational values are mutual trust, commitment, focus on social service, honesty, transparency etc. This is combined with a friendly work environment. The organization climate is conducive, and the General Secretary is able to keep them motivated with his amiable nature and guidance. Feedback from the individuals revealed that no organizational politics exist in the organization. People are motivated and committed towards their work. Annual award for good performance is given to two persons per year.

All individuals are aware of their goals and objectives. They are able to identify the short term and long term goals relating to themselves, their teams and the organization. Agreement on group goal is reached. Workshops and seminars are held in this regard. Above that, the newly joined members are familiarized on these aspects.

*Contribution of the individuals:* The individuals have contributed enormously towards the organization. Few illustrations related to this are cited below.

- a). When SDCCC was burdened with debt and was experiencing bankruptcy, some members contributed their personal money to save it.
- b). All employees and members have risen to the call of service whenever it was required, sacrificing their personal comforts and other works. This frequently occurs during natural calamities, when timely help or relief has to be extended to the needy people.
- c). Loans are extended by the organization to different persons. The employees provide information regarding the suitability of persons to whom loans may be extended. Normally these people need to bring an acceptance letter from persons to act as their guarantor. In case they are unable to find a guarantor, the employees come forward to act as so. Further, responsibility is shouldered by the employees for getting the loan repaid through constant follow up. Thus the individuals have provided yeomen service both to the NGO and the needy people.

*Influence and Power:* The most influential and powerful persons in the organization are the General Secretary, the Assistant General Secretary and Senior Project Executive and other Executive members. They are influential by virtue of their position and expertise, which are gained through experience, knowledge and foresight. They influence the decision making process.

*Conflict:* Negative activities have not been directly observed by anyone. Only in the initial stage of the present General Secretary's leadership, when certain changes in the objectives of the organization were made, some resistance to change was shown by some senior members. But this conflict is supposed to be a functional conflict. No one has tried to dominate other people in the organization but have always focussed on collaborative work.

### **The Group Dynamics**

*Types of groups:* Mostly formal groups were observed in the organization though they were informal in nature. It was observed that an informal group exists, which consists of the General Secretary and two other members. While setting objectives and bringing changes, this group is consulted by the General Secretary prior to obtaining approval from the Executive Committee. Hence it is at the Executive Committee level that the objectives are set.

*Conflict:* The inter-group relation is very cordial. Instances of interpersonal conflicts are absent and hence the necessity of establishing a conflict resolving mechanism was not realized. Team building activities are carried out both for the members of the organization and the target segment, specially the Self-Help Groups (SHGs).

*Contribution of the partners:* The good relationship with the *target segment* is the major strength for SDCCC. The target segment is involved in all the developmental activities of the organization. The target segment contributes by extending support and cooperation in the organization's effort towards development. They have a good payback record. Mutual trust and faith exists between the target segment and SDCCC. The *sponsoring agencies* apart from giving monetary support, provide guidance, arrange training and add professionalism to the organization. Constant professional inputs on NGO management are provided by *supporting agencies*. Issues like leadership, team building and action planning are taken up in the workshops conducted by them. Technical aspects like SHG formation, micro-finance operation, book keeping, accounts and entrepreneurship are also taken up for training. These agencies provide constant encouragement to the organization in bringing change in the organizations as well as amongst its target group. They constantly emphasize on organizational development, and extend support to SDCCC in this endeavor. Some *social workers* act as experts in various programmes organized by the organization. Few others are involved in day to day activities of the organization and work related to the target segment. This involves creating awareness regarding need to inculcate positive changes and ability to sustain it.

SDCCC has very good relationship with the partner NGOs with whom they work towards fulfillment of their mission and objectives.

### **Change Management: Evolutionary Process**

**Changes undergone:** It is learnt from the history of the organization that it had undergone numerous changes. The organization reflected radical changes at certain periods. This included bringing change in mission and objectives, taking up different activities and adopting a vision and subsequently modifying it. The objectives at different period of its existence are as follows,

1931---- The sole objective was to play as a football team.

1952---- To extend community service (sports, health, cultural)



1970---- Diamond club community centre was formed, which lead to enhancement of community work.

1971---- The organization was registered as a voluntary organization.

1997---- Under the leadership of the then General Secretary, Mr. Nani Saikia, emphasis was given to the economic activities. Thus 'Micro-finance' was adopted as a major thrust area.

*Restructuring of jobs:* The organization structure was redesigned over a period of time. With the addition of new activities various positions were created in the organization structure. The position of administrative officer was created to follow up the employees. A position of training coordinator was created to carry out the Organizational Development activities.

**Changes needed:** The people in the NGO had expressed that in future SDCCC would like to see itself as a Micro- finance Institute, which would gain expertise in establishing SHGs, dealing with micro finance and would be in a position to train others in this field. SDCCC is in the process of building up cluster and federation. The federation should be able to set up a bank, which will play a prominent role in economic development of the concerned area. The organization has already submitted this proposal to funding agencies. It had several discussions at different levels of organization involving all members regarding this future of SDCCC.

Some of the working members have felt that a permanent Chief Functionary is needed in the organization. Similarly it has been felt that the *seven subcommittees* namely Sports, Cultural, Study Circle, Human Resource Development, Music, Children, Women, need to be discontinued. This is because on one hand they do not generate any fund for themselves but consume lot of money, and on the other hand the organization does not have enough fund and manpower to continue with these activities. Moreover, SDCCC would like to limit its activities within the rural population, with main focus on SHGs and micro enterprise.

### **OD Process and interventions**

This aspect is discussed under the following heads.

*The Diagnostic component:* Emphasis is given by the organization on the diagnostic processes in order to gather valuable information from the external as well as internal environment. The diagnostic component of SDCCC is constituted of the diagnostic

targets, the different types of information sought/organizational processes emphasized and the interventions or methods used. This is presented by table 4.8.

**Table 4.8: Diagnosing Organizational Subsystems of SDCCC**

<b>Targets</b>	<b>Issues</b>	<b>Interventions</b>
<b>The Total Organization</b>	Environmental scanning, change, problem diagnosis and solving, looking at future, analyzing the effectiveness of the organizational systems, activities/performance etc.	SWOT analysis, organizational workshops, visioning exercises, General Council Meetings, future search conferences.
<b>Homogenous subsystems</b>	Planning, monitoring and evaluating the activities of the group (including that of the project group), problem diagnosis and solving, resource utilization and the future needs, decision-making etc.	Monthly Project Coordination Committee meetings/Project meetings, Executive Committee meetings, Sub-Committee meetings etc.
<b>Dyads</b>	Planning, monitoring and evaluation, delegation of power or authority and division of duties and responsibilities (role clarity), resource utilization and its further requirement etc.	Meeting of the General Secretary with the coordinators, meeting of the Project Coordinator with the Promoter and or Field Coordinator, meeting of the President of the Sub-Committees with the General Secretary of the committee.
<b>Individuals</b>	Individual performances, need for development (enhancing skills and capabilities) through identification of their strengths and weaknesses, role fitness and role profile, grievances and conflicts.	Interfaces, workshops, meetings, monthly activity reports and self-appraisals.

<b>Between/among organization systems</b>	Scanning of the environment, need for resources, change and Organizational Development, organizational performance and effectiveness.	Participation in workshops, meetings/discussions with the target segment, sponsoring and supporting agencies, field visits etc.
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**Action Planning:** SDCCC has realized the importance of action planning now. Since the year 2000, they pledged to carry out appropriate planning for the activities to be carried out by them. Today they are very serious about planning work related to projects, for example 'Micro-finance'. Activity planning has been discussed thoroughly under the head 'Planning'.

**Programme Management:** SDCCC has given proper thought to this component. Apart from the Project Coordinators, a monitoring cell has been established to monitor the activities of the Projects. As 'Microfinance' is their thrust area, SDCCC has kept a position of Chief Coordinator of Micro-finance. They have distinguished the activities of the projects from other activities and hence, they have created seven sub-committees, each comprising of a separate body. All these have facilitated the smooth functioning of the organization.

**Illustrations:** The OD process of SDCCC can be better understood by citing some illustrations, which are as follows.

1. *Issue related to Change:* In the year 1997, the new leadership found that the organization was in crisis and facing lot of problems. Thus changing that situation became important. This effort towards change can be explained in the following steps. The diagnostic phase: Numerous discussions were held within the Executive Body and the General Body, with the sponsoring and the supporting agencies and informally amongst few members on this issue. A workshop of greater dimension was held within the organization in the year 2001 to discuss the above issues and reorganize SDCCC. Every member of the organization attended this workshop. The whole OD exercise that comprised of formal group diagnosing meetings, visioning, future search, role analysis, SWOT analysis etc. was carried out for more than a month. The outcome of the diagnostic phase was that several problems, which were hindering the functioning of the organization and the possible reasons behind that, were identified.

Action planning phase: The organization involved everyone in the action planning process in order to find out the solutions to the problems and also new ways to improve organizational effectiveness.

*The outcome of this phase was that,*

- *A new Vision* emerged which was stated as---  
'SDCCC exists to build a society based on equity, which will be economically sound and productive'.
- *The Mission* was framed as----  
SDCCC will provide assistance for money and management to the people of Sipajhar of Darrang District to develop quality of life.
- *New Objectives* were outlined. They were as follows---
  - a) Inculcation of Self-Help among rural people,
  - b) Provide technical and management input to exploit local resources.
  - c) Formation and strengthening of peoples' organization and bringing them into the mainstream of the economy.
  - d) Empowering the rural people, particularly women and youths through information, education and capacity building, skill assessment and enhancement programme.
- In order to realize the above, the group felt that the following activities need to be focused:
  - a) Capacity building through training: This will aim at building a capacity of their target group through proper Financial Management, Credit Planning and Management, Identifying viable income generating activities and also technical and management inputs for micro-enterprise development.
  - b) Savings and Credit Program: To ensure growth of SHGs, SDCCC will provide the SHGs with loan and facilitate the savings of the group and the individuals.
- Another outcome of the action planning phase was that a new Organization Structure was proposed(as depicted in the figure 4.14)



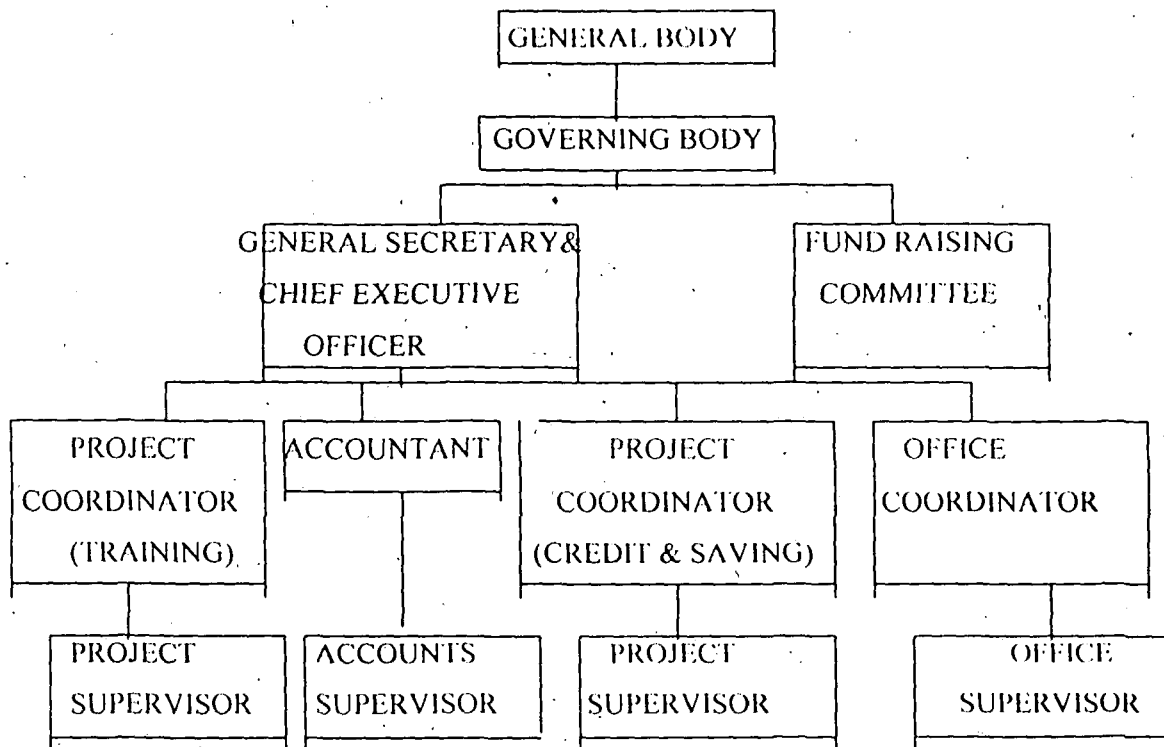


Fig. 4.14: Proposed Organization Structure of SDCCC

*Level of decision making within the new set up:* It will consist of three levels.

- a) Strategic decision making level: The general body will determine the long term objectives, resources and policies of the organization.
  - b) Management Level decision making: The governing body will monitor how efficiently or effectively resources are utilized and how well operational units are performing, and take decision in this regard.
  - c) Knowledge Level Decision-Making: The staff will evaluate new ideas for products or services, ways to communicate new knowledge and distribute information throughout the organization.
- *Suggestions regarding Monitoring of planned activities:* The workshop suggested that a project coordination committee (PCC) should be set up comprising the Chief Executive Members and the Project coordinator. Every PCC will sit once in a month to monitor and evaluate the activities of the project.

- *Suggestions regarding Evaluation of Performance*

The workshop suggested that the performance evaluation could be carried out in the following manner:

**Table 4.9: Method of Performance Evaluation of SDCCC**

Sl. No	Level	against	Activity
1	Individual	against	Job/ Task
2	Group	against	Project
3	Organization	against	Services and Goal

*Some actions and indications for successful implementation* of the project were decided. These are: a growth plan for the organization in quantitative terms, a new organizational set up, sources of fund and its maintenance, changes in organizational authority, involvement of local people in the projects, the number of SHGs that should be targeted and their sustainability, the loan recovery percentage and increase in family income of beneficiaries.

*Action Implementation Phase:* Some of the suggestions that emerged from the workshop were adopted and some are in the thinking process. Among the changes that were adopted are those related to NGO's vision, mission, objectives, the activities, formation of Project Coordination Committee to monitor the activities, actions and indications for successful implementation of projects, the evaluation criteria and the growth plan. Some suggestions related to the organization structure were adopted like inclusion of Project Coordinator for training (Training Coordinator). An Administrative Officer had been appointed as the Office Coordinator. An interesting fact is that the existing seven sub-committees have been excluded in the organizational structure, which provoked the old members. Hence, for the time being these activities had to be continued. SDCCC involved all the members in the action planning and implementation phase. Various task groups were constituted to carry out the activities.

*Monitoring and Evaluation phase:* The organization and specially the leadership tried to see the effective implementation of the action-plans. The feedback on the tasks and changes carried out were closely observed on day to day basis. Support of the

sponsoring and the supporting agencies were also sought in this context. The activities of the organization and the new project proposals were reviewed by these agencies.

*Stabilization phase:* The Executive Committee, the General Secretary, the Project Coordination Committee and the Project Coordinators stressed on the stabilization of the changes/ actions that were implemented. Essential guidance was provided and progress of the work was closely observed. Care was taken to see that the organization does not revert back to the earlier state.

2. *The problems faced, and the problem solving process:* Most of the problems faced are of routine nature, like those related to reporting/ communication and activity. The absence of job manual has created some problems related to work. The organization had faced certain non- routine problems, which had considerable impact on the organizational activity. These are discussed below.

a) *Organizational crisis:* The present executive committee under the leadership of the present General Secretary took over charge under a crisis that had posed a threat to the existence of SDCCC.

*The Diagnostic phase:* When the new leadership realized that the organization was unable to carry out developmental programmes, it summoned a General Body meeting, where all members were present. This meeting discussed the reason for the organizational crisis. The discussions revealed that the financial crisis of the organization was the main reason for the serious situation, as the new leadership took over charge under a heavy debt. The other reasons were absence of professionalism, lack of change and organizational development efforts, lack of appropriate objectives, lack of eagerness to know the needs of the target segment, lack of dynamism of the organizational leadership, ineffective organizational structure, lack of skills etc.

*The action planning phase:* Generation of fund became foremost as without this the organization was facing the problem of survival. Thus, all people in the organization were involved in the action planning aimed at generating funds. They prepared ambitious plans for taking up new objectives and thereby new activities by preparing project proposals to be sent to different agencies. For solving immediate fund crunch, they made plans to take up short-term developmental activities.

*The action implementation phase:* The problem was solved by organizing an eye camp (health camp) in the outskirts of Sipajhar. Monetary and non- monetary help from different quarters were sought. The social workers, members of SDCCC, medical professionals, sponsoring agencies came forward to help them. They went all

out to campaign for the cause of SDCCC. This was the initial phase of Mr. N. Saikia's leadership and he kept no stone unturned to motivate everyone towards this activity. The result was that not only the community benefited by the eye camp, but it also helped the organization to get over its debt and the immediate financial crisis.

*Monitoring, Evaluation and Stabilization:* The new leadership with the support of the Executive Committee instilled in everyone a team spirit. It sought commitment from everybody. At the initial stage monitoring and evaluation was through verbal feedback and observation, which later included written medium.

b) SDCCC carried out construction of a crematorium, which lacked the support of the target segment. This problem and the problem solving process is discussed in the following steps.

*The Diagnostic Phase:* The members of the organization held discussions with the target segment/community. These discussions revealed that the latter thought it was the duty of SDCCC to carry out the work, since they had obtained money for the said cause, where as SDCCC had planned to construct it with the help of the members from the community. Hence, it was seen that there existed a gap in the mindset of the organization and the target group.

*Action Planning:* In this phase help from the social workers were also sought in convincing the target segment to participate in the work. They made the latter realize how their contribution could help to build up economic empowerment and ensure continuity of the programmes. The outcome was that both the organizational members and members from the target group participated in formulating the plans for effective attainment of the objective.

*Action Implementation:* It was carried out together by the members of the organization and the target group.

*Monitoring and Evaluation:* Representatives from the organization and the target group monitored the action implementation and the effectiveness of the work by measuring it with the set standards.

*Stabilization:* The organization tried to maintain a good relationship with the target segment. They sought support from them in identifying their needs, in action planning and implementation.

**Success and failures of the OD process:** Most of the above interventions were successful, which could bring about change effectively. But, the organization also

failed to gain support for adopting certain other changes for example, discontinuing the seven sub-committees, which are extra burden to the organization.

**Strengths and Weakness of the OD process:** The organization has undertaken elaborate Organizational Development effort, which are participated by all organizational members. It has tried to solve the problems through involvement of its members, the target segment and occasionally the sponsoring and the supporting agencies. The weaknesses include the short-term tenure of the chief functionary, which was a setback to the OD effort of the organization and the lack of professional expertise to carry out OD exercise.

**OD activities related to training:** training is taken as a component of Organizational Development. The initiative of the NGO in this regard is discussed below.

- 1) The position of 'training coordinator' exists in the organization structure. This person is responsible for coordinating the training programmes for the organization and especially the six weeks training programme on rural entrepreneurship and Self-Help Group. The latter includes training on book keeping, accounts maintenance, group discipline, group dynamics, scientific management of different income generation projects like fishery, diary, poultry, piggery, goatary, weaving etc.
2. Personnels from SDCCC have participated in different training/ workshops, which are held both within the state and outside.

*Training/ workshops inside the state:* The topics of training/workshop and the organizations conducting them are cited below.

1. Problems of economic development in NorthEast organized by Indian Institute of Bank Management (IIBM), Guwahati.
2. Workshop on the good governance, organized by RGVN, Guwahati.
3. Workshop on Panchayati Raj Systems, organized by National Institute of Rural Development (NIRD), Guwahati.
4. Workshop on legal literacy campaign, organized by RGVN, Guwahati.
5. Participation in NGOs meet, organized by RGVN.
6. Participation in Rural Development Training, organized by NIRD, Guwahati.
7. Workshop on ARIASP activities, organized by RGVN at Guwahati.

*Training/ workshops outside the state:* The topics of training/workshop, the organizations conducting them and the location where they were held are mentioned below.

1. Workshop on violence against women organized by North East Network (NEN), Shillong.

- 2) Training on Organization Management for Participatory Development, held at NIRD, Hyderabad.
- 3) Apart from those cited above, various personnels from SDCCC have been deputed to undergo different occupational training both inside and outside the organization like, Capacity Development Programmes, training on Micro-finance operation, NGO management, leadership development and teambuilding.
- 4) Exposure visits are organized for SDCCC personnel both within and outside the state. The purpose of these visits is to see and gather first hand knowledge of activities similar to SDCCC conducted by other NGOs.
- 5) Members have been deputed to undergo one year Post Graduation Diploma Programme on NGO management at Entrepreneurship Development Institute at Ahmedabad.

### SWOT Analysis

An analysis of the organization's strengths, weaknesses, opportunities and threats in relation to OD is presented in table 4.10

**Table 4.10: SWOT Analysis of SDCCC**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Wide acceptance and recognition of the organization by the target segment.</li> <li>• Committed leadership is observed.</li> <li>• Good interpersonal relationship is prevalent.</li> <li>• Good working climate exists.</li> <li>• Most of the worker members and specially the leading ones are young and enthusiastic.</li> <li>• Presence of motivated workforce is in the organization.</li> <li>• Flexible Organization Structure.</li> </ul>	<ul style="list-style-type: none"> <li>• Does not have the desired level of professional/expertise knowledge on managing programmes and the organization due to lack of professionals and experts in the organization.</li> <li>• Looking at the number of activities they are involved, they need more manpower.</li> <li>• Lack of systematic Human Resource Management Policies.</li> <li>• The presence of the seven sub-committees each with a President, General Secretary and members make the Organization Structure cumbersome.</li> </ul>

Opportunities	Threats
<ul style="list-style-type: none"> <li>• Good relationship with the target segment would make it easier for the NGO to take up new activities or programmes meant for them and achieve the desired results.</li> <li>• NGO friendly policies of the Government.</li> <li>• Their good relationship with the funding agencies would help them in getting funds to carry forward their developmental activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Other players like the NGOs and specially the government agencies entering into their area of work.</li> <li>• Attempt by some politically motivated individuals to spread wrong information about the NGO amongst the target segment and thus hamper their work.</li> </ul>

### Conclusion:

Sipajhar Diamond Club and Community Centre is the only one amongst the eight NGOs studied and very few NGOs in Assam that had undergone transformational change. It started as a football team and emerged as an organization which is today in the forefront of community development. Though it had shortage of professionals, but this did not deter the organization from focusing on their vision, mission through continued pursuits for organizational learning and development. Thus their case presents a successful illustration of leading and managing change by an NGO located in a remote region. The organization has tried to enhance the competence of its people through training conducted both within and outside the organization. The contribution of its people, sponsoring and supporting agencies, target segment and social workers in the activities of the NGO is enormous. A good individual and group dynamics is observed in the organization. It has attempted to conduct some regular OD exercises in the organization. The organization in order to improve further should consider of increasing their manpower strength, decide about segregating the seven sub-committees with the main structure that are now the major stumble blocks for leading changes, and plan for imbibing professionalism in the organization. Recruiting a few people with professional skills and expert knowledge is sure to give a further boost to the organization.

## SHANTI SADHANA ASHRAM

### Organization Profile

**Origin:** Hembhai is the motivating force behind Shanti Sadhana Ashram. He is a friend, philosopher and guide to the organizational members and his followers. He came to the field of social service way back in 1961, as a student of ninth standard. Later he was associated with Vinoba Bhave and Jayaprakash Narayan. He got an opportunity to closely work with them for several years. Hembhai was highly inspired by the thoughts of Vinobhaji regarding establishment of a society based on unity and brotherhood, development of the rural poor, and thus bring about development of the nation. Vinobhaji wished that Hembhai should carry out the ideals propagated by him and take them to the doorsteps of people of Assam. Thus, Hembhai returned back to his home state Assam and established Shanti Sadhana Ashram in the year 1982 at Guwahati, along with two of his associates namely, Babulal Vidrum and Ganesh Jaware, who pledged to carry forward the ideals of Vinobhaji and Gandhiji. He blends spiritualism with modernity, and has made this the foundation for Shanti Sadhana Ashram (SSA).

**Area of operation:** Their main area of operation remains Assam though they sometimes also carry out limited activities with the help of social workers and volunteers in the states of Uttar Pradesh and West Bengal. The Head Office of the organization is at Guwahati, Assam.

The vision, mission and objectives of the organization are spelt out as follows.

**Vision:** To bring forth a revolution to realize a society that is based on equality and brotherhood.

**Mission:** To establish a society based on truth, love, compassion and equality; to achieve human unity, social justice and universal brotherhood; unity with creatures and nature, and finally self-realization in society through service.

**Objectives:** The major organizational objectives that the organization has set for itself are to:

1. Achieve complete development of man, both spiritual and intellectual.
2. Train people in order to gain or create meaningful employment and specially give importance on self-employment, which can bring about economic development.
3. Provide free primary education to the poor/deprived children.



4. Spread awareness on issues related to health and hygiene and to extend medical help to the target group.
5. Uplift and empower poor illiterate women through education, training and lectures.

**Organizational Activities:** The organization is involved in numerous activities.

These are depicted in the table 4.11

**Table 4.11: Activities of SSA**

Sector	Name of the programme	Sponsoring agency	Description of work
Health	'Khoj'	Voluntary Health Association of India and Voluntary Health Association of Assam	Includes activities related to promotion of health and hygiene, nutrition, safe drinking water, immunization, mother and child health, medical facilities, training and income generation.
	Traditional System of Medicine		It includes production of Ayurvedic and herbal medicines, preservation and propagation of medicinal plants.
	Yoga and naturopathy		General treatment of patients through yoga and naturopathy.



			water, construction of buildings and development of cottage industries.
<b>Income generation</b>	Women Development programme	SIDBI, RGVN. CAPART, NABARD	Training on weaving, reeling and spinning of thread, production and marketing of products. formation of self-help groups.
	Mushroom Project	Self, SIRD (State Institute of Rural Development)	Training on mushroom cultivation; production and processing of mushroom; production of mushroom spawn and research on mushroom cultivation.
	Food processing and preservation	CAPART, Ministry of food processing industries	The programme aims at production of various food products and to provide training to rural youths on food processing and preservation.
	Village industries		This project takes care of the training cum production centre of bamboo and banana fibre products.
	Nursery	Self, Spice board	It aims at providing training to the unemployed youth in establishing nurseries for self-sustenance, generating

			income through selling quality fruits and flower saplings to the garden and managing the herbal medicine garden. A Production of black pepper is also carried out under this.
	Bee keeping		The programme includes production and selling of honey.
	UNDP (United Nations Development Programme)	UN	Development of Sericulture and Spice Production
	Gram Sree Mela	CAPART	This programme provides marketing outlet to the rural artisans.

### Partners' profile

**Employees:** Numbers of employees during the study period was four hundred and fifty (from which around three hundred and forty eight are paid employees) with the following break-up:

Education project: Coordinators -two, Teachers -twenty four; Health project: Coordinators – two, Health workers – thirteen; Income generation Programme: Weaving manager-one, Production in charge-five, Production assistant- seven; store in charge- one, Store assistant- one, Accountant – one, Sales person- one; Ayurvedic medicine Programme: Doctor- two, Chemist-one, Production in charge-one, Worker-four, Helper- four; Mushroom Project: coordinator-one, lab in charge-one, worker-three;

Nursery Programme: Incharge-one, worker- three, Spice Project: Technical supervisor-one, field supervisor-one, and worker-five, Agriculture extension: Incharge-one, Supervisor- three, Food processing Project: In charge-one, worker-three, Office administration: Secretary-one, Manager-one, Programme officer- one, Programme coordinator- one, Office assistant- one, receptionist- one, Weavers: two hundred and fifty, Volunteer: one hundred.

Average age group of employees is thirty five. For volunteers and workers it varies from school and college students to senior citizens.

**The Target Segment:** The poor rural people of Assam comprise its target segment. Plans related to activities and programmes are communicated to the people / target segment through its different centers and during Padyatras (journey by foot), public meetings etc. Needs of the target segment is assessed during Padyatras and field visits.

**Sponsoring agencies:** Though there are different sponsoring agencies funding SSA's projects, but now they are focusing more on self-generation of income, and hence have limited their sponsors to this category. They have developed the goodwill of the sponsoring Agencies. The major funding agencies are, RGVN, SIDBI, CAPART, CRY (Child Relief and you), Social Welfare Department, Asha for education, National literacy mission etc. Apart from that they have also received donations from numerous individuals.

**Supporting agencies:** Most of the above mentioned sponsoring agencies are also the supporting agencies. Few other supporting agencies are Vikram Shaila Education Research Society, Vivekananda Kendra and SIRD (State Institute of Rural Development). They provide training, guidance, new ideas and continued cooperation.

*Social workers:*

Some of them are, Dr. Srimohan Shukla (from UP), Dr. B.N. Pandey (from Delhi), Dr. Dharmendra Nath Aman (from Delhi), Dr. A. Mukhopadya (Executive Director, Voluntary Health Association, India), Dr. R. Prema (Banwari Ashram, UP), Radhakrishna Bajaj (from Wardha), Sakuntala Chaudhury (Kasturba Ashram, Guwahati). They had the blessings of Vinoba Bhawe and Jaiprakash.

## **The Management Process: An Overview**

The Management Process of Shanti Sadhana Ashram involves the following steps.

### **Planning**

Setting of goals and objectives:

Individuals representing the different levels of the organization including the different departments and centres, the public and the target segment, the society (social workers) are part of the executive committee and general body. All these people are involved in setting up of the organizational objectives and goals. They are asked for suggestions and feedback in the general body meetings, executive body meetings, organizational meetings, and staff/ departmental meetings. Departments are asked to set their own time bound goals, which has to be intimated to the Secretary and the Manager.

*Activity Planning:* Activities related to planning are done department wise. These are then discussed with the Secretary 'Hembhai' and the manager. For example, presently their focus is on self-sustenance. In this regard they try to assess the kind of expertise, resources (including financial support) they possess. This is followed by discussions with the people from different departments/projects. Often the matter is consulted with the experts from outside the organization like in the area of food processing, medicines/ health, designs etc. with whom the organization has a good relationship. Views of different agencies are also taken into consideration.

Normally, when plans are prepared, various departments set the targets for quantity and quality. The production and marketing plans are also framed. These are discussed with the Manager and the Secretary prior to implementation. The work is constantly supervised and modifications if necessary are made. Past mistakes are taken into consideration while planning.

Planning by the departments can be cited with an illustration. For example, an advance planning by the food-processing department is carried out with the involvement of all the members of this department. It adheres to the following sequential steps. The target is set in advance regarding the quantity of production of each variety of products. A season-wise plan for production of pickle is then formulated. Next the marketing plan is prepared. The monitoring measures are laid down. The total plan is communicated to the administration.

A set procedure for carrying out activities as such does not exist, as it differs from work to work or from department to department. Nevertheless, the work is supervised and monitored personally by the manager and reports from the departmental/project heads are demanded.

### **Organizing:**

The Organization structure of SSA is depicted in the figure 4.15:

- Ashramites: They are the lifelong missionaries who have sacrificed their life for the cause and ideals of the organization. They are the permanent members and the pillars of the organization. They work on honorary basis. They provide constant support and service to the organization. They are consulted on all important matters. It is seen by the Ashramites that the organizational members adhere to the mission, objectives and ideals of the organization.
- Associate members: They are the members residing outside the premises of the organization. They believe in the philosophy of the organization. They are the individuals from the public or the community at large. Several social workers, intellectuals, experts, professionals belong to this category. They had helped the organizational members in achieving the organizational goals by providing their expert guidance, valuable assistance in carrying out the different activities from time to time. The associate members are consulted on all important matters.
- General Body: It is comprised of the representatives from the target segment, the social workers and the representatives from different levels of the organization. They help the organization in setting of goals and objectives, taking up new programmes/activities, in problem solving and providing useful suggestions.
- Executive Committee: It is comprised of the President, Secretary, Manager cum Treasurer, Accountant, Assistant Manager and few (nine) social workers as members, special invitees and technical adviser. It is the chief functioning body. The approval of the executive committee is necessary in all important matters and specially the change related issues.
- The Secretary: He is the Chief functionary and the overall in charge of the organization. All important matters need to be consulted with him. Those matters that have a bearing on the organization require his approval.

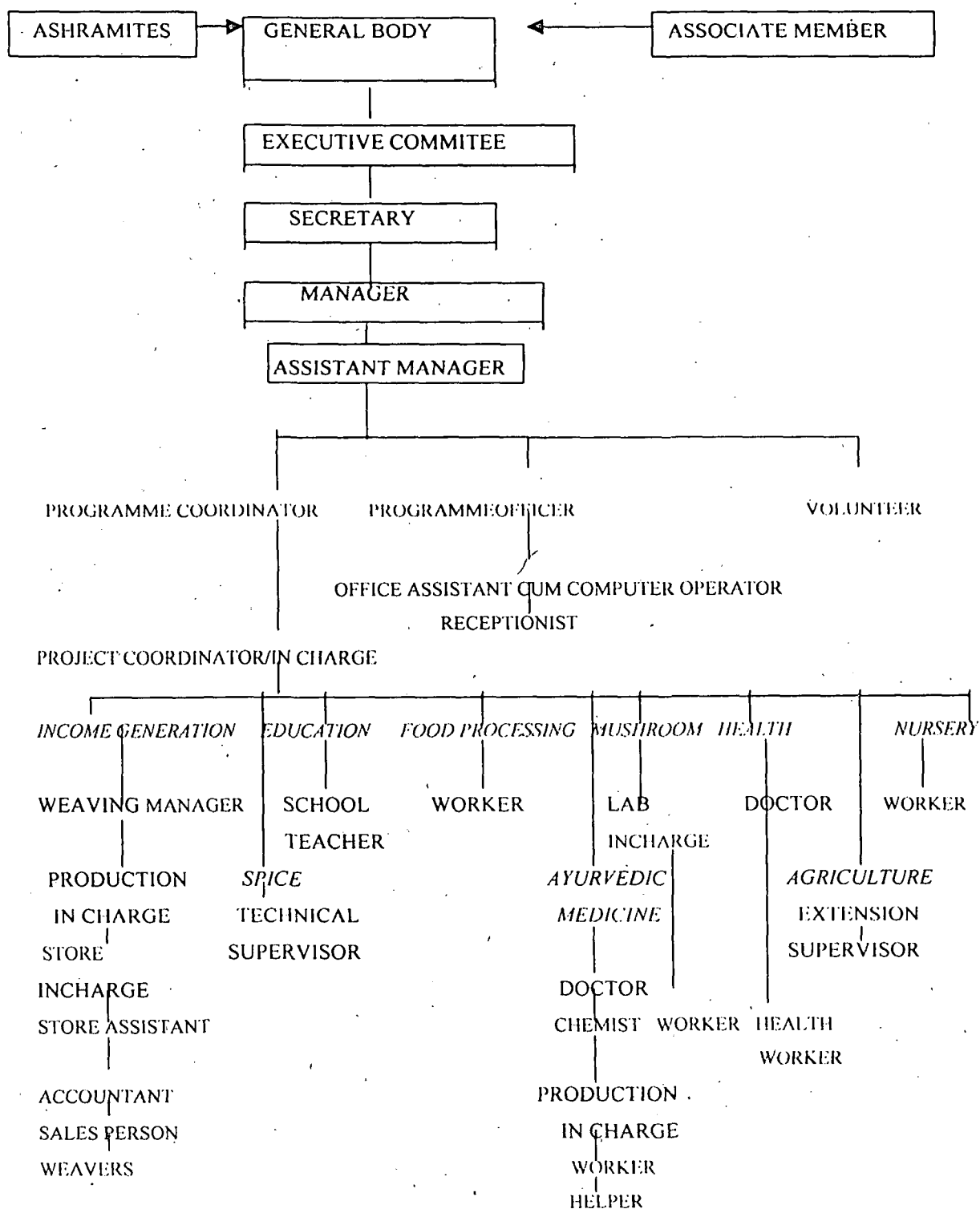


Fig 4.15 Organization Structure of Shanti Sadhana Ashram



- The Manager: The administrative and the financial side of the organization are looked by him. All important matters need to be consulted with him. He closely monitors the progress of the different activities and work of the organizational members.
- The assistant manager: He assists the manager in the latter's work.
- Volunteers: They render honorary service to the organization and perform those jobs which suit them the best. Nevertheless, the Secretary and the manager help them to choose a job by observing their aptitude. At the initial stage they are learners. Later, some of them are retained by the organization or they voluntarily continue to work. Others leave the organization to set up their own ventures.
- Programme officer: he overviews the office administration and the various day to day activities of the organization. The office staffs report to him. He also helps the programme coordinator.
- Programme coordinator: his main job is to prepare the projects and look after project planning, monitoring and control. He is the office coordinator of the projects. He is also responsible to give guidance to the project teams. The Programme coordinator is also the 'Training in charge'.
- Coordinators: There are different coordinators under various projects. They work at the field level. Under them they have project staff and workers. They perform work related to the particular project.

### **Staffing**

#### **Recruitment and Role fitness:**

Previously appointment was sought through advertisements in the newspapers. It created heavy rush leading to difficulty in judging these people in a short span of time. Now they are taking only those people whom they had closely observed. In fact for many jobs, even those where professionals are needed, based on the background knowledge of the person (his total track record), his family, the person is inducted into the organization. They prefer to choose a person who can get adjusted to the organizational work culture, values and way of living. Above all he must be trustworthy. Thus while selecting a person for a job the 'culture factor' is given prime importance. Secondly, they would like to provide employment to such persons who are needy, have zeal to work together with them in achieving the organizational mission. They should be sincere and dedicated. When people come to the organization

seeking work, they are given thirty days to decide on the kind of work they would like to take up. After observing their aptitude, they are fitted into the job. The employers look to the fact that their people could be utilized in multiple works.

Professional qualification is not sought for many jobs, as it has been observed that professional people do not stick for long. Only in case of some jobs related to projects, hospital, computer, professional people are taken. Dr. B. Baruah retired professor of Botany, who is working in the mushroom unit and the doctor who is serving in their health unit are among the professionals whose services are utilized by the organization. For inducting professionals, occasionally advertisements are given and interviews are held. Background or personal checking is given much importance. Hence, workers are developed through training, and responsibilities are entrusted to them by observing their aptitude. They also learn by experience. A few illustrations are cited below.

**Illustration:** Prasanna Badan Barua is the present manager of weaving unit. He belonged to Dhemaji. He joined the organization as a grass root worker. From initial days his interest in weaving was observed. Though he moved around many places working for the organization, but he was given the responsibility of the weaving section. He was further developed through training, and finally he was given the present responsibility. He excellently coordinated the work of different centers related to weaving.

In contrast to that a professional was engaged as a consultant to prepare projects. He was offered a salary, which was highest ever given to any employee. Later it was observed that he worked less for the organization and more for himself. He used the NGO's materials to serve his self-interest.

Champa was a schoolteacher but it was observed that she did not fit into that job. She was then shifted to the organizational head quarter in Guwahati and entrusted with the job of handling accounts. Her work is now satisfactory and she is happy.

**Role clarity:** Candidates are clarified about their job profile during interview. Subsequently after joining, the job instructions are given verbally. Authority and responsibility related matters are made clear. Job description and job specification exists only for the schoolteachers.

### **Leading/directing**

*Leadership:* The Secretary previously practiced 'free-rein' leadership, where he used his power very less and gave the subordinates a higher degree of freedom to set their goals and means of achieving them. But that was breached by a few individuals. Hence the top management gave some rethinking about the style of leadership that ought to be practiced. Today the leadership is democratic and participative, but within limits. Decisions in certain areas are to be discussed/ consulted with the Secretary /manager prior to implementation.

The leader is able to motivate the individuals by providing a favourable working climate, looking for their welfare and development (including competence and professional growth), giving encouragement and support for good performance, and providing opportunity for participation in the management process.

*Communication:* Communication flow is top to bottom when job instructions are to be given or when certain official information is to be intimated like some policy-related work matter. Communication is bottom to up when the objectives/goals, action plans, suggestions, needs are to be intimated to the higher authority. It is horizontal when there are departmental or project meetings. It is diagonal when different teams hold discussions or when they seek support from each other.

Written communication within the organization is almost non-existent, mostly it is verbal and in many cases it is informal. Only in some cases like termination, appointment or giving instruction to field, preparing project report and communication with the outside agencies is in written form. Formal Communication gets reflected in the progress reports of projects. Verbal Communication is carried out by means of one to one interfaces, meetings, discussions, daily get together (for example, during 'Prayer time'). Everything is based on mutual trust and understanding. Field communication is also verbal. During field visits the organizational members meet the field workers and intimate the work related matters verbally and in an informal manner, who in turn does the same amongst themselves or with the volunteers. Ashramites have meetings both in the morning and evenings when they assemble for prayer. Staff meetings (departmental meeting) are usually held on weekly basis. *Executive Body meetings* are held at the interval of three to four months. General body meeting is held usually on yearly basis or when the need arises.

## **Controlling**

*Monitoring and Evaluation:* Proper monitoring and evaluation ensure proper execution of activities according to the set plans. It is done through direct supervision and regular feedback. These are as follows-

Individual and group goals (standards of performance) which are set through discussions, and agreed upon by the jobholders, are monitored by the supervisors/team leaders through continuous observation and holding weekly/monthly feedback meetings participated by the team members. Monthly progress reports of the projects are required to be submitted to the top management, which are reviewed and the need for modification of work and the discrepancies are looked into. Accordingly action plan is formulated.

Performance appraisal as a systematic procedure does not exist. Usually performance is evaluated through observation and attainment of group goals.

## **Individual Dynamics**

*Organization Culture:* It is value based. The organizational philosophy is based on Gandhian ideology, that is non- violence, love, honesty, compassion, voluntary work and self- sacrifice. Practicing *Satya* (truthfulness), *Prem* (Love) and *Karma* (work) is the main aim of the organization. The values that the individuals adhere are aligned to the organizational values and culture. Care is taken by the top management to orient the individuals towards the organizational culture. The work culture is based on trust, honesty, commitment, sincerity, motivation and dedication. Ashram believes in selflessness, simplicity and fruitful labour. People work from early morning till night without anyone compelling them to do so. The newly joined members practice this by seeing others. There is no place for the lazy people. This work culture has tried to put the youths into service. So the Ashram is humming with different activities from morning till night. Hard work, honesty, sincerity, simplicity, dedication towards work and faith on God are some of the core values that the organization emphasizes.

*Contribution of the individuals:* Individuals in general have lot of contribution towards the organization. The 'Ashramites' dedicate their life long service to the organization. The present professionals are committed to the organization. The retired people are serving the organization as voluntary workers. All people working in the organizations are highly motivated. There is a visibility of higher level of performance. Though no one has emphasized or laid rules regarding working hours,

the people in the organization (members residing in the organizational premises) devote their time from 5a.m till 9 p.m. towards organizational work.

*Conditions where people have hampered the work:* The organization had a public relations officer. He was given a free hand to work. The authorities trusted him. He had his own office room. He was entrusted with the responsibility of preparing projects for submitting to the funding agencies. He was supposed to represent the organization before the sponsoring agencies and participate in the workshops. But it was seen that in the absence of the authority (secretary and the manager), he was mobilizing the individuals to join his NGO, which was registered in his name. He was actually carrying out all work for his NGO without the knowledge of the Secretary of Shanti Sadhna Ashram (SSA). He was doing activities, which was going against Shanti Sadhna Ashram. He was imparting separate training to entrepreneurs in his residence privately; preparing and submitting projects for his own NGO instead of the organization for which he was supposed to work. Later he left his job in SSA along with some other workers whom he was able to influence. This hampered the work of the SSA for a long time.

Critical conditions (*illustrations*) where the individuals have helped the organization:

- When the previous President expired, the then Secretary was not inclined to work. He did not even call a meeting for selection of a new President and a new body. Ultimately the people from the general body and public called for a meeting and the new President was selected (Premkanta Mahanta ). The individuals gave immense support during this phase.
- At the initial stage when they had no road, no food, no money, life was very tough, but the individuals stayed on working for the organization bearing the inhospitable conditions.

*Influence and power:* The opinion of all segments revealed that no struggle for power and politics exist. No negative forces are apparently visible. Everyone reflected positive thinking.

*Perception and attitudes of the individuals:* Individuals are very positive about the organization, their leader, the superiors, and their peers. This is reflected when they speak very highly about the leadership, the good interpersonal relationship, the conducive working atmosphere/climate, the support received etc.

*Learning:* There is a continuous emphasis on learning. The management tries to enhance the knowledge, skills and abilities of individuals through training. Though the numbers of professionals are limited, the individuals have picked up appropriate knowledge, skills related to their work through training and experience.

Most of the people are aware of their goals and objectives. It has been observed that the people who are working for long in the organization are more aware of the goals and objectives than those who are new. According to the office bearers, they have discussions on this issue. The new people are told about the organizational objectives during interview and when they join the organization.

## **Group Dynamics**

*Different types of groups :* The different types of groups are the different departmental /project groups, the executive committee, which constitute the formal group and the 'Ashramite' (missionaries) which is the informal group. They have a collaborative climate where need to achieve good work and excellence is emphasized. Very cordial group and inter group relationship exists. People are cooperative. People from one group help the other group and informal suggestions are provided whenever sought. No groups are in conflict. Sometimes only minor conflicts arise over trivial matters. Remaining in harmony is one of their objectives. For conflict resolution they first try to solve it within the department. If they need further help to solve it, they seek advice and intervention of Hembhai and Swamiji. Inter-group relations are very good.

External support and recognition by others in the organization are the significant factors, which keep the members motivated. Several ideas come from members belonging to another team, like the need for adopting another approach to work. The teams are results driven. They know about their goals. They are committed but the professionalism aspect needs to be enhanced. They have a unified commitment and principled leadership. Thus, looking into these aspects the teams can be said to be high performance teams to a greater extent.

*Contribution of the partners:*

*The target segment:* The contribution of the target segment or the people is enormous. The organization is able to receive good will and sympathy of the people. People donate lands to the NGO for establishing centres. They join as missionaries. Large

number of people work as volunteers in activities like building houses, flood relief etc.

*The sponsoring agencies:* The funding agencies visit the organization from time to time for monitoring and giving suggestions. They provide advice on different activities and methodologies; help in training, awareness generation camps, land acquisition and building infrastructure etc.

*The supporting agencies:* These agencies have helped them enormously in facilitating HRD and OD initiatives of the organization.

**Contribution of the social workers:**

The social workers help organize activities, contribute land, money, people etc., encourage the organizational members by getting themselves involved in the activities.

*The promoters:* The promoters had tremendous contribution towards building up the organization. They had laid down the vision, mission and objectives of the organization, and also the activities that are to be carried out for that purpose. They had dedicated their lives towards fulfilling the mission of the organization.

## **Evolution of Change Management**

**Changes undergone:** The pace of changes taking place in the external environment is tried to be matched by an internal mechanism, for example, adapting to new technology for organization, changing from typewriter to computer, handloom to mechanical weaving.

The organization had to frame different goals and objectives at different period of time. The evolution of organizational objectives is as follows. At the initial level the main objective was spreading the message of non-violence (universal peace and brotherhood) and imbibing spiritual feelings among the masses. Then their prime objective became eradication of poverty through economic development of masses. Then development of women and their empowerment was added as another objective. Education was next included as an objective. Subsequently in the next phase health was included as an objective. Now self-generation of funds is a top priority objective for SSA.

New objectives are added with time. The organization is receptive to new ideas, which are conducive to attainment of organizational goals. When changes with regards to objectives are to be made, it is put in the organization's constitution, which

is later on amended. Need for new objectives come from the external environment. For example, when the worker members visit the target segment or participate in regional or national level seminars, meetings and workshops or when they interact with different NGOs and social workers within and outside the state or when the funding agencies approach them to take up certain developmental activities/programmes.

Need for restructuring is not felt, except that new positions are created when new projects are undertaken, new centres are opened or new technology is used. Usually old positions remain the same and get abolished only when the project comes to an end. For example, the jobs of people involved with non-formal education like the instructors, coordinators and workers were discontinued. These people have been shifted to other jobs and given other responsibilities. In certain cases when the activity or project has to be discontinued because of its infeasibility, the jobs are abolished. An example is the naturopathy hospital that they had earlier set up on experimental basis, was closed down due to lack of a suitable doctor. There is a scarcity of experts in this field. Initially there was a doctor from Kolkata, who was very knowledgeable and was dedicated to his profession. The public too responded very positively to this type of therapy. But he had to leave due to personal reasons. Another doctor was appointed in his place. He started practicing privately and hence did not devote time to the organization's hospital. Gradually the flow of patients to the hospital reduced. Ultimately the doctor had to be terminated and the hospital closed down. All the jobs that were attached to the hospital were abolished.

#### **Changes needed:**

The members had expressed the need for changes in the human resource policies of the organization, the need for gaining professional expertise and an effective training need identification at present. In future the organization should focus on self-generation of funds and self-sustenance. Thus change should consider this aspect. Some of the new activities that the organization need to focus are, to develop community work specially in areas like Dhakuakhana, Dimoria, Sibsagar and to develop women in the above areas through modern methods of weaving. The organization should bring in economic empowerment of the target group by involving them in food processing horticulture, farming (specially using seeds of some



traditional items) and subsequently training them. The organization can take up self-sustenance linked activities, like production of herbal medicines. It should establish a centre on yoga, and a college on naturopathy. This could lead to establishment of an 'Alternative Education System' up to higher level, so that the poor students can get benefited. Further, the organization should focus on gaining more and more public cooperation.

### OD process and interventions

The above aspect can be discussed in the following steps.

- **The Diagnostic component:** Continuous collection of data about the total system, its sub-units, its processes and its culture is emphasized by the organization. Effort is also given to find out the discrepancy between the current situation and the desired state. The different diagnostic targets considered, the issues and interventions are depicted in table 4.12.

Table 4.12: Diagnosing Organizational Subsystems of SSA

Targets	Issues	Interventions
<p>The total organization, comprising of,</p> <p>a) All people belonging to the organization.</p> <p>b) In addition to above, the organizational members from the external environment (e.g. The associated members)</p>	<p>The organizational vision, mission, objectives/goals, policies, norms, the activities/programmes, work climate, culture; the effectiveness of the key organizational process function, organizational performance; the problems and the ways to solve them; analysis of the environment; the need for change and the most suitable approach to manage it; the strengths, weaknesses, opportunities and threats faced by the organization; the role profiles of the individuals; the communication process; matters related to the funding agencies, supporting agencies, the target segment, competitors/other NGOs etc.</p>	<p>Diagnostic meetings like the General Body meetings, organizational meetings involving everyone, SWOT analysis, Role analysis.</p>
<p>Homogeneous subsystems, comprising of-</p> <p>a) The formal work groups</p>	<p>Strengths, weaknesses, opportunities, threats of the groups and the strategies to respond to these; problem diagnosis and</p>	<p>Group meetings like the staff meetings, formal</p>

<p>like the different departmental teams, project teams.</p> <p>b) The informal group like the 'Ashramites'.</p>	<p>solving; team effectiveness; work related issues like task analysis, working methodology; planning (including goal setting), monitoring and evaluation systems; need analysis of the team and the team members; conflict resolution; resource utilization, assessing skills and abilities of the team members and the need for training and development; communication system, decision-making process etc.</p>	<p>group meetings for self-diagnosis, SWOT analysis.</p>
<p><b>Dyads</b></p> <p>These comprise of-</p> <p>a) Superior/ subordinate pairs.</p> <p>b) Interdependent peers</p> <p>c) Persons who have multiple group memberships.</p>	<p>Quality of superior-subordinate or peer relationship, collaboration/support, skills, work related issues like division of work, duties and responsibilities, role clarity, planning, discrepancies, conflicts etc.</p>	<p>a) Meetings between the Secretary and the Manager or the group leader.</p> <p>b) Interfaces of two individuals.</p>
<p><b>Individuals</b></p>	<p>Individual performance, problems faced, work standards and norms adhered, level of knowledge, skills, abilities, career development, role clarity, learning, etc.</p>	<p>Interviews, information from diagnostic meetings, problems identified by the authorities, self-assessment exercises like SWOT analysis, role analysis.</p>
<p><b>Between /among organization systems</b> (constituting a suprasystem) like, the sponsoring and the supporting agencies, the target segment/community.</p>	<p>Issues related to funding, organizational development and change, environmental scanning, needs of the target segment, strategies related to attainment of objectives.</p>	<p>Discussions, meetings, interfaces, and Padyatras.</p>

The above interventions help the organization in the diagnosis process and initiate action planning.

**Environmental analysis:** An effort is made by the organization to evaluate activities taking account of its outcome and need for change in organizational policies and management practices, but not its mission, objectives at present. Constant interaction with the external environment reveals the need for change. This helps to take proactive steps.

- **Action Planning Component:** The results of diagnosis pave the way for action planning. It consists of the activities and interventions, which are designed to improve the organization's functioning. These interventions address issues at the individual, group, inter-group, or organizational level. Activity planning has been discussed at length in previous pages under the head, 'Planning'.

- **Programme management component:** It takes care of managing the OD programmes and sustaining the momentum of change or stabilizing change. In this effort the organization tries to involve people in action planning and its implementation. Emphasis is given on getting regular feedbacks through meetings/interfaces and progress reports, where they try to look for deviations from the plans or the desired state or whether they could effectively solve the problem/ take care of the opportunity or threat.

'Padyatras' are conducted to bring change in the mindset of the target segment. Regular discussions and interactions are held to bring change in the mindset of people in the organization. Adapting to professionalism is an important change effort. Though the secretary and the manager are spiritual leaders who are supposed to spend considerable time in religious activities, but they think and act like professionals. The Secretary even undertook a course on management in abroad.

If some new things are to be brought about, the matter is discussed during staff meetings. Changes are both proactive and reactive. An example of being proactive is their focus on self-generation of funds, and hence now their projects are in line with this. An example of being reactive is adoption of new technology. Regular monitoring, supervision and feedback look into proper implementation and sustenance of change process.

Some change related issues and their management can be discussed in this context.

1. Issue related to the change in the objectives or addition of new objective:

*Diagnosis:* The new objectives were undertaken in order to fulfill the needs of the target segment. These are diagnosed through interactions with the target segment during Padyatra, General body meeting and feedback provided by the field workers.

*Action planning:* The need for change related to the above is discussed both in the formal group as well as informal group meetings and accordingly action planning is carried out. At this stage, efforts are given to explore the ways and means to fulfill the new objectives. Thus there arise need for taking up new activities. Subsequently action planning in this direction is done, for example, preparing new project proposals to be placed before the funding agencies. This is carried out with the support of the executive body, the top management and especially with the inputs of the programme officer, the programme coordinator and any other competent person in the organization.

*Implementation:* The activities that have been sponsored are taken up for implementation. A project team is made under a project coordinator. Further action plan is formulated by this team under the supervision of the programme coordinator for example periodic targets are set, skills enhancement plan, materials procurement plan are made by them. These are intimated to the top management.

*Monitoring, control and stabilization:* Effective monitoring and control is ensured through supervision, regular feedbacks and periodic progress reports. Effort is made that the activity is continued even in the absence of sponsorship.

2. Change issue related to the organization's focus on self-generation of funds:

The OD process here is also similar to the above, only in this case more emphasis is given on brain storming at various levels to reach a decision regarding the different suitable ways of fulfilling the above need. Further as it is about generating the necessary funds themselves, the question of preparing project proposals does not arise. Rather the most effective use of the organization's resources is stressed in the action planning process.

3. Solving of non- routine Problem:

*Illustration1:* Problem regarding an office staff / employer cheating the organization (which has been cited earlier).

*Diagnosis of the problem:* When the supporting agencies denied getting any report from the organization, the authority started looking for the reasons. They questioned everyone in the organization in order to diagnose the exact cause of the problem.

People were enquired both individually and in groups. Staff meetings were held to find out since when the misconduct was practiced. Meanwhile, when the cause of the problem was unearthed, the concerned person left the organization with a group of employees.

*Action planning:* The Secretary, Manager and Coordinators/Supervisors sat together to examine the issue, and held organization wide meetings with the employees in the Ashram. They also discussed the ways and means to solve the problem and get back to the earlier state of work with a handful of staff.

*Implementation:* The staff and members gave their total will and support to work for the organization to regain its image and the high level of performance. All the members were very much united on this matter / their stand. They resumed additional responsibilities and worked hard to get back the lost reputation. This carried on well with the new staff, who were told about the misconduct and were further instructed that such wrong deed should not be committed in future by anyone.

*Illustration 2:* The problem related to the nature cure doctor, who was cheating them.

*Diagnosis of the problem:* This was carried out when the nature cure medical centre was not producing positive results and led to a decline in inflow of the patients. They diagnosed the issue by taking the feedback and observation of the organizational members.

*Action plan* was framed through discussions with the 'Ashramites' and staff. Discussions were also held in the executive and general body meetings. The hospital had to be closed down. Resolution was taken in the general body to terminate the doctor.

*Implementation:* The action plan (that is job termination) was implemented by passing a resolution in the general body meeting and thereafter the concerned person was confronted.

The role and influence of individual and group dynamics was very positive in the above cases. Everyone thought for the well being of the organization and was united in their stand. They were not receptive to change. The employees pledged to work hard together and all of them contributed a lot in the OD process viz. diagnosis, action planning and implementation phases. They reflected dynamism.

*Success and failures of the OD process:* The action planning has been more successful than failures. Only in case of the above cited example of the 'nature cure doctor' though they had terminated the problem by firing the doctor, but the hospital

had to be closed down. This cannot be called a successful strategy. They could have solved the problem in a better way.

**Major strengths and weaknesses of the OD process:** The major strength of the OD process of the organization is its participative nature, where people both from within the organization and outside namely, the target segment, the sponsoring agencies, the supporting agencies and the society in the greater context are involved. The organizational members are greatly involved in the diagnosis, action planning and implementation phases. The major weaknesses are, lack of an expert facilitator in the OD process and the delay in conducting the process.

**OD activities:** The supporting agencies, promoters, social workers, government agencies and other NGOs contribute to the Organization Development mission by rendering help towards bringing change in the mindset of the target people by assisting the organization in awareness drive, and encouraging them to take up new activities (for example, socio-economic activities etc). They help the organization in the awareness campaigns on peace /non-violence, health and hygiene, spirituality and spreading the message to build up a society free of drugs, alcohol etc. They try to encourage the generation of self-sustenance activities, taking up new activities, skill enhancement, imbining professionalism at work etc. They insist the organization to make their people participate in workshops and seminars. They also provide funds for these purposes.

The different OD activities carried out are,

- Training for schoolteachers is arranged in collaboration with Vikram Shaila Education Research Society in Kolkatta. Supervisors from the above trust visit the organizational centres and train the individuals in teaching methodology and design of learning materials. This is done by organizing 'workshops' for the schoolteachers.
- Vivekananda Kendra conducts regular training programmes for the NGOs, which is participated by working members. The trainers use lecture method and practical demonstrations to enhance the knowledge levels of the trainees.
- The organization conducts various programmes on education, and income generation. These are mostly arranged in the premises of the organization. These are participated both by the organizational members and the target segment. Experts use both lecture method and practical demonstration to impart training.

- Every year ten days awareness generation programme for women is conducted, which is sponsored by social welfare board on issues like health, education, and income generation every year. The organizational members also participate in this programme. The trainers use lecture method and drama (enacting plays) for this purpose.
- Training in Mushroom production is organized in collaboration with SIRD. Mostly practical demonstration is used.
- Workers are trained in food processing. Practical demonstration is used as the training methodology.
- Government agencies also conduct training programmes on Sericulture in Administrative Staff College. Classroom training by experts is used as a training methodology.

#### **Other OD activities**

- Meetings – monthly project /department meetings are held, which are also attended by the Secretary and the manager.
- Special meetings- for particular jobs like relief-work workshops are conducted where all the departments get together to discuss the particular issue and carry out action planning.
- Meetings related to new programs (to be taken up by the organization) are held. For this purpose, concerned people for e.g. the Secretary, Managers, Executive Members, Project Coordinators /Supervisors sit together and discuss the matter first. Then the same is discussed with the field workers. The views are added or modified after discussion with the Secretary and the Manager.
- A short induction session is held where the new members are told about the goals and objectives of the organization.
- Team building activities are conducted within the teams. External /funding agencies like EZE German through VHA (another NGO) impart team building activities regarding health programme implementation.
- SWOT analysis is carried out through discussions and receiving opinions from members and project coordinators.

## SWOT Analysis

The table 4.13 highlights the different strengths, weaknesses, opportunities and threats from Change Management from OD perspective.

Table 4.13: SWOT Analysis of SSA

The Strengths	The Weaknesses
<ul style="list-style-type: none"> <li>• The organization consists of highly committed individuals as workers.</li> <li>• A very good interpersonal relationship amongst its members is reflected, which is conflict free. People in general and groups in particular work in cooperation.</li> <li>• Presence of the Ashramites- the missionaries, who have dedicated their life for the cause of the organization is one of the major strengths.</li> <li>• Peoples participation in objective setting and planning of activities.</li> <li>• The organization focuses on planning, monitoring and evaluation of activities.</li> <li>• Familial relationship with the workers and the members.</li> <li>• The teams are result driven.</li> <li>• Presence of a training coordinator is a positive aspect for Organizational Development</li> <li>• Culture driven approach while selecting employees for jobs.</li> <li>• It has the goodwill of the sponsoring and the supporting agencies.</li> <li>• It has amicable relationship with the target segment.</li> <li>• It had built an organizational structure with strong ethical values.</li> <li>• Change efforts both proactive and reactive, which are undertaken by the organization.</li> <li>• Developing certain core competencies.</li> </ul>	<ul style="list-style-type: none"> <li>• No systematic method exists for environmental scanning.</li> <li>• No Job Description or Job Specification exists except for the post of 'schoolteacher'.</li> <li>• Performance appraisal as a systematic procedure does not exist.</li> <li>• The Secretary is unable to devote much time to take care of the organizational activities and office administration.</li> <li>• No systematic procedure exists to find out the training needs.</li> </ul>
The Opportunities	The Threats
<ul style="list-style-type: none"> <li>• The good reputation that the organization has is a competitive advantage.</li> <li>• Their good relationship with the funding and supporting agencies can help them in getting funds and Organizational Development related assistance.</li> <li>• The good relationship with the target segment can help in gaining the latter's acceptance and support in the organizational activities.</li> <li>• A conflict free work team, which is committed and</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of adequate professionalism at different levels, which at times might push the organization into trouble</li> <li>• A large number of NGOs and some government</li> </ul>



<p>motivated, can be easily lead towards objectives and is less likely to resist change.</p>	<p>agencies that are focussing the same set of target segment.</p> <ul style="list-style-type: none"> <li>• Dying out of a project due to discontinuance of funding.</li> </ul>
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## Conclusion

Shanti Sadhana Ashram is one of the very few NGOs in the region, which has successfully amalgamated the old and the new, the traditional and the modern, religion and work, the young and the old. The result of this has taken the organization to new heights. It is not only able to serve its target segment and bring a change in their mindset but empowered them towards improving their life and continuing with the activities initiated by the NGO. Thus even when funding of the projects ceases, the work is continued. SSA is also able to fulfill the expectations of its stakeholders. The NGO has a wide network with other NGOs, and supporting and sponsoring agencies. It is able to sustain a value based work culture. This aspect is taken utmost care while inducting new people. Its people are its strength. On the other side the organization is not very successful in utilizing qualified professionals. Still scope of imbibing professionalism in their work, plans and approaches exist. This will help them manage change in a more systematic way.

# TEZPUR DISTRICT MAHILA SAMITY

## **Organization profile**

**Origin:** In the year 1921 father of the nation, Mahatma Gandhi visited Tezpur. He wanted the women of Assam to get empowered, be self-sufficient and be a part of the freedom struggle by carrying out productive and community work. He desired that an organization of women be formed for that purpose that would mobilize women towards this noble cause. On the occasion of this visit of Gandhiji to Tezpur, Tezpur Mahila Samity was born. Late Smti Kironmoyee Agarwala and late Padmashree Chandrabhabha Saikiani took the initiatives to organize a gathering of thirty women, who were addressed by Gandhiji regarding the freedom struggle and indigenous work. He encouraged them to take up productive work like textiles, agriculture, and food products to make themselves self-sufficient and work against opium. In that meeting Smti Kironmoyee Agarwala was made the President and Smti Chandrabhabha Saikiani, the Secretary. Gandhiji gave them valuable advice and suggestions towards working of the newly formed Samity.

**Area of operation:** At present the area of operation is comprised of whole of Sonitpur District and parts of Darrang and Lakhimpur Districts.

**Vision:** The vision of TDMS is to realize the dream of a self-reliant society through women.

**Mission:** The mission of TDMS is to render all forms of education to women living in Sonitpur, irrespective of caste or creed, and making them competent and active citizens of the society.

**Objectives:** The objectives of TDMS are to-

1. Impart education to the rural people living in a community.
2. Help women in distress.
3. Promote child education.
4. Bring development of the country
5. Eradicate superstitious beliefs and ideas from people.
6. Raise social and moral awareness among women.

Though new organizational objectives have been added but now their scope of activity has broadened and instead of the term women they use the term community.

Different objectives are set for different projects, which are aligned to the organizational objectives.

**Activities:** The activities of the organization are presented below.

**Table 4.14: Activities of TDMS**

Sector	Name of the Programme	Sponsoring agency	Description of work
a. weaving	<ul style="list-style-type: none"> <li>• Training cum production centre (TCP)</li> <li>• Rural weaving project</li> </ul>	Oxfam India  RGVN	<p>Sales of output through TDMS counter and exhibitions.</p> <p>Weaving and selling the output through direct marketing by the weavers.</p>
b. Handicraft		Self State Government	Imparting training and producing items related to tailoring and machine embroidery.
c. Jute	Jute Fabric and Durries Project	National Centre for Jute Diversification	Under this project women are trained in a batch for six months to prepare jute fabric based items. The outputs are sold through Samity's sales counter and exhibitions.
d. Food	Annapurna	self	Annapurna include catering of food and selling of food products prepared by the housewives through TDMS sales counter and exhibitions.
e. Education	<ul style="list-style-type: none"> <li>• Shishu Bharoti School</li> </ul>	Various agencies	Under this programme, primary school facility is provided to children from low-income group.

	<ul style="list-style-type: none"> <li>• Sarva Shiksha Abhijan</li> </ul>	Sarva Shiksha Abhijan Mission (education department, Government of Assam)	Awareness programmes are carried out to encourage the community to send their children to school. Schooling facilities are provided to the deprived children and the school dropouts.
f. Economic	Mahila Sanchay Bharal (Thrift and Credit Programme)	National Credit Fund/ Rashtriya Mahila Kosh, SAKSHI	<p>Under this programme steps are taken to facilitate socio-economic empowerment of rural women through a thrift and credit programme called 'Mahila Sanchay Samabay', which was later renamed as 'Mahila Sanchay Bharal'(MSB). The function of MSB is to create savings and loan disbursement.</p> <p><u>Objectives of the credit unit</u></p> <p><u>Long term:</u> To raise women of weaker section into autonomous and bankable individuals and thus generate a change in their status, leading to their progress and ultimately the progress of the family and the community.</p> <p><u>Short Term:</u> Through MSB, the money raised by women themselves would be made available to them as loans for income generation activities and asset creation in their names and thus would minimize the power of moneylenders.</p>

g. Legal	Legal Aid Cell	Global fund for Women (America), Canadian International Development Agencies (CIDA).	<p>In this project, local magistrates were involved to impart knowledge to women of Primary Mahila Samity on legal issues. Literatures on legal aid were translated to local dialect. Cases of domestic violence were handled. Coordination with the district administration (agency) was carried out on matters of legal importance.</p> <p><u>Objective of the legal aid cell:</u> Spreading legal literacy amongst government officials, police, academia, media and public through legal awareness workshops, rural meetings, group discussions and providing information through media is its prime objective.</p>
h. Health and hygiene	<ul style="list-style-type: none"> <li>• Health Unit</li> <li>• Low Cost Latrine</li> </ul>	National Foundation of India, Government agencies.  CAPART	<p>Under this, health centres are being run, which provide primary medical care to the target people.</p> <p>The project involved, construction of latrines, building up awareness on appropriate sanitation measures and imparting training to village youths for becoming masons.</p>
i) HRD	Training		This sector has been discussed in details under the OD activities.

Impact of Mahila Sanchay Bharal (MSB) towards the individual, family and community:

- Use of money and its management has given a tremendous sense of self-satisfaction and a boost to woman's confidence.
- Creation of productive assets of the members viz. looms, cattle, poultry, land, are signs of economic development.
- It has brought wellbeing of the household in general and a helping hand to the family and specially made education of the children possible.
- It brought change in attitude of the men towards the womenfolk.
- Education of the illiterate women was a byproduct of this programme, which made it possible for her to handle money and manage financial and other operational aspects of Self- Help- Groups (SHGs).
- MSB meetings are forum of social interactions and discussions, and sharing of their mutual problems.
- Empowerment and awakening of the rural women.

### **Partner's Profile**

**Employees:** The number of Permanent working people is ten, namely, one Office Assistant, one Peon, one Cleaner, six School Staff and one Accountant. Most of the individuals who get remuneration are under projects. They are, Credit Unit/Bank (coordinators) – Two persons, Legal aid cell (coordinators) – Two persons, Training cum production centre- Twenty Five persons (One coordinator and Twenty Four weavers), Arnapurna stall - One sales woman, Cooperative (Sipini Bharal) - Two coordinators, Embroidery and cutting - Two trainers, Jute unit - one coordinator, Reproductive and Child Health (RCH)- Two Coordinators, Gender sensitization and RCH (FORD Foundation)- one Coordinator and eight Project workers, Sarva Shiksha Abhijan (SSA) – Three Project workers, and two Health workers.

The total number of paid employees is sixty. Apart from that there are thousands of honorary workers in TDMS.

**Target Segment:** The rural community and especially the rural poor and disadvantaged women constitute its 'primary target segment'. The Primary Mahila Samities, which also includes the Target Segment, make the base of the organization. This makes the need assessment of Target Group easier. TDMS is a grassroots organization and hence the relationship with the target segment is very good.

**Sponsoring Agencies:** Some of the funding agencies are, OXFAM (America), OXFAM India Trust, RGVN, Global fund for Women (America) , Canadian International development agency (CIDA), Indo German Social Service Society (IGSSS), National Foundation of India, Centre for Appropriate Rural technology (CAPART), FORD foundation, NORAD etc. Fund are also received as-

- Subscriptions : Membership fees from primary committees, Working Committee Members, Registration Fees etc.
- Donations : from generous persons, Philanthropists.
- Loans/grants from government and non- government organizations.
- Loans from banks, if necessary.

**Supporting Agencies:** Some of their supporting agencies are IGSS, RGVN, Thrift Cooperative association (TCA)- Hyderabad, Cooperative Development Foundation Hyderabad, CIDA, FORD Foundation, North East Network, Voluntary Health Association of Assam etc. TDMS has also developed linkages with organization like SAKSHI, Indian Social Institute, Multiple Research Group (MARG) all based in Delhi. They help TDMS in institution building, arrange for training programmes for upgradation of various skills of the individuals, provide guidance in formulating projects and carrying out activities, problem solving, bringing change etc.

**Social workers:** Many eminent citizens from Tezpur and its area of operation are involved as social workers. They act as honorary members or provide external support to TDMS whenever required. The experience and knowledge of these people are valuable for the organization.

**Promoters:** Mahatma Gandhi, Chandraprabha Sakiani and Kironmoyee Agarwala can be named as the Promoters of this NGO.

## **Management Process: An overview**

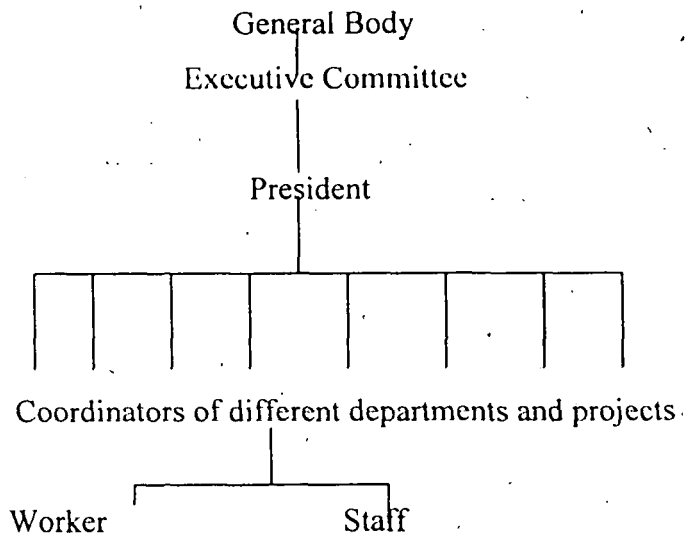
### **Planning**

*Goal setting:* The different Departments or Project Groups set their own goals through discussions within themselves. For this the resource and infrastructure availability is considered. The President and the Organizing secretary are consulted while setting the goals.

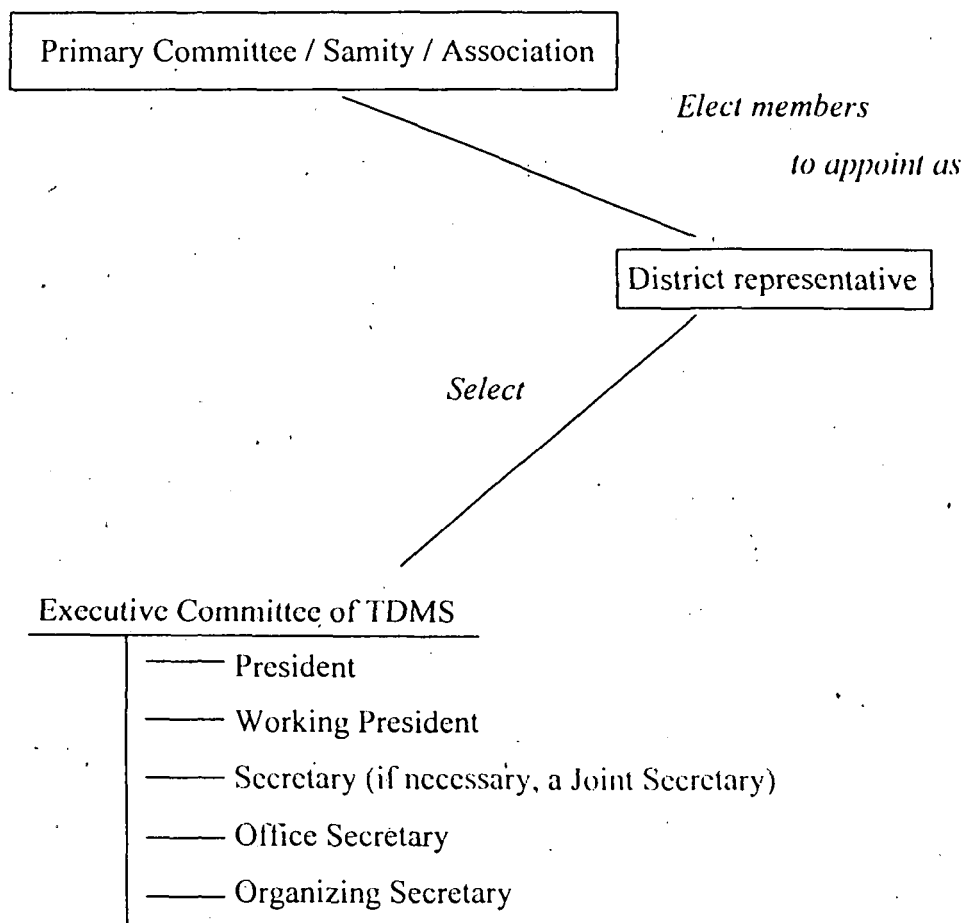
*Planning of activities:* Planning is carried out both verbally and in written form within the project team at first, and then at the organizational level. Financial statements are

prepared by each unit/group on monthly basis. Planning is also carried by the TDMS members with SHGs, primary workers and health workers. Sometimes planning is carried out along with the supporting agencies like FORD Foundation, National Foundation etc.

**Organizing:** The Organization structure of TDMS is depicted below..



**Fig. 4.16 Organization Structure of TDMS**



**Fig.4.17: Association of Primary Committee with Organization Structure of TDMS**



a) All women folk of eighteen years or above, irrespective of caste or creed and religion can be a member by paying Rupees twenty. Primary Associations can become members of Tezpur District Mahila Samity by paying a fee of Rupees twenty and registration fees of Rupees thirty. For forming Primary Committees/Samity, an association of fifty members is required. These Samities form the foundation of TDMS. They are ones who carry out or implement the activities at the grassroots or target group level. In this endeavour they are guided by TDMs members.

*Responsibility of Primary Samity:*

- Management and running of day to day work in their locality.
  - Keeping accounts of funds collected and maintaining a book for recording income and day to day expenditure.
  - Preparing report for their annual general meeting with full description of their work.
  - Electing their representatives.
- b) The District Representatives are the elected members of the Primary Mahila Samities. They join the annual general meeting as representative of the Primary Mahila Samities. The District Representatives select the Executive Committee members. It is necessary to gain their acceptance on group goals.
- c) Executive Committee decides on all urgent problems and overlooks the functioning of the organization. The approval of Executive Committee is essential on matters detrimental to the effective functioning of the organization. Apart from the President, it comprises of the Working President, the Secretary, an office Secretary and an Organizing Secretary. These members assist the President in the organizational work.
- d) The President is the chief functionary. The organization functions under her leadership. Though power and authority are delegated to the subordinates, she has to be consulted while taking decisions.
- e) The Coordinators are overall in charge of the organization. They are responsible for carrying out action planning, implementation, monitoring and evaluation of work along with their teams. The project staff and workers report to them. They report to the President.

- f) The workers carry out work at the grassroots level.
- g) TDMS has limited official staff. Mostly the staff is attached to the Projects. Their main job is to provide assistance in work.

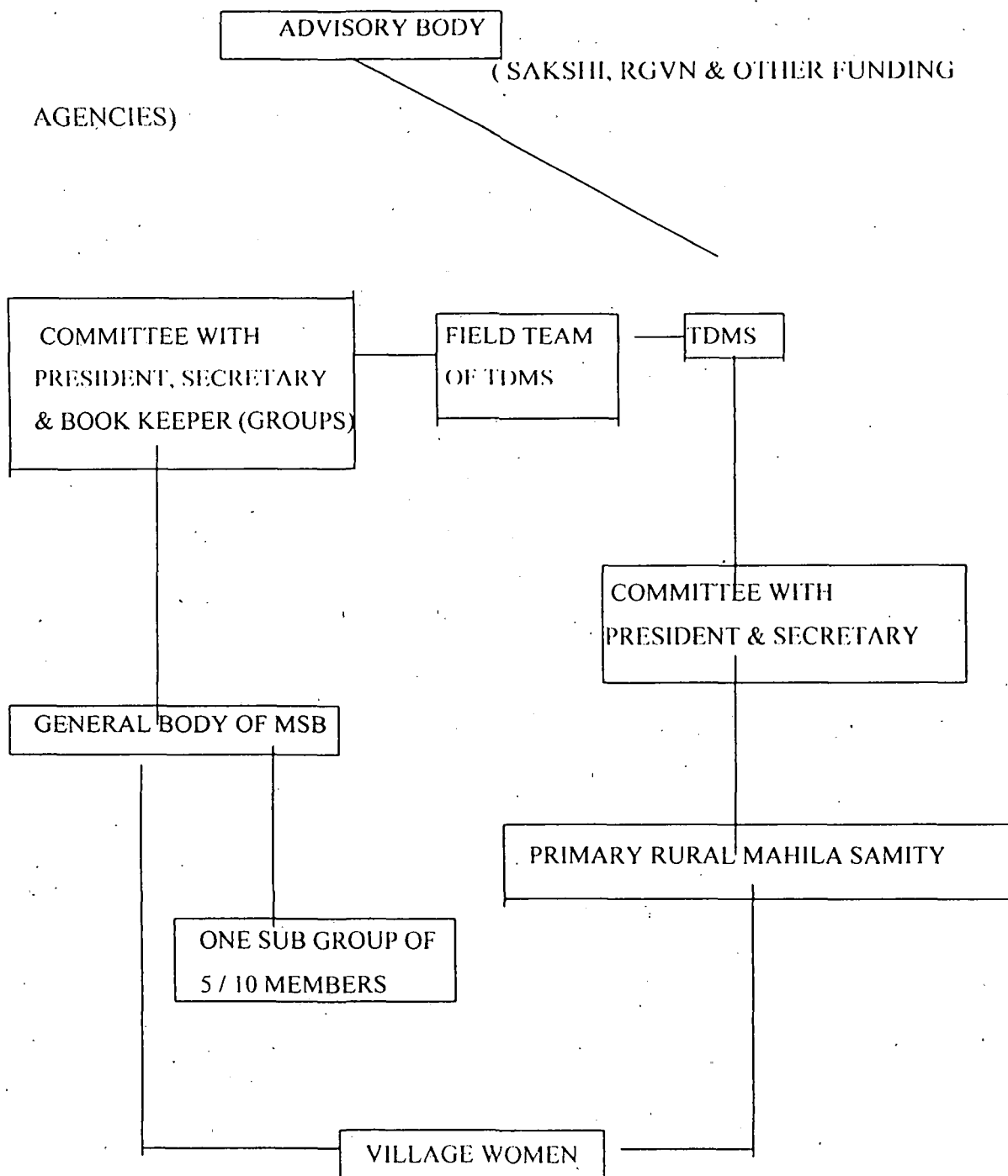


Fig. 4.18: Organization Structure of TDMS in relation to Mahila Sanchay Bharal (MSB)

- The advisory body provides guidance to TDMS regarding operation and management of MSB.
- The field team of TDMS, which is entrusted with the responsibility of the credit unit, helps the Target Group to form the credit groups.
- For each village there is one large credit group.
- The field team of TDMS assists the groups in constituting the committee with a President, Secretary and a Book Keeper. The President is the Chief Functionary of the SHG, who is assisted by the Secretary. The Book Keeper keeps record of the monetary transactions and accounts.
- For each village a general body of MSB is constituted.
- A sub- group of 5/10 members is constituted to help the committee in administrative work like following up the attendance of members, payment of money etc. A group leader is made for that purpose.

**Staffing:** The organization has a total number of sixty paid employees of which ten are permanent. Many of the working members are honorary. The detailed description has been presented in previous pages in this chapter.

*Employee recruitment and selection:* The organization does not recruit people through advertisements in media; rather it relies on the references of their members. Before absorbing them into the organization they are interviewed to judge their skills and capabilities in order to assess their job fitness, and also to see whether their mindset match the culture of TDMS. Efforts are also made to develop the skills and abilities of the organizational members through training.

*Role clarity:* Role clarity exists, especially in projects, but sometimes the individuals fail to carry out their role properly. No written Job description or Job Specification exists.

### **Directing/leading**

*Leadership:* Leadership style is democratic, but advice of the president is taken on all important matters. Further the decision-making is mostly carried out by discussions amongst three people, the President, the General Secretary and the Organizing secretary. The President is the greatest motivating force in the organization. She is able to motivate the members through her knowledge, rightful guidance, amicable behaviour, manifestation of her own dedication towards work and ability to solve problems or get over crisis. She is the role model and inspiration for everyone in the

organization. Thus she is able to carry out her responsibility of directing or leading in a good manner, gaining support from everybody. TDMS also tries to motivate its members by giving awards to the best weavers and four prizes to the best Primary Mahila Samities on yearly basis. Motivational meetings are held for the organizational members as well as for the target group.

*Communication:* The communication within the organization is totally informal and mostly verbal. The *verbal forms* are the routine discussions, Monthly Review Meetings, Weekly Project Meetings, Executive Committee Meetings and the General Body Meeting. *Written Communication* is carried out while corresponding with agencies and individuals outside the organization and while giving appointments. Letters are used for these purposes. Communication patterns in TDMS are top to bottom, bottom to up, diagonal and all channels. As it is informal and verbal, the above forms are utilized for the same.

### **Controlling**

*Evaluation and Monitoring of activities:* It is made mandatory by the sponsors. Feedback is taken from the coordinators in the organizational meetings. The coordinators pay field visits and oversee the work carried out. Monthly Project meetings and Weekly Project Feedback Meetings are held. Nowadays they need to send Project Progress Report to the funding agencies. This study revealed that there is a scope for adopting a more systematic evaluation to enhance effectiveness of this process and to look for change. Performance appraisal system is lacking.

### **Individual Dynamics**

*Organization Culture:* A friendly and familial atmosphere exists in the organization, with the junior members showing respect to the elders. The President is a motherly figure who showers love and affection to others. The organizational values are trust, commitment, dedication to work, service to the needy and voluntary work towards development. The working environment is good and a collaborative climate is prevalent. The organization is a hub of activities and hence reflects dynamism.

*Contribution by individual members* is enormous. There are only a handful of paid employees. Most of the work is done on honorary basis. If some people receive honorarium for the work done, it is donated back to the organization. All members are dedicated towards the mission of the organization and in doing group work. If need arises, they come forward to take multiple responsibilities. From Primary Mahila

Samity to the District Mahila Samity participation in activities of the organization is the key feature.

*Few illustrations* are cited below:

The President Mrs. Meena Agarwala conducts the work of TDMS with utmost dedication. She single handedly as well as along with the group members has a lot of contribution towards the organization. TDMS at its present stage to a greater extent is an outcome of her effort. She has not accepted any remuneration from TDMS throughout her life. Much of the credit for arranging project funds and giving the professional thinking goes to Ms. Monisha Behl, who was the coordinator of TDMS. She is now working with another reputed NGO named North East Network (NEN).

Ms. Meenaskshi Bhuyan, the Organizing secretary is very much dedicated and committed towards the work of TDMS. She donates back the remuneration she receives in various projects to the organization. In many cases she has donated her personal money to the organization. She has given the modern outlook to the organization. She is the force behind the Organization Development Programmes. She herself has undergone numerous such programmes and imparted the same to others. She represents the next generation of people (though she is sixty plus in age) in TDMS.

Under critical conditions individuals have always helped the organization. They have done so by their selfless work. Nobody had tried to hamper the organization except for some small incidents like, theft by fourth grade employee and dishonest behaviour of a few. There are also some people who are selfish. An illustration can be cited in this context. A loan was taken to make the Village Mahila Samities active. The loan was extended on the basis of items produced by them. A lady was assigned to look after this. In the process she had to handle both the products and money. In some pretext she took these to her home and tried to misappropriate the money.

*Conflict:* Instances of conflict are not common. These are rare and are of small magnitude. Conflict resolution is carried out through intervention by Ms. Meena Agarwalla, the President. Some illustrations can be mentioned in this context. Long time back an Executive Committee member had some ill feelings against the President, but she could not continue working in this organization and left it to form another organization.

As the Organizing Secretary is a straightforward and short temper person, she is sometimes disliked by some of her peers. There might have been several interpersonal conflicts but these did not surface up due to the neutral leadership of the President. She is very patient and a motherly figure for everyone. Again, TDMS was asked to send one representative to the Beijing Conference. A lady was selected for that purpose. Though the lady was efficient, many opposed her selection because her family ran a liquor business, which was in her name. It created a lot of problem within the organization because TDMS work against alcoholism. Hence, it was against the ideology of TDMS to select the lady though she was the most suitable person for this purpose and had an excellent personal relationship with the President. Ultimately the President had to take a bold step to cancel her nomination after discussing with all the members.

*Power and influence:* No individual or group has tried to influence others to enhance or protect their self-interest. The Executive Committee members specially the President, the General Secretary and the Organizing secretary are the most influential and powerful people in the organization. The *first two*, because of their position, leadership, knowledge and experience; and the latter because of her position, her communication skills, her training experience and most importantly because she is the daughter of the President.

*Awareness of goals:* Individuals are able to identify long term and short term goals to an extent for themselves. Instructions are also given to them whenever necessary.

### **Group Dynamics**

TDMS exhibit a positive group dynamics that is beneficial for the organization. This has build up over a period of time. Some its features are highlighted below.

*Types of groups:* The 'core group' comprising the President, Working President, General Secretary, Joint Secretary, Organizing Secretary and the Project Coordinator set objectives for the Projects. The different types of groups are that of different departments, the different projects for example, school, jute, spinning, weaving etc.

*Conflict:* Inter-group behaviour is very good. Members from one group work with the other. Conflict amongst the groups is almost non-existent.

*Contribution of the partners*

*The target segment:* The target segment contribute a lot by taking part in planning of activities by acting as a member of Primary Mahila Samity. They also help in

mobilizing people for the workshops and carrying out awareness programmes. TDMS is a grassroots organization and hence its relationship with the target segment is very good

*Sponsoring agency:* They provide assistance through money, give suggestions for managing changes and solving problems, monitoring and evaluation of activities, training etc.

*Supporting agencies:* They help TDMS in Organization Development, arrange for training programmes for upgradation of various skills and carrying out activities, and thus help a lot in problem solving.

*Social workers:* They assist TDMS in carrying out their activities and programmes. They also help TDMS to solve their problems specially those related to the community; help in raising funds and extend their support to the organization as and when required.

*Promoters:* They had tremendous contribution towards the organization. Apart from being instrumental in setting up the organization, the mission and objectives were also laid down by them. They mobilized women to join the organization and see a vision for future.

### **Change Management- Evolutionary Process**

**Changes undergone:** TDMS did not carry out any changes in their vision and mission. The changes in objectives were incremental in nature. Some new objectives were added with new projects. The Evolution of activities of the organization can be stated as below,

*In 1921*, with the initiative of Mahatma Gandhi, Tezpur Mahila Samity was born. He encouraged women to take up productive work through textiles, agriculture and food products to make themselves self- sufficient. They started producing khadi, weaving cloths, embroidery, drawing and painting (arts). Chandraprabha Saikiani (the Secretary) voiced against opium with the support from both men and womenfolk. The organization also worked towards Sarvodaya movement/freedom struggle. Meanwhile, Chandraprabha Saikiani had to go away from Tezpur, and Kironmoyee Agarwala (the President) left for her heavenly abode. In 1926 Chandraprabha Saikiani formed Assam Pradeshik Mahila Samity and encouraged all Mahila Samites to work under one umbrella.

*In 1927* after constituting the constitution, Tezpur Mahila Samity was formally formed. Responsibility of the position of Secretary was taken by Late Smti Maheswari Devi and that of the President by Late Smti Chandramala Baruah ( Patangia )

*In 1934 -35* Gandhiji again came to Tezpur and supervised the work of the Samity.

*From 1941* onwards, the Samity engaged itself in weaving and imparting training on cutting of threads, stitching, organizing discussions and guest lectures, establishment of Rastrabhasa School, celebration of different occasions of importance, flood relief, apart from other activities. The Samity organized exhibitions of its products twice in a year, which were sold.

*In 1947* in presence of Saikiani, Tezpur District Mahila Samity was formed, which was affiliated to Assam Pradeshik Mahila Samity. From then onwards, the Primary Mahila Samities of the villages were brought under the preview of TDMS from Mangaldoi to Kalabri.

*In 1948* the then Chief Minister of Assam Gopinath Bordoloi donated land in the middle of Tezpur Town, where later in 1952, late Indira Gandhi (former Prime Minister of India) laid down the foundation stone of the office building of TDMS. An Assam type building was constructed here by raising fund from lottery, theatre etc.

*In 1954* with an aid form the Central Social Welfare Board, a preprimary school and a Craft Centre was set up (Shishu Bharoti). In the same year Tezpur Cooperative Weavers Association (Tezpur Samabay Sipini Sangha) was started.

*In 1956* the then Chief Minister of Assam, late Bishnu Ram Medhi aided to set up a Children Park in the Samity's premises. The number of school children today is five hundred and fifty.

*In the year 1956*, forty women were trained in modern method of weaving. With a grant from Central Social Welfare Board, an adult education programme for elderly women was started in villages.

*From 1960* onwards TDMS was involved in the activities related to working for peace, providing aid to the poor house –holds, organizing yearly Bihu exhibition, weaving, embroidery, knitting, sports and games and women empowerment

*In 1962* with a grant from Central Welfare Board, a RCC house was constructed, where the present training and manufacturing unit are located. In the same year during the Chinese aggression, the Samity raised money for the war and served the Indian soldiers by providing food, clothes and other essential items.



In 1963 with an aid provided by Assam Social Welfare Board, two centres of Samity were formed in Rupa and Dirang in Kameng District of Arunachal Pradesh. They worked towards peace, established schools and weaving centres. Later these centres were transferred to Arunachal Pradesh Social Welfare Board.

*From the year 1980* TDMS stressed on working in Projects.

*From the year 2003* the official work of TDMS were computerized. Organizational members were trained in computer skills.

Previously the organization was service oriented now more emphasis is given on income generation, which will be useful for development of the society and its self-sustenance. Now time bound objectives are set in case of projects.

### **Changes needed**

*Need for restructuring:* Need for restructuring the Executive Committee is felt by the organizational members. The thought process has started. It needs to be more active, conscious, visionary, knowledgeable and focussed. New positions are created as and when needed, for example, persons to handle computer work, projects work etc. Other changes which are desired are to- develop the banking and Information Technology areas; expand the reach of the present activities/services, carry out self-sustaining activities, enhance professional skills, develop enterprises by looking at market availability, conduct HRD activities for growth, and find out the next line of leadership for TDMS. It is also essential to balance between Professionalism Vs Voluntarism, Modern Vs Traditional (for example, some people are unable to appreciate someone working in internet), Young members Vs elderly/senior members. Difficulty is faced by TDMS in imbibing the values amongst the younger and new people. They try to solve these problems through discussions in their meetings and workshops.

### **OD Process and Interventions**

TDMS attach enough importance to Organization Development. This aspect can be explained in the following steps.

*The Diagnostic Component:* Certain interventions are carried out by the Organization to diagnose the problems and carry out effective planning, monitoring and evaluation (getting feedbacks) of activities etc. from individuals as well as groups. This can be highlighted with the help of table 4.15

**Table 4.15: Diagnosing Organizational Subsystems of TDMS**

<b>Targets</b>	<b>Issues</b>	<b>Interventions</b>
Total Organization	Change, problem identification and finding solutions, future of the organization, organizational performance, analysis of the environment and the organization (including its manpower), resource availability etc.	Organizational workshops, annual General Meeting.
Homogenous subsystems	PME (of activities), analysis of strengths, weaknesses, threats and opportunities of the groups, develop team effectiveness, goal attainment, OD related issues, division of work/responsibilities etc.	Motivational meetings, meetings of the SHGs/Thrift groups, of Primary Mahila Samities, Project Group, Executive Committee meetings, workshops, team building sessions, monthly TDMS meetings.
Dyads	PME, resource availability, its use and the need for more, identifying the causes of conflicts and grievances and solving them etc.	Meetings of the President and Secretary of the SHGs, of different committees and of different Primary Rural Samities, meeting of the President along with the Coordinators of different departments and Projects.
Individuals	Strengths and weaknesses of the individuals, skills, knowledge and abilities and the need for training; job fitness and clarity; attitudes, performance etc.	Workshops, verbal feedbacks.
Supra System	Funding, Organizational Development, Organizational effectiveness, Change, Environmental scanning, assessment	Motivational meetings, SHG meetings, institution building workshops for TDMS and Primary Mahila Samities, SWOT

	of needs of the Target segment, framing strategies for development etc.	analysis, surveys, discussions with the sponsoring and the supporting agencies.
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- Previously very minimal effort was given towards environmental scanning. Now this aspect has been stressed by the funding agencies. Apart from making monitoring and evaluation mandatory, people are sent to different institutes and NGOs within the country and outside to get first hand knowledge about the updates on environment.
- Survey is conducted sometimes to get information about the target people and their needs, and accordingly these needs are prioritized and actions are planned.
- There is no set procedure to assess the strengths and weakness of the individuals, but from time to time it is assessed through observation and getting feedback from the supporting agencies. For example, lack of proficiency in English (including communicating in English) is filled up through training. There is no mechanism to look into opportunities and threats.

**Action Planning:** The data obtained from the diagnostic phase is considered for action planning. It is also carried out by some of the above interventions. Planning aspect has been already discussed in this chapter.

**Programme Management:** Though previously a sound Programme Management was missing, but now the sponsors has made this mandatory. The organizational activities are constantly followed up by the coordinators and the President. The activities at the Target Group level are regularly supervised and an internal facilitator is entrusted with the responsibility of stabilizing the new work processes or change.

**Illustrations:** The above can be explained by citing few examples.

- a) *The problem related to low attendance of the members of the 'Thrift Groups' in the motivational meetings.*

*Diagnosis of the Problem:* Diagnosis of the problem was carried out by TDMS through discussions with the members of the Target Group/ the Thrift Groups.

*Action Planning:* Once the reasons behind the above problem surfaced, action planning was carried out by the Thrift Groups along with the members of TDMS. The meeting schedules, the dates and the agenda were fixed by the group members.

*Action implementation:* The Target Group took an active role in organizing the meetings and mobilizing women to attend the same. Though the TDMS members acted as outside experts in these meetings, but they also empowered the members of the groups to conduct these meetings. Several visits by the TDMS members were also given to the villages in order to motivate the women further.

*Monitoring, evaluation and stabilization:* Monitoring and evaluation was done through field visits or inspection, verbal feedback, observation of work and analysis of the monthly reports. Stabilization of the changed process was emphasized through routine follow-up of the work and looking for deviations.

*b) Problem related to inefficiency of the President and the Secretary of the 'Thrift Groups'*

*Diagnosis of the problem:* TDMS tried to explore the reason behind the inefficiency of the Chief functionaries of the Thrift Groups, namely the President and the Secretary, who were supposed to be the most powerful members. Hence, TDMS conducted diagnostic meetings for the same. Firstly, TDMS members had interaction with the President and the Secretary, and then they had discussion with the facilitator, and later with all the members of the groups. These revealed that the 'Facilitator' who was the trained member of the group, and who was entrusted with the job of helping the Chief functionaries, actually became most powerful or focal person of the group, sidelining the President and the Secretary. She began interfering in each and every matter from arranging the meetings to handling of money and disbursement of loans etc. This made the Chief Functionaries feel that their only job was signing the loan forms. They started depending on her, did not have clarity of their roles and responsibilities, and ultimately lost their confidence in work. All these had negative impact on the group.

*Action Planning:* The President, the Secretary and the facilitator were asked to plan action to solve the problem. This was facilitated by the members of TDMS. Duties/responsibilities and authority for each of them were earmarked. The support, which would be required to conduct the same, was also laid down. This was reported to the whole group and suggestions from them were invited.

*Action Implementation:* Need of training programmes for the President and the Secretary was decided in the action planning phase, which was accordingly carried out at the TDMS headquarter office. Effort was given to empower them and develop their skills on 'Management' aspect.

*Monitoring, evaluation and stabilization:* These aspects were carried out by the TDMS members through field visits and analysis of monthly reports. Feedback was also taken from other members of the group.

c) *Problem related to Mahila Sanchay Bharal (MSB):* Lack of trust among people towards the new kind of financial services (Micro-finance).

*Diagnosis of the problem:* TDMS members along with the members of the Primary Mahila Samities and the Target Group had meetings to find out the reasons behind the above problem. It was revealed that conflicts had arisen in the group due to differentiation on the basis of caste, creed, community and religion. There was delayed payback of loan as the attendance in the MSB meetings was low due to higher frequency of festivals. The President and the Secretary were weak in management and leadership. With the increased savings and the number of groups, it became difficult for the two-member TDMS team to physically monitor all the groups and be present in the monthly meetings. It led to increase in costs.

*Action Planning:* The TDMS members encouraged all the group members to plan collectively to sort out the above weaknesses. The process was aided by the members of TDMS.

*Action implementation:* Training was imparted to the Chief functionaries of the groups to increase their efficiency. TDMS tried to encourage the groups towards self-sustenance, so that they could carry out their activities, take decisions and solve problems themselves.

*Monitoring, evaluation and stabilization:* Monitoring and evaluation was done through the monthly reports sent by the Chief Functionaries of these groups. Occasional visits by the TDMS members were given to observe the stabilization of the change.

**Success and failures of the OD Process:** Though most of the interventions adopted by TDMS were successful, but it had problems with two funding agencies namely ARIASP and CAPART. ARIASP entrusted TDMS with work related to irrigation. In spite of doing good work and fulfilling the needs of the target segment, the funding agencies withdrew their support. Yet in another case TDMS was entrusted by

CAPART with work related to building of Sanitary Latrines. A commendable job was done by TDMS and even personal money of some members was donated for this cause. But instead of appreciation, the support was withdrawn with the pretext that TDMS took decisions without consulting the funding organizations. According to TDMS, these organizations gave more importance on workshops and meetings rather than fieldwork.

It appears that there was a communication gap between TDMS and the funding agencies. Further there emerges a slackness of proper documentation (written reports) regarding progress of work (monitoring and development) being carried out. TDMS had doubts regarding the integrity of the persons of the funding agencies who came for inspection. It felt that the problem came up due to the adverse reports given by the visiting persons from the funding agencies, who actually never visited the field or met the target segment of the project area to have the first hand knowledge of the work being done. The problems were not sorted out, and the projects had to be discontinued. The funding agencies too did not seem to be interested in solving the problems. Overall it reflects a case of failure of OD process that did not consider proper diagnosis and management of the problem.

The major strength of the OD process is the greater involvement of all its partners in the OD process. The major weakness of the OD process is absence of an expert facilitator.

**Organization Development Activities related to training:** The workers have been trained in different places both inside and outside the state like Murshidabad, Digha, Delhi, Rajasthan, Bhagalpur, Hyderabad to name a few. The different kinds of training programmes are mentioned below.

- Training in accountancy for bookkeepers: TDMS staff members (three members) were trained on promotion and management of thrift and credit at 'Thrift Cooperation Association (TCA), Hyderabad) in June 1994 and also in Cooperative Development Foundation, Hyderabad in April, 1994.
- Several training programmes were held for the project coordinators and the rural women. The Human Resource training input was received from SAKSHI.
- The initial start up team of three members who were trained in Cooperative Development Foundation, Hyderabad on micro-credit operations, returned to Tezpur and started a series of awareness building /motivational meetings. The Motivational

meetings were held to start the groups and to get an edge over the government schemes launched during the same time namely, Mahila Samridhi Yojana and the Bohumukhi Somobays.

- TDMS team moved from village to village conducting motivational meetings and forming thrift groups in coordination with the village / Primary Mahila Samities.

- In the year 1988 with the initiative of Dr. Manisha Behl, a financial aid from OXFAM AMERICA was received for agricultural development (for two years). Under this, training was given to the Primary Mahila Samities in the villages, who in turn could train the farmers. Apart from that, training related to piggery, high yielding variety of seeds (with support from agriculture and sericulture department) was conducted.

- Review workshops are held in the premises of TDMS with the office bearers of MSB.

- Training Programme on Institution Building is funded by Indo German Social Service Society (since April 2000). Under this project, they have selected twenty villages with the aim of creating sixty leaders, who will receive multiple training and exposures towards community development. The objective is to build a strong organization for development activities.

- Team Building Activities: Though no specific team exercises existed earlier for the employees or members of TDMS, but now they have started this with a new project from 2003. Previously they had continuous meetings of teams, where there was regular analysis of work done. Now Team Building activities for Primary Mahila Samity is conducted through different workshops which are held in the villages; and the official premises.

- An exposure visit for the members of TDMS and its groups to Bangladesh was organized. During this tour the group visited several successful NGOs in that country and was able to get a first hand knowledge of their activities and strategies. Micro credit activities by some renowned voluntary organizations like 'Grameen Bank' were closely observed.

- Since the year 1994 with the support of OXFAM they started activities/trainings on Institutional Building and leadership in the primary Mahila Samities. From the year 2004 they have started this kind of exercise within TDMS with

National Foundation Project Support on Skill development , gender, health etc. Now the training is made to reality through -

- a) Practical work e.g. Opening up of banks, economic activity centres.
- b) Monthly meetings - where there is lot of exchange regarding organizational activities through exchange of views.
- c) Regular Project meetings.

### SWOT Analysis

An analysis of the strengths, weaknesses, opportunities and threats related to OD or change of TDMS was carried out, which is presented in table 4.16.

**Table 4.16: SWOT Analysis of TDMS**

<b>Strengths</b>	<b>Weakness</b>
<ul style="list-style-type: none"> <li>• Long years of work experience in developmental activities.</li> <li>• TDMS is grassroots based; the primary members are from the rural areas, which comprises its target segment.</li> <li>• Viable projects are undertaken, most of which are able to achieve the desired results.</li> <li>• Participation of the target segment in the activities of the organization is a prime feature.</li> <li>• The members of TDMS constitute a combination of the young and elderly people.</li> <li>• Most of the members are energetic, committed and have enormous contribution towards the organization.</li> <li>• The excellent leadership of TDMS</li> <li>• Transparency in the organizational activities</li> <li>• Collective decision making</li> <li>• Participative planning, timely evaluation and monitoring of the activities</li> <li>• Good interpersonal and inter-group relationship</li> </ul>	<ul style="list-style-type: none"> <li>• No vision statement exists. The vision statement could not be related by some.</li> <li>• Systematic evaluation of activities is missing.</li> <li>• A minimal effort towards environmental scanning is given.</li> <li>• Systematic method of SWOT analysis is not present.</li> <li>• Performance appraisal system is lacking.</li> <li>• As many members function on honorary and part time basis, there is a strong need for a job of office coordinator cum administrator.</li> <li>• The work area is vast and the present manpower is insufficient to take care of it.</li> <li>• No written job specification or job description exists.</li> <li>• Absence of a clear-cut Human</li> </ul>



<ul style="list-style-type: none"> <li>• TDMS is a dynamic organization and focuses on Organizational Developmental activities through different training programmes.</li> <li>• It exerts effort towards motivating the target segment.</li> <li>• Its attempt to respond to change.</li> </ul>	<p>Resource policy.</p> <ul style="list-style-type: none"> <li>• The next line of efficient leadership is missing.</li> </ul>
<p><b>Opportunities</b></p>	<p><b>Threats</b></p>
<ul style="list-style-type: none"> <li>• Several funding agencies have come forward to become their partners in development.</li> <li>• Its good reputation and good relationship with the funding agencies will help in getting funds/ projects for the organization.</li> <li>• TDMS faces lesser competition in its area of operation, as there are limited numbers of NGOs with the same stature as TDMS.</li> <li>• Involvement of grassroots women associations and making the common village women its primary members could help TDMS to better attain its objectives.</li> </ul> <p>The commitment, motivation and support of the organizational members have given TDMS the confidence to go ahead with new activities.</p>	<ul style="list-style-type: none"> <li>• If TDMS is unable to fix the next line of leadership, it will be in trouble.</li> <li>• The absence of a proper HR policy and performance appraisal system is likely to take down the motivation of the high performers.</li> <li>• The area being vast, lack of sufficient manpower to look after the activities, might pose a problem for TDMS.</li> </ul>

## Conclusion

TDMS take the credit of being one of the handful women associations formed in India in the early part of the last century. It has an illustrious history and was formed with a noble vision and mission to bring about development of the society through development of women. It had always strived to fulfill this mission and is successful to a greater extent in this effort through its exemplary work. The organization has tried to bring in change in their work processes and systems from time to time by absorbing and experimenting with new ideas. The leadership is its tower of strength.

The organization has very well balanced modern with traditional ideas/views, young and elderly members, and professionalism with voluntarism. TDMS has utilized the knowledge and experience of the senior/elderly members, and enthusiasm of the young workers to carry out their work. TDMS is a mass based NGO, whose membership starts from the grassroots level. It has established a good network with other partner organizations. The organization has focussed on certain OD activities, which could decipher more results if they are systematically carried out. A lot of emphasis is given on workshops and motivational camps. A good interpersonal relationship exists. Dysfunctional conflicts are negligible. TDMS would derive more benefits if it were more professional in managing change and its day to day activities. It needs to enhance its professional and managerial competence.

# VOLUNTARY HEALTH ASSOCIATION OF ASSAM

## Organization Profile

**Origin:** The origin of Voluntary Health Association of Assam can be traced to Voluntary Health Association of India (VHAI), which was established in the year 1975 at the initiative of Father Tom Association. At that time there was hardly any NGO working solely for health in a committed way. Once VHAI was established, it started involving other NGOs and people in propagating preventive aspects of health. The then Executive Director of VHAI was closely associated Shanti Sadhana Ashram, another reputed NGO of Assam. The idea and need of establishing a similar organization in Assam came up while he was sharing his thoughts with an eminent scientist and intellectual of Assam Dr. Kulendu Pathak and Sri Hembhai, the Secretary of Shanti Sadhana Ashram. Thus Voluntary Health Association of Assam (VHAA) was born in a small room in Shanti Sadhana Ashram in the year 1989, and started functioning from there.

Voluntary Health Association of Assam is a fully autonomous state level federation of voluntary organizations working in the fields of health and development. It is a non-profit making organization, having a secular constitution, with the aim of improving the health of people.

**Area of operation:** The area of operation is Assam. It does not have any branch, but work through alliances with other NGOs who are taken as members of VHAA.

**Vision:** The vision of VHAA is to make health a reality for all people.

**Mission:** The mission of VHAA is to promote the preventive aspects of community health in totality, and to keep sustained health movement at the grass roots level.

Vision and mission exists in the memorandum of the organization. No other written vision statements are available in the organization. People at different levels are not equally aware of the vision and mission. The promoters in consultation with the then Secretary had set the vision, mission and objectives when the organization was established.

**Organizational goals and objectives:** The organization has divided their objectives into long term and short term. They are cited below.

*Long term*

1. Promotion of health for all in its totality i. e. social, physical, psychological and environmental.
2. Working towards improvement of the socio- economic status of women through health interventions.
3. Implementing all activities of the association irrespective of region, caste, religion, language and community for the promotion of VHAA objectives.
4. Promoting community health and Human Rights related to the provision and distribution of health Services.

*Short term*

Participation in all activities that pertain to promotion, preservation and improvement of health.

1. Promotion of awareness and education of people on matters related to health and hygiene.
2. Promotion of cooperation and good working relations with the government, semi-government and other voluntary organizations, as well as national and international agencies providing health care, specially at the primary level.
3. Publishing newsletters, books, brochures, pamphlets, posters etc., on all matters related to health and well being of people.

Goals and objectives have been set by the founding members and have not been changed except that now there are certain additions, for example now their activities are not restricted to health only, but also community development. Further VHAA had decided upon direct intervention with the community.

**Activities:** The activities of the NGO are depicted in table 4.17.

Table 4.17: Activities of VHAA

Sector	Name of the Programme	Funded by	Description of work
Health	• Reproductive Child Health (RCH)	Ministry of Health and Family Welfare	This programme is focussed on women, children, adolescents and couples in the reproductive age group. It is carried out through educating the target group and generating awareness among them.

	<ul style="list-style-type: none"> <li>• Mother and Child Health Camps (MCH)</li> <li>• Popularizing the Indian System of Medicine (ISM)</li> <li>• Skill upgradation of Health Workers.</li> <li>• AIDS Control</li> </ul>	<p>ICCO</p> <p>AIDS control Society.</p>	<p>Sessions (camps) on health related aspects of mother and child were conducted at different places.</p> <p>Under this programme emphasis is given on popularizing herbal medicine amongst the people, identifying traditional practitioners and encouraging them to upgrade their skills and knowledge through upgradation programmes. 'Health Melas' are conducted to propagate kitchen gardens of medicinal plants and use of herbal medicines.</p> <p>This programme is conducted for the health workers of member organizations, RCH members and VHAA project staff. It includes steps to planning health education, communicating health messages, effective counseling, first aid management and training on medical aspects of health.</p> <p>Under this programme the people have been educated on HIV/AIDS.</p>
Educational	<ul style="list-style-type: none"> <li>• Sarva Shiksha Abhijan</li> </ul>	Sarva Shiksha Mission (Department	Imparting education to all children is emphasized in this programme.

	<ul style="list-style-type: none"> <li>• IEC (Information Education and Communication)</li> </ul>	of Education) Various agencies	Under this programme high quality and appropriate IEC material for different cadres and developmental workers are developed.
Women and Health	Women and Child developmental Project	Various agencies	Pre-primary education for children in the age group of 3-5 years is focused. Women and children are educated on health related issues.
General	<ul style="list-style-type: none"> <li>• Advocacy and campaigning activities</li> <li>• Emergency interventions.</li> </ul>	Various agencies	Working on gender issues, promotion of child rights, substance abuse etc. Health camps are conducted during flood and epidemic.

### Partner's Profile

**Employees:** The total employee strength of VHAA is one hundred and seventy eight persons. The Head Office of the organization is at Guwahati. The number of paid employees at the *Head Office* is eleven excluding the Executive Secretary. They are as follows- three persons are present as Programme Officer, three persons are present as Assistant Programme Officer, one person exist as Medical Officer, one person is in the position of Accountant, one person exist as Office assistant, and two persons are appointed as staff with multiple jobs.

These are one hundred and sixty seven employees at the *field level*. The break up is as follows- Three persons are appointed as Project Coordinators, One person as Counselor, six persons as Resource Teacher, nine persons as Health educator, one person as Supervisor, one hundred and forty one persons as Volunteer and Six persons Staff.

**Target People:** VHAA has two sets of target segment. They are-

- a. People at the grass roots level or the community, especially those who are poor and belong to the rural areas.
- b. Other NGOs who are members of VHAA and with whom the organization carries out collaborative work in order to achieve its mission.

**Sponsoring agencies:** They approach limited funding agencies. Some of these agencies are, ICCO (based in Netherlands), UNICEF, UNFPA, AIDS Control Society, Sarva Shiksha Abhijan, Ministry of Health and Family Welfare etc.

**Supporting agencies:** The agencies providing support to VHAA are, Child Relief and You (CRY), NIRD, WHO, Indian Institute of Health Management Research, Help Age, NIPCCD, Red Cross Society etc.

**Social Workers:** Around two hundred social workers are involved with VHAA under various projects in different parts of the state. They are eminent people from the society who work for social causes on voluntary basis. They support the organization in carrying out its activities and building up relationship with the target segment.

**Promoters:** Mr. Dinesh Bhatt, the previous Executive Secretary, Kulendu Pathak and Hem Bhai were few important promoters. Mr. Bhatt had contributed a lot in motivating people to work.

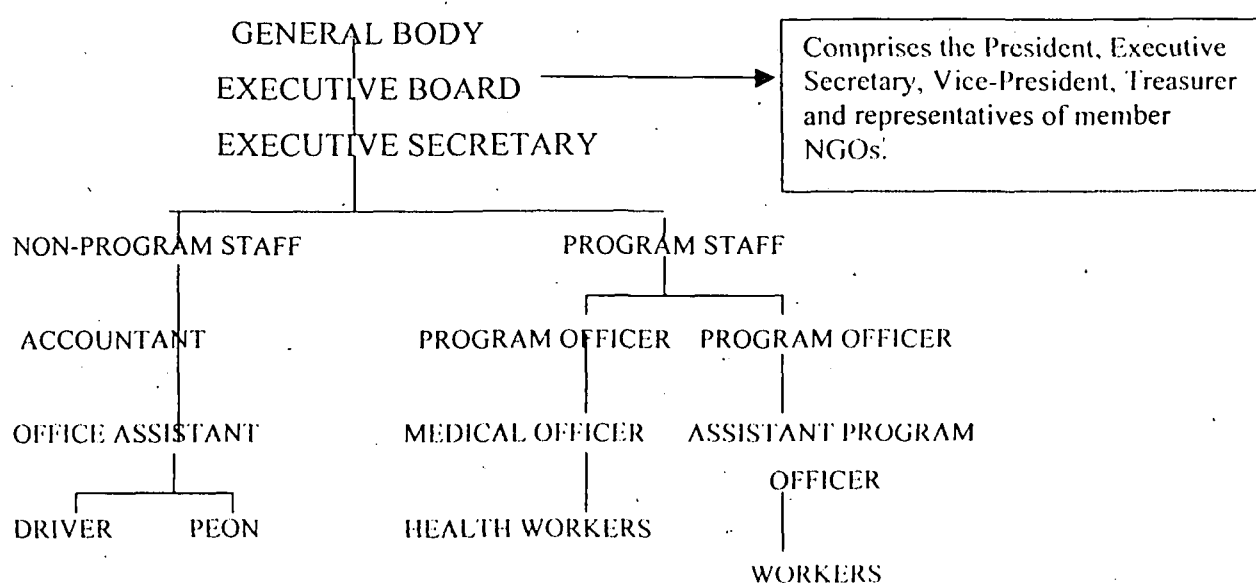
### **Management Process: An Overview**

**Planning:** Planning is a major exercise carried out by the individuals in the organization. At the beginning of the year staff meetings are held, where they plan the activities and ways and means to carry out the same. From time to time they have project team meetings where planning and review of work related to projects is done. Action Planning for activities is carried out for a period of fifteen days to three months, depending on the project. Normally the project teams assemble together and conduct planning, which is overviewed by the respective project coordinators and the program officers. This may be supervised by the Executive Secretary.

*Specific methodology to carry out activities:* VHAA is guided by the 'Primary Health Care Approach', wherein promotion of health is based on action in socio-economic as well as health care sectors. VHAA works in the field of community health through training, capacity building, and dissemination of information, campaign and advocacy. They use appropriate communication methods to educate their target segment and bring a change in their mindset like enacting street plays, puppet shows,

designing or making posters and publications. Thus, they are able to encourage the target group. Till some time back, VHAA used to work through its partner NGOs to reach the community by facilitating training, capacity building, information dissemination and funding (for the NGOs). They did not have direct intervention with the community. But now they have started working more and more with the community. The 'three years evaluation' carried out by VHAA revealed that though VHAA was doing good work, but the visibility was not there. Hence now they are focusing on direct intervention.

**Organizing:** The Organization Structure of VHAA is depicted in figure 4.19.



**Fig.4.19: Organization Structure of VHAA**

- The General Body is comprised of all members of the organization. All major decisions affecting the total organizations should have the approval of this body.
- The Executive Body is comprised of the President, the executive Secretary, the Vice-President, treasurer and representatives of the member NGOs. It is the most powerful body as the approval of this body is required on all important decisions. It is the highest decision-making authority.
- The Executive Secretary is the chief functionary of the organization and the most powerful person in the organization. Though power and authority has been delegated to others, still she has to be consulted prior to taking important decisions.
- The Non-Program Staff is engaged in administrative work and is not directly involved in the organizational field activities or projects, for example the accountant



is engaged in financial management activities of the organization and is responsible for maintaining accounts related to programmes. They are stationed in the Head Office and assist the Program Staff in their work.

- The Program Staffs are directly involved in the various developmental programmes of the organization. The overall responsibility of the programmes is shouldered by the *Program Officer*. He or she is made responsible for planning, monitoring and evaluation of the programmes. The function of the Programme Officer is also to coordinate the different projects, which are carried out by the organization. The Program Officer reports to the Executive Secretary. The job of the *Assistant Program Officer* is to support the Program Officer to carry out his or her responsibilities effectively. The job of the *Medical Officer* is directly related to the health related programmes, especially those where medical interventions are required. He or she reports to the Program Officer. The field related tasks are carried out at the primary level or the grass roots level by the workers. They are aided by the Program and the Assistant Program officers.

**Staffing:** This aspect can be discussed under the following heads.

*Recruitment:* For certain jobs like that of the Programme Officer, the Assistant Programme Officer, the Medical Officer and the Accountant, advertisements are placed. The job incumbents are selected through interviews. References from known people are also utilized in this context.

Medical officer is presently the only professionally qualified person, but people are given professional inputs through training. Many of these people are with experience. Now with the availability of funds, they are looking forward to employing professionally qualified people.

*Role clarity:* Job description and Job specification exists at present. Hence they know what kinds of people are required for different kind of jobs. A proper task analysis is done in order to design a responsibility profile. Role fitness is looked into. The role, responsibilities and authority are clear as these are given in writing to the jobholders. Extra assignments entrusted to them are also given in writing. There are very few cases of role conflict. One such case is as follows.

Previously two Executive Secretaries were appointed whose roles were not defined and segregated properly. Hence it gave rise to lot of confusions regarding authority and responsibilities, leading to some kind of interpersonal conflict. One was trying to

dominate others sending wrong signal to the team members. Fortunately that did not continue for a long time, as one of them had to leave the organization due to personal reasons. Hence today they take care to make role profiles clear.

### **Directing/Leading**

*Leadership:* Participative leadership is practiced in the organization, where the subordinates are consulted in the decision-making process. The organization tries to motivate people towards competitive and professional growth by updating their skills and knowledge, providing conducive working climate and a good remuneration. The leader is also able to motivate the people by involving them in the decision-making and OD process.

*Communication:* The communication system in the organization is very informal. The communication flow is top to bottom, bottom to up, horizontal and all channel. A formal communication channel is absent. Within the office it is mostly verbal.

The *verbal forms* are as follows: regular staff meetings are held, where minutes are written and signed by the members present. Examples of these are the project meetings that are carried out regularly; the staff meetings that are held once to thrice in a month. Job instructions and requests are also carried out verbally. One to one interactions are held verbally.

The *written forms* of communication is comprised of the assignments that are given in writing; written communication with the field that is carried out side by side with telephones and fax; written reports that are to be submitted by the project staff; written memos that are issued when someone is absent from work and when an urgent information / message need to be given; communication with the member NGOs and the monthly reports that are submitted by the programme staff.

### **Control**

*Monitoring and evaluation:* For monitoring of work, regular field visits are given by the Program Staff and the coordinators. Project Staff submits written reports on programme work in a format designed by the organization for the particular purpose. Both internal and external evaluation studies are carried out. Internal evaluation is conducted periodically by the organization. For internal evaluation, work is observed, feedback is taken from the organizational members and the target segment, and various reports are checked in order to assess organizational/project group performance. Every year external evaluation is conducted by donor agencies in

agreement with VHAA. Based on their findings and recommendations new policies are framed and action planning is done.

### **The Individual dynamics**

*Organization Culture:* Work culture is observed to be positive. Working Climate is good, where one feels satisfied and at home. A very good interrelationship is prevalent amongst the individuals. People perform all responsibilities entrusted to them with cooperation, mutual trust and understanding. Everyone does every kind of job for example, preparing and serving tea, welcoming guests etc. People are professional in work. They have no rigid office hours. People are committed towards their work. They even work after office hours and during holidays. Emphasis is on transparency and accountability. It is not family owned, and do not operate from some member's house. Barring some trivial work related conflicts, no major conflict has arisen. Agreement on group goals exists. Nobody try to influence or dominate others.

*Values* that are to be adhered by the organizational members /staff are- to feel and act against gender biases, child exploitation, smoking; to stress on women representation, for example, apart from the employees, one third of the representatives in the executive board are women; to have a small family; to develop girl child; to maintain transparency and accountability in official practices; to have commitment towards work; to emphasize on honesty; to popularize use of drugs of Indian system of medicine.

*Individual hampering the organization:* Cases of individuals hampering the organization are very limited. In this context a case can be cited. Two individuals, who were taken in projects, tried to pollute the atmosphere of the organization. During official hours they tried to start gossiping, coaxing individuals against the organizational procedures etc. They even tried to form groups in this process and instigate them to do negative work, but they were not successful as the employees were strong willed, had trust in the management, and were committed in their work. They informed the management about this. When the Executive Secretary started questioning the two individuals about their work, they realized that it was not possible for them to continue with their ill behavior in the organization, and ultimately they had to leave.

*Contribution of individuals:* All individuals have tremendous contribution towards their organization and especially the Executive Secretary and the Program officer.

They deserve the credit for bringing fund and designing developmental initiatives for the target segment, framing policies and plans, and imposing controlling mechanism.

*Influential Persons and Power:* The most influential persons are the Executive Secretary and the Program Officers. This is due to their position, knowledge and expertise.

### **The Group dynamics**

*Types of groups:* The organization is characterized by only formal group, no informal groups exist. They are the ones who are carrying on the life of the organization. The different types of formal groups are the *Project Teams* and a *Core Team*, that is the working team of Guwahati..

*Intergroup Relations:* They have very cordial relations within the team, among different teams and across the departments. Mutual trust and cooperation exist amongst them. They extend help, seek guidance and support from each other. They conduct a lot of quality teamwork, and feature all the characteristics of *High Performance Teams*. They constantly endeavour to succeed in the objectives considering both the organization as a whole and the project teams. The teams have constant interaction with each other to bring improvement in the work processes.

*Conflict:* No groups are in conflict. Though previously some individuals tried to create it, they were unsuccessful.

*Contribution of the partners:* Relationship with the *target segment* is good. Working at the grass root level is satisfying as well as frustrating for the organization. In some places community participation is very good, for example, the 'CRY project in Golaghat District of Assam, on women and child development'. Though the funding of this project has stopped but the centres and the schools are running still with community support. VHAA while dealing with the grass root organizations, constantly try to see their professional needs in the areas like audit, registrations, liaison with Government etc.

The *sponsoring agencies* provide VHAA with capital, suggestions, encouragement, feedback through regular visit, and any kind of technical support, which is required. The contribution of the supporting agencies is enormous as they deliver valuable inputs related to training, guidance and suggestions.

*The social workers* have considerable contribution towards the organization. They are the first points of reference. They help in preparing community profile and further help in getting the community feedback

*Team Building activities / training* is conducted for the member NGOs, though nothing of that sort is held for the organizational members. Other NGOs are provided Capacity Building and technical support. Monetary support is minimal. VHAA has a network of NGOs. It is very satisfying for VHAA to work with those NGOs, which are committed and dedicated towards development. It is equally hard to work with some others who do not have healthy practices and are interested only in making money.

### **Change Management: Evolutionary Process**

**Changes Undergone:** The organization had undergone some changes in the past. These related to changes in the objectives and methodology of work. Initially its objectives centered around health, but now it is also development. Previously they used to work through other organizations and less with the community, that is, they had limited direct intervention. Now focus is on constant interaction with its primary target segment.

**Changes needed:** The need for change in vision, mission, objectives / interventions has been discussed in the organization. Now they are in the process of redesigning the vision, mission and objectives for next ten years. In this effort all staff members are being consulted and feedback sessions are being held to have their views. For bringing modifications, the issue has to be raised in the board and a resolution has to be passed in the general body meeting, which is held annually.

In future, VHAA would like to see itself as the prime non-profit organization in the area of health and development. The emphasis will be on direct intervention of projects, implementation of educational programmes, developing a more strong vision and mission statement, framing Staff Development policies, like Provident Fund policies, Personal Policy for the new staff, setting up a permanent premise and changing the name of the organization.

## OD Process and Interventions

This can be explained in following three steps.

The *Diagnostic component*: Efforts are given by the organization to adopt measures to diagnose different problems affecting the organization. This is depicted with the help of table 4.18.

**Table 4.18: Diagnosing Organizational Subsystems of VHAA**

Targets	Issues	Interventions
Total Organization	Problem identification and their solution, change, organizational Development, organizational policies, organizational performance and effectiveness, resource availability etc.	General council meetings, organizational workshops, internal and external evaluations, SWOT analysis, future search exercise.
Homogenous Groups	Problems faced by the groups/teams, team building related issues, analyzing strengths, weaknesses, opportunities and threats faced by the groups, PME etc.	Executive meetings, Project meetings, staff meetings, SWOT analysis, self-assessment exercises etc.
Dyads	Planning, getting feedback, problems and their solution, change etc.	Meeting of the Executive Secretary with the Programme Officer, meeting of the Program Officer with the Assistant Program Officer etc.
Individuals	Individual performance, skills and abilities, need for development, strengths and weaknesses.	Written reports in set formats, one to one interaction, Annual appraisals (self- assessment) etc.
Supra system	Change related issues, need for Organizational development, need for resources, problem diagnosis and solving; organizational effectiveness and	Feedback sessions with the target segment, community. Member NGOs; Interaction with the sponsoring and the supporting agencies; the internal and external

	organizational performance, environmental analysis, needs of the target segment etc.	evaluations which are conducted, for example, the three years evaluation; SWOT analysis etc.
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**Action Planning:** The diagnostic phase is followed by the action planning phase. In this phase the data obtained from the above exercises are used to plan the activities or programmes. VHAA involves all the team members in this phase. This is carried out usually in groups, where each member of the group participates. Then the Executive Secretary is consulted by the group leader for feedback. The Activity Planning of VHAA has been already discussed previously in this chapter.

**Programme Management:** Strong principles of Programme Management in terms of implementation, monitoring, evaluation and stabilization are adhered by the organization. Constant efforts are given to follow up implementation of the programmes by observation, getting feedback and imposing control measures. Need for modifications in the methodology of work or the strategies adopted are seen. Care is taken to maintain the new state of things by monitoring work, motivating people and providing essential support required by them.

**Illustrations:** The OD Process in VHAA can be better explained by citing some examples.

1. The Change of Organizational Approach from indirect intervention to direct intervention

**Diagnosis:** The external evaluation carried out by the outside agencies and their own evaluation revealed that VHAA was unable to have a greater impact on the society in general and their target group in particular because the latter was not aware of contribution of VHAA towards the developmental programmes meant for them. Hence, VHAA conducted series of discussions with its stakeholders namely, the target group/community, the funding agencies, supporting agencies, the member NGOs and with all organizational members. In the process VHAA tried to carry out its own introspection. All these reflected that VHAA have not come to prominence as it had carried out its programmes through other member NGOs.

**Action Planning:** Once VHAA was aware of its weakness, it planned to resolve the same and enhance the organizational strength. For action planning they involved their funding and supporting agencies, the member NGOs and the organizational members.

All of them suggested that VHAA should combine direct intervention for carrying out developmental work with networking (with other NGOs). An action planning was carried out. This also included a planning for resource and the organizational developmental support that would be required. This was approved by the General Body and the Executive Body.

*Action Implementation:* The organizational members conducted implementation of the action plans. Extra manpower was recruited, who were stationed in field and carried out direct intervention with the target group. The Executive Secretary made sure that the program staff received total organizational support to carry out the activities.

*Monitoring and Control:* The Executive Secretary and the Program Officer regularly monitored the work of the Program Staff through field visits. Monthly reports were obtained from the program staff including the Program Officer. Weekly project meetings were held. Both external and internal evaluations were carried out to understand the success rate of the direct intervention.

*Stabilization:* Once the evaluation revealed that the action plan carried out was successful, the organization tried to stabilize it. They increased their interaction with the community or the target group in order to understand their needs and expectations in a better way. The organization encouraged the community to become their partners in development. VHAA also tried to motivate its members to sustain the momentum.

2. Addition of objective: from working only for health to work for community development.

*Diagnostic Phase:* It was similar to the above illustration. This issue came up during interactions with the target group and the member NGOs. The organization realized that along with health, the target segment had other unfulfilled needs too. For example, to bring about health awareness it is very important that they are educated first.

*Action Planning Phase:* In the action-planning phase, VHAA at first held discussions with the target group and the member NGOs. This was followed up by brain storming sessions within their organization to decide on the nature of activities that could be considered. The organizational members prepared certain 'Project proposals' in this phase, which were submitted to various funding agencies. The Chief functionaries held discussions with these agencies to see feasibility of these Projects.



*Implementation Phase:* Once the Projects were sanctioned by the sponsoring agencies, these were implemented by VHAA and the member NGOs. Project guidelines were followed to carry out the activities.

*Monitoring and evaluation phases* are similar to the previous illustration. They are unable to stabilize the results yet.

**Success and failures of the OD Process:** Till now the organization is successful in its change management initiatives and OD effort, though their strategy to work for development is still in the testing phase. The initial results are encouraging.

**Strengths and weaknesses of the OD process:** The involvement of all the organizational members in the OD process is a major strength. Another positive side is the external and internal evaluation, which is carried out, thus the presence of a strong PME, is evident. On the other hand, VHAA should try to involve the target segment more in its OD effort. Direct involvement of the target segment is only recent.

**OD Activities related to training:** These are mentioned below.

1. VHAA has a Programme Officer who is assigned the job of training coordinator.
2. OD workshops are held for the organizational members and the partner organizations.
3. The organization arranges various kinds of OD activities like, team building activities, capacity building and skills enhancement initiatives, organizational building and strengthening, strategic management activities, regular staff meetings, project team meetings and core team meetings.

**SWOT analysis:** Following are the strengths, weaknesses, opportunities and threats of VHAA with relation to OD.

**Table 4.19: SWOT Analysis of VHAA**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• A participative approach is used in carrying out work processes.</li> <li>• A good work culture and work climate prevails, where people feel at home.</li> <li>• Appropriate planning, reviewing/</li> </ul>	<ul style="list-style-type: none"> <li>• The No written vision and mission statements exist.</li> <li>• Many employees are not aware of the vision and mission of the organization.</li> <li>• Goals and objectives of the organization</li> </ul>

<p>monitoring and evaluation of activities are carried out.</p> <ul style="list-style-type: none"> <li>• Organizational members are committed towards their work.</li> <li>• It uses suitable methods of communication like street plays, puppet shows, posters, and publications to educate the target segment and bring a change in their mindsets.</li> <li>• SWOT analysis for the organization is done by the member organizations and accordingly corrective measures are taken.</li> <li>• Job description, job specification and role clarity exist.</li> <li>• Transparency and accountability are emphasized.</li> <li>• A mixture of both oral and written communication is used.</li> <li>• Conflict is almost non-existent.</li> <li>• Flexibility at work</li> <li>• VHAA has built alliances and a strong NGO network</li> </ul>	<p>have not been modified to the desired extent.</p> <ul style="list-style-type: none"> <li>• Earlier VHAA did not have any sort of direct intervention with the community.</li> <li>• No team- building activities are carried out for the members of the organization.</li> <li>• Systematic procedure of environmental scanning is absent.</li> <li>• Limited number of professionally qualified people exist</li> <li>• Shortage of manpower exists.</li> <li>• Though the members in the staff meetings carry out self-assessment, but it is done only verbally. No written statements are taken. A systematic method of self-appraisal is absent.</li> <li>• No set procedure is available to look into the needs of the people in the organization.</li> </ul>
<p><b>Opportunities</b></p>	<p><b>Threats</b></p>
<ul style="list-style-type: none"> <li>• They are able to efficiently utilize their strong NGO network to carry out developmental activities even in areas where VHAA does not have its presence.</li> <li>• The good group and individual dynamics prevalent in the organization can help the organization to bring change in the</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of clarity of vision and mission may deter the organization from moving forward in the right track.</li> <li>• Lack of direct intervention by the organization may create a gap with the target segment</li> <li>• Due to absence of a proper procedure for environmental scanning, the organization</li> </ul>

<p>organization.</p> <ul style="list-style-type: none"> <li>• The good relationship with the sponsoring and supporting agencies could be utilized to procure funds and support respectively to carry out different activities.</li> <li>• NGO friendly policies of the government</li> </ul>	<p>might be incapable of appropriately responding to the demands or changes in the environment.</p> <ul style="list-style-type: none"> <li>• If the organization do not look seriously into redefining their goals and objectives, it faces a threat of stagnation.</li> <li>• Shortage of manpower and overburden of work may force some good people to leave the organization.</li> </ul>
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### Conclusion

Voluntary Health Association of Assam is amongst a few successful NGOs, who have tried to build up capacities of other NGOs by providing them the necessary support so that they are able to fulfill the common mission of serving the target segment in a better way. The organization has build up a good network of alliances with other NGOs, and funding and supporting agencies. Though earlier the organization was conducting indirect intervention through other NGOs, but now it has initiated direct intervention to deliver services to the target segment. Previously VHAA was carrying out work only in the area of health, but now they have extended their activities in other areas too. The organization is able to maintain a good work culture. Individual and group dynamics are good. The leadership is very dynamic. Flexibility at work within limits is permitted. People are clear about their roles. Though the individuals lack professional qualifications, but they are able to professionally manage their work and projects. People in the organization perform multiple assignments and hence at times they are overburdened. VHAA will be more successful if effort is given towards proper environmental scanning and analysis, documentation of their work and outcomes, and conducting different kinds of OD activities like visioning, formal group diagnostic and team building activities. They must bring changes concerning their vision, mission and objectives. The organization needs to be more transparent. The organization is likely to benefit if it integrates itself with the society in general.

## **Chapter – 5**

# **LESS SUCCESSFUL NGOs: THE CHANGE MANAGEMENT PROCESS**

For the purpose of this study two less successful NGOs were selected. For selecting the less successful NGOs, the criteria used are as follows: NGOs that were very successful previously, were renowned in their area of work and carried high credibility amongst its stakeholders, but now these characteristics have greatly declined. They are no longer seen as successful and dynamic organizations by the stakeholders and the society in general. Further, they are those NGOs, who have scored poor ranks in the success criteria/parameters in the feedback provided by the stakeholders. The two less successful NGOs selected for the study purpose are Indian Council of Child Welfare, Assam Branch and Kasturba Gandhi National Memorial Trust, Assam. The Head Quarters of both the organizations are located in Guwahati. A brief profile of these two NGOs is presented in chapter 3. In this chapter the data collected from them are presented in detail in a format common to both.

## THE INDIAN COUNCIL FOR CHILD WELFARE

### *ASSAM STATE BRANCH*

#### **Organization Profile**

**Origin:** In the early 1960s, the government of India felt the need for an organization which would solely work for the cause of child welfare, one that could guide the government in policies regarding child welfare and could liaison between government and non-government agencies. Development of this area became one of the topmost priorities for the government and the country. Thus Indian Council of Child Welfare (ICCW) was established in the year 1968 with a government-aided fund. Subsequently branches of this organization were formed all over India. In Assam the organization came into existence in the same year and is autonomous in its functioning.

**Area of Operation:** ICCW, Assam branch operates in fifteen districts of Assam.

**Vision:** The organization does not have a vision statement. The study revealed that none of the organizational members could state the vision of the organization.

**Mission:** The organizational members stated the mission to be 'Child and Women Development', but a mission statement was found to be absent.

**Objectives:** The objectives are laid down in the constitution of the organization. The main objectives are as follows -

1. To coordinate and render help in the activities related to the development of child welfare movement in the state.
2. To be the link between the official and non-official agencies/ organizations at the local, town, city, district, division and state level, working directly or indirectly for welfare of the children, and to persuade the said agencies to be the members of the council.
3. To work as liaison among the voluntary agencies and between the voluntary agencies and the governmental agencies or departments for maximum cooperation, eliminating duplication, procuring more resources and ultimately securing continued improvement in standards of childcare.
4. To organize public opinion in the area under its jurisdiction in order to secure progressive legislation (related to child welfare), its better enforcement and its proper co-ordination with similar measure in other state of Indian Union, and with the total welfare policies and programmes of the country as a whole.
5. To organize conferences, seminars, study group, workshop, publish literature of topical and long range significance, and to conduct research with special reference to conditions within the state.
6. To initiate action for promoting Child Welfare Services in neglected area and setting up essential pilot projects.
7. To undertake studies of programmes of member agencies and the community, to locate the difficulties experienced in formulating and implementing child - welfare programmes and joint action.
8. To influence the formation of general child welfare policies and programmes within the state.
9. To send delegates to conferences, seminars, etc. and to co-operate with other agencies serving children directly or indirectly within the jurisdiction of the state territory.
10. To receive grants, donations, fees or subscriptions and manage and administer the funds at the disposal of the state council.

The promoters have laid down the objectives. No new objectives have been set.

**Activities:** The activities of the organization can be presented in table 5.1.

Table 5.1: Activities of ICCW

Sector	Name of the Programme	Funding agency	Description of Work
Child	•Creche Programme	Social Welfare department.	Under this programme, health care, immunization, non-formal education and recreation facilities are provided to children belonging to the age group of one year to five years. There are thirty four creches in operation under this programme.
	•Integrated programme for street children	Various agencies	There are six centres and three hundred children under this project at six places in Guwahati. Non-formal education, supplementary nutrition, health services, recreational activity, vocational training, rehabilitation and referral services are provided to the destitute, deprived and the neglected children. Services are provided in each centre under the supervision of an experienced and qualified street education and part time vocational trainer.
	•Childline programme	UNICEF and Corporate sector.	CHILDLINE 1098 is a nation-wide twenty-four hours free phone emergency outreach service for the children in need of care and protection. It responds to the need of the children and links them to long term service. In Guwahati it started functioning from the year 2001. ICCW

			(Assam) has been entrusted the responsibility of becoming the nodal Centre to run the CHILDLINE programme in Guwahati in collaboration with NIPCCD.
Family	•Family Counselling Centre (F.C.C)	Social welfare Department	The State Council assisted by Assam State Social Welfare Advisory board runs the F.C.C. It is attached to the state CID (police) headquarters at Ulubari, Guwahati. It has been handling the cases mostly related to familial disharmony, women harassment, dowry, and negligence to girl child.
Health	•Mother and Child Health  •Reproductive Child Health (RCH)	UNICEF  Voluntary Health Association of Assam (VHAA)	Under this programme the focus is on the health of the mother and the child.  The activities conducted to achieve the goal under this project are: -Sensitization meeting, formation of welfare committee, orientation in participatory learning and assessment techniques on maternal mortality, review meetings, traditional birth attendants training, baseline survey, women group meeting.  This programme is focused on children and women of the reproductive age. Emphasis is on building awareness amongst the target group and imparting training to the health workers.
Training	•Anganwadi Training Centre	World bank through State Social Welfare Department	From 1978, Indian Council for Child Welfare, Assam State Branch is entrusted with the responsibility of conducting the training programme for grass root level





## **Partner's Profile**

**Employees:** The strength of permanent Staff in the organization is ninety-seven and that of the Project Staff is one hundred and ninety five in the year 2003. Some of the project staffs are permanent whereas many are not. Mostly these staffs work on contractual basis. The detailed break up under the projects is as follows.

*Udisa/anganwadi training programme:* Field Officer-one, staff (clerk)-one (based at head office). They have nine training centres each having Principal- one, instructors-two, craft teacher-one, hostel warden-one, accountant cum clerk-one and guards-two. Thus for nine centres they have seventy-two people; *Street children programme:* coordinator- one, street educator- one, vocational trainer-one, helper-one. They have five centres hence the total manpower in this project is twenty; *Family Counselling Centre:* coordinator-one, counselor-two, accountant cum typist-one; *Reproductive Child Health:* coordinator-one, field level officer-two; *Child Line:* coordinator-one, paraprofessional- one, team member-eight, volunteer-two; *Creche:* creche helper-two, helper-one. They have creches in every district of Assam; *Sarva Shiksha Abhijan (SSA):* Coordinator-one, project assistant-one, field worker-seventy-seven. According to the information provided by the NGO in the month of June of the year 2005, there are sixty three full time staff and twenty seven part time staff apart from several honorary workers.

**Target People:** It is comprised of women, children and the community in general. The members of the organization regularly visit the target segment. Regular feedback is obtained from the target segment, which helps in prioritizing of their needs, planning of work through participation, and assessing their response to the developmental initiatives of the organization. There exists scope for improvement of relationship with the community to which the target segment belongs.

**Sponsoring Agencies:** Their projects are funded by the government agencies like, Ministry of Social Welfare, Ministry of Social Justice and Empowerment, Ministry of Child Welfare, Sarva Shiksha Abhijan etc. Very few non-profit organizations like Voluntary Health Association of Assam are associated with the organization. The organization needs to look forward for funds other than the government. Substantial efforts are not made by ICCW for getting the consent of funding agencies to sponsor their work. Rather it expects the sponsoring organizations to approach them of their own. This attitude needs to be changed.

**Supporting Agencies:** The organization is supported by agencies like NIPCCD, Gyan Vigyan Samiti Assam, Voluntary Health Association of Assam, SSA etc.

**Promoters:** There were twenty-nine founding members. One of the promoters, Smti Amiya Chaliha, is the present president of ICCW. Government of India was instrumental in establishing this organization.

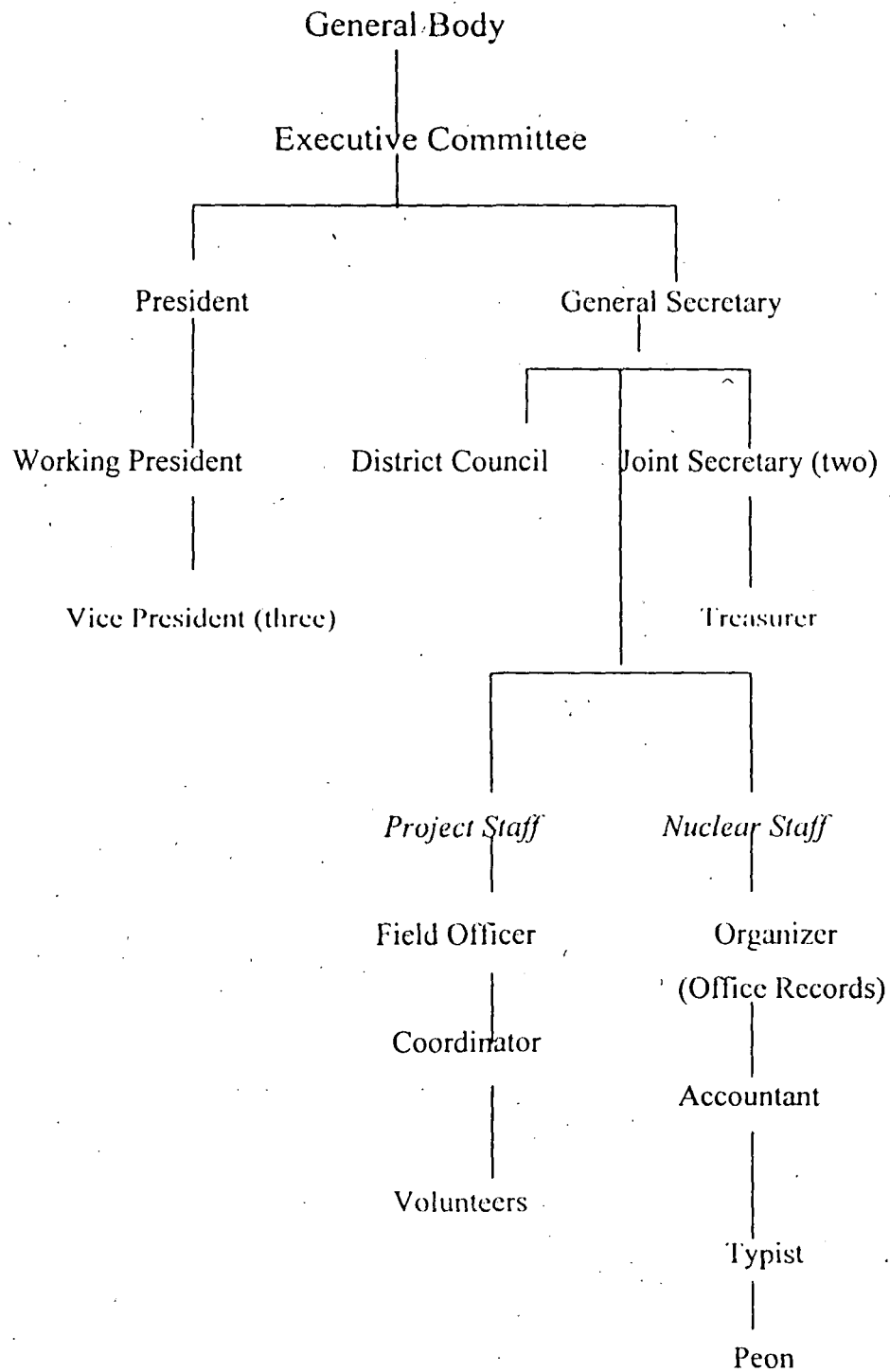
**Net working:** Only recently networking with other agencies both government and non-government have been initiated with a project entrusted by Sarva Shiksha Abhijan, and linkages are established with other non-governmental organizations like, Voluntary Health Association of Assam, Bosco Reach Out and Gyan Vigyan Samiti Assam.

**Social workers:** Some eminent citizens from the society are involved in the organization's activities on voluntary basis. They help the organization in carrying out its activities.

### **Management Process: An Overview**

**Planning:** Activity/Programme Planning is the foremost in planning. Annual action plan is made activity wise. Most of these action plans are made by the sponsoring agencies. No rescheduling can be done in these plans. Planning is also included while designing projects. The Field Officer sits with the Project Coordinators for framing the plans, who in turn sit with their staff in order to chalk out plans. Action plans are made day wise by the Coordinator, District Resource Person and the Field Officer collaboratively. Different action plans are made for different kinds of job. The plans are implemented according to the project guidelines (given by the sponsoring agencies or formulated by the organization).

**Organizing:** The Organization Structure of ICCW can be represented by the following chart (fig.5.1).



**Fig. 5.1: Organization Structure of ICCW**

1. The Executive body is the highest authority. All major decisions require its approval. It is comprised of all Office Bearers of the State and District Council, two representatives from each District Council, two corporate members, three other members elected from among the members of the State / District Council at annual

general meeting, members with special knowledge in Child welfare and former presidents of the ICCW of Assam state branch as ex-office members. The Executive Committee has the power to set up a Standing Committee for conducting the day to day business of the Council. The Standing Committee would exercise such powers and functions that are laid down in the standing orders. In addition, the Executive Committee may by resolution delegate to the Standing Committee any of its powers and functions under the rules, except those which are required to be performed by it under the rules.

2. The job of the President is advisory in nature. The duties of the President is to preside over the meetings of General Body, Executive Committee and Standing Committee; to further the policies of the council with all concerned and to take such steps from time to time as may be necessary for furthering the aims and objectives of the council; and to tour the state and the District Councils. The President's approval on all important matters related to the organization is essential. The Working President and the Vice President work on behalf of the President if nominated by him or her. They carry out the functions that are delegated by the President. The Working President is assisted by the General Secretary in the day to day operations of the organization. The activities of the organization are jointly monitored with the General Secretary. Further she helps in generating funds for the organization and is an important part of the decision making process.

3. The General Secretary is the Chief Executive of the council and is responsible to the Executive Committee for the execution of the policies and programmes of the council in accordance with its aims. The other responsibilities are to submit the Annual Report and Periodic Progress Reports of the work of the State Council from time to time; to delegate such powers and duties as may be deemed necessary for the smooth functioning of the office to one or more officers of the council; to visit various District Councils from time to time and guide their work; to organize new District Council wherever necessary. The job of the Joint Secretary is to assist the General Secretary in his or her official work.

4. The duties of the Treasurer are to assist the State Council in raising funds, supervise and maintain the entire accounts of the State Council, advise on all financial matters of the State Council, submit the Audited Annual accounts and Budget Estimates of the State Council in consultation with the President and the General Secretary.

5. The Project Staff constitutes of a Field Officer who supervises few projects, the Coordinators of the different Projects and the volunteers. They are responsible for planning the activities related to the specific projects in consultation with the General Secretary. They are also responsible for monitoring the activities and adhering to the control measures. The Volunteers are the field level workers, who work at the grass roots level.

6. The nuclear staffs are those responsible for carrying out the official work. Prominent among them is the Organizer whose main job is to maintain and keep a track of the official records.

7. The District Council consists of a District committee. These committees are formed at the respective District Headquarters with the members who are the local people of such places. These Committees will advise the Executive Committee on matters relating to their districts.

### **Staffing**

*Recruitment:* For most of the paid jobs, individuals are selected by the process of placing advertisements and conducting interviews. Government guidelines and Project guidelines are followed by the organization for this purpose.

*Professional Inputs:* Professionals with Home Science, Social work/ sociology, education, psychology and commerce backgrounds are inducted in the organization.

*Role Clarity:* Orientation and refresher course, and skill based training are organized to bring about role clarity. After appointment, role / responsibilities are being intimated to everyone. Though job descriptions are absent but written Job Responsibilities are given to the coordinators.

### **Directing/Leading**

*Leadership:* Though the leadership is participative to some extent but it is unable to motivate the members sufficiently. The leadership is unable to devote sufficient time to the members and hence a dearth of able guidance is felt by the individuals working in the organization. As the tenure of leadership is short, it is unable to make a greater impact on the organization, its members, the organizational policies and strategies. Moreover the decision- making is not fast.

*Communication:* Communication is carried out verbally within office through telephone and interfaces. Verbal discussions are held within the program staff. Every Saturday the coordinators sit with their team to discuss work related issues. Many a times these are also participated by the Secretary. Written Communication is carried

out with field and the outside agencies through, letters, fax, emails and District Reports that are prepared by the coordinator or the field officers. After field visits, written reports are submitted.

In projects like that of UNICEF, SSA and RCH, field visits are paid by the coordinators wherein different problems are discussed with the volunteers and the target segment, and suggestions are provided. Decision making is carried out through discussions with the Secretary, but for many decisions it is ultimately taken by the Secretary. Regular field visits are given by the General Secretary. She is sometimes accompanied by the President and other members of the executive Committee.

**Controlling:** Monitoring and evaluation of work is done by asking for feedback (at least once in nine weeks). Every Saturday the directors of nodal (ICCW) and collaborator (NIPCCD) agencies meet at CHILDLINE office with coordinators, team members of CHILDLINE project to review the activities of the project and to pledge to work together as a family. Regular supervision of the work is carried out by the Coordinators /Supervisors and Secretary. Written reports are submitted by the District Secretaries and the need for improvement, modification and correction is stated.

The *SSA project* has a well devised monitoring and evaluation system. Monitoring and evaluation in case of the said project is conducted in the following way. Meetings are held every fifteen days with the volunteers to discuss their problems. Sharing in the meetings is followed by group discussions, which are feedback sessions. Field visit is given by the SSA Supervisor and the District Inspector (of schools). Monitoring formats exist, which is filled up by the volunteers after a period of fifteen days. Monthly reports by Coordinators are submitted to the Secretary.

### **Individual Dynamics**

*Organization culture:* To work for welfare and the poor, dedication, in being non-profit and non-political in characteristic, are some of the values that are held by ICCW. Collaborative work and a friendly work culture are reflected at the staff level, but while dealing with the office bearers it is more formal and a distance is maintained. Working climate is conducive, and usually without conflict, barring a case of a lady member who held the aspiration to be selected for an office bearer's position. She tried to create conflicts and an unhealthy atmosphere in the organization to serve her purpose. But, she was terminated by passing an executive body resolution.

The office bearers are senior members, who are elderly, unable to attend the office regularly and give appropriate amount of time for organizational work. This cause delays in the activities and specially the decision-making process. Though the young group of staff is enthusiastic, but gradually their morale is going down as they feel the lack of proper guidance and support to carry out their work, especially at critical times. Thus the level of motivation is low except for certain projects like SSA, where the individuals are motivated by the funding agencies.

The staff and the members were unable to state the objectives of the organization, though those working in projects could relate it to their own area of work. Objectives are referred when proposals are made or when some work is taken up. An illustration can be cited in this context. When the coordinator of Sarva Shiksha Abhijan(SSA) project was asked about the mission and objectives of ICCW he could state only for his project which is as follows-

**Mission:** Universalization of elementary education, which is actually the mission of SSA and only one of the objectives of ICCW. The objectives stated by him were those of SSA.

It was observed that the Project Coordinator of SSA was very committed to his work. But he was speaking as if SSA is the institution primarily for which he is working rather than ICCW. He was very motivated and influenced by his work, the target segment, the orientation programmes of the sponsoring agency and the sponsoring agency's officials.

*Contribution of the individuals:* The founding member Amiya Chaliha and the present working president, Anjali Baruah had great contribution towards the organization. They were very committed towards their work in bringing this organization to the forefront of development. The contribution of some members is enormous in getting the projects recommended in the name of ICCW. The contribution of the General Secretary, President, and Working President is high because of their dedication towards social work. They are also the most influential persons in the organization because of their knowledge, work and position.

*The influential/powerful persons:* The most influential persons in the organization as perceived by other members are, Smiti Sabita Baruah - General Secretary, Smiti Anjali Baruah – Working president, Mr. D. Dutta - Field Officer and Smiti Nibedita Hazarika – coordinator in charge of SSA. Where as the former two are dynamic and dedicated towards their work, Mr. D. Dutta is knowledgeable and expert in some



areas. Smiti N. Hazarika overviews the activities of SSA and possess knowledge in that area.

The organization is not dynamic rather there is inertia in its functioning. SWOT analysis is not carried out for the organization and its people. Performance Appraisal system does not exist.

### **Group Dynamics**

*Types of groups:* The different types of groups or teams that exist in the organization are the Project Team, office staff team, honorary members, Ward Education Committee, School Managing Committee, Local Council and the Executive Body. The project team is involved in carrying out fieldwork, field-related decision making and problems solving. The honorary members specially the office bearers are the prominent people responsible for making decisions and solving organizational problems. 'Ward Education Committee' in each district is formed according to the government guidelines, and is comprised of the leading citizens. Regular discussions with this committee are held especially in case of solving problems and carrying out special campaigns like enrolment drive, which are attended by the Secretary and the other Office Bearers apart from the program staff.

*Contribution of the partners:* ICCW has a limited number of partners. Its relationship with them is good. They have considerable contribution towards the organization. This aspect is discussed below.

*Target Segment:* The Target Segment help the organization to select the committee members (village level committee); assist the organizational members in arranging and conducting awareness campaigns; help the organization to improve relationship with the community and encourage the members from the community to participate in motivational camps; extend support to the mission and objectives of the organization, for example, sending their children to school etc. Limited effort is given by the organization to find out the needs of the target segment.

*Sponsoring agencies:* The sponsoring agencies have a good relationship with the organization. For example in the Sarva Shiksha Abhijan Project (SSA), ICCW is in constant touch with the SSA office through the District Resource Person (Government Representative).

*Supporting and sponsoring agencies:* The supporting agencies assist the organization in framing the guidelines for carrying out work, and conducting training programmes.

'Team Building' activities are conducted occasionally both project wise and collaboratively for all at the behest of the sponsoring agencies.

*Promoters:* The promoters help the organization in collecting funds. They also extend their honorary service towards it.

*Social Workers:* The help of local leaders and Social Workers is sought at the village level. For example in projects like SSA, help /support of people from Ward Education Committee, School Managing Committee, Local Council (all constituted by Government) is sought. They help in solving problems related to the community or the target group. These people act as messengers, assist ICCW in conducting awareness campaigns and in convincing people to accept and participate in the activities of the organization.

### **Change Management- Evolutionary Process**

**Changes undergone:** ICCW has hardly adopted any change except inclusion of certain activities at the request of the funding agencies. Change related issues are discussed very informally. In the year 2002, a meeting was held to discuss some issues related to change in organizational policy specially one concerning the term of leadership. The other issue was related to difficulty of finding good people to work on honorary basis for the organization. Ironically, this meeting did not lead to any kind of change.

**Changes needed:** The members expressed that there is need to recruit professional people in order to take up income generating activities. More skill enhancement programmes need to be conducted by the organization and the employees should be assured of more job security. The organization should inculcate enhanced dynamism and the leader should be able to devote more time to the workers. They feel that ICCW require a paid employee, who should act as the full time coordinator of the organization. Though now this is the responsibility of the General Secretary, but her tenure is only for two years. By the time she gets adjusted to her responsibility and starts doing some meaningful work, her term nears completion. Further experts in the area of 'Child and Women Development' are required. In future they would like to start up a training project for housekeeper with special focus on Shelter Home and Orphanages. They need to accelerate their work towards strengthening educational and cultural values. Last but not the least, they wish to increase their activities in different districts by taking up work in newer areas.

## OD Process and Intervention

Limited OD Process and interventions are carried out in the organization. Often these are not utilized to obtain any useful information. These are discussed below.

**The Diagnostic Component:** This can be depicted with the help of table 5.2.

Table 5.2: Diagnosing Organizational subsystems

Targets	Issues	Interventions
Total Organization	Annual feedback.	Apart from the Annual General Body meeting, they hardly have made any effort to involve the whole organization.
Homogenous groups	Problems, PME (including feedback), decision making etc.	Review meetings, group discussions, Executive Committee meetings, Standing Committee meetings, District Committee meetings, Ward Education Committee meetings, Project meetings.
Dyads	Feedback, planning.	Review meetings, meeting between the General Secretary and the Project Coordinator/President, the Field officer and the Project Coordinator etc.
Individuals	Feedback	Verbal discussion, feedback report,
Supra system	OD, resource planning, organizational problems, feedback, change etc.	Sensitization meetings, women group meetings, review meetings, discussions and studies.

No special effort towards environmental scanning is given. Information related to changes in the environment is obtained from the funding and supporting agencies during participation in the seminars/workshops and from the studies undertaken by the organization on their target group.

**Action Planning:** Action planning is participative. It has been already discussed under the head 'Planning'.

**Programme Management:** Programme Management that is, the implementation, control and stabilization of the action programmes and the outcomes are focused by adhering to the monitoring and control measures.

**Illustrations:** The above can be explained by using some illustrations. But they relate only to problems, as examples of change are scarce. They are discussed below.

1. The problem related to the construction of a Harijan School.
2. The problem related to the construction of a Childline Office.

In both the above cases, the plots of land were situated in Guwahati city and were donated by the Government to the organization several years ago. They had temporary buildings. When ICCW attempted to construct permanent structures, it was heavily opposed by the residents/community adjacent to these, which later turned violent.

In case of '(1)', the people were instigated by some political parties to file a case against ICCW in the court.

**Problem Diagnosis:** In both '(1)' and '(2)', the diagnosis of the problems was done by convening an Executive Committee meeting.

**Action Planning:** In case of '(1)', the Executive Committee resolved to fight the case. Subsequently discussions were also held with the advisers of ICCW and the District Administration regarding the action which could be taken.

**Action Implementation:** In case of '(1)', the organization won the case. In case of '(2)', the organization with the support of its members, the District Administration, the Police force and its well wishers worked day and night to safeguard the place and construct the premises of the 'Child Line office'.

**Monitoring, Control and Stabilization:** ICCW used their power to solve the problems. In all these efforts the community was not at all involved. The community who opposed the move of ICCW had to bow down to the power or strength of the organization. Later, when the organization involved the social workers, it was able to gain the confidence of the community. Gradually the community understood that the organization had a noble purpose of serving the underprivileged in the society and they turned out to be less hostile at first and then cooperative. The organizational members also joined the social workers in this effort.

3. Problem related to resistance of people towards ICCW's attempt in educating child labour.

*Diagnosis I:* This was initiated by the funding agency (SSA mission). In this effort they involved the supporting agencies, the social workers, other NGOs and the Project team of ICCW (responsible for SSA project). This revealed that people were scared of getting caught in using child labour, for example in households, garages, hotels, shops etc. Further they believed that once these children are educated they will leave the jobs.

*Action Planning I:* This was done with the involvement of the members of the funding agency (SSA mission), the supporting agencies, the social workers, other NGOs and the Project team of ICCW (responsible for SSA project).

*Action Implementation II:* A number of awareness campaigns and motivational workshops to change the mindset of the society and the target group were conducted by the social workers, volunteers and the organizational members.

*Monitoring and control:* This was done through regular field visits, analysis of reports, monitoring the enrolment drive, holding feedback sessions etc. The results were not found to be encouraging. Hence, 'Action Planning' was carried out again.

*Diagnosis II:* It is similar to 'Diagnosis I'. Here the organization tried to look for reasons for failure of their previous actions and attempted to remove them through new action.

*Action Planning II:* It is similar to 'Action Planning I'. They tried to imbibe certain modifications in their earlier plans. They pledged to become more aggressive in their approach.

*Action Implementation II:* In this phase, the volunteers adopted two methods,

a) They tried to approach a particular neighbourhood and resumed classes for the deprived children.

b) If the guardians or the owners refused to cooperate, they were warned for stringent measures (to be taken by the District administration).

*Monitoring and Control:* ICCW has just initiated action 'a', for which monitoring is done through field visits. Controlling measures have not been imposed seriously.

*Success and Failures of the OD Process:* Most of the above illustrations were moderately successful. They failed to involve the organizational members fully and completely ignored the community and the target segment at the initial stages. That is why in most of the cases their OD process was not successful. They had exhibited power rather than perseverance.

Another case of failure is the organization's ability to get teachers for the Schools earmarked for SSA. Many of the teachers who have been transferred to these schools from other government schools are able to get their transfer orders cancelled through some influence. Hence, it has created a problem to the organization because it is unable to continue the mission of SSA with a handful of teachers. Though the volunteers of the organization have been working day and night to fill up this gap, but still a huge shortage of teachers remain. Discussions to sort out this problem are in progress with the government, social workers and funding agency (SSA), but they are not yet successful.

***Strength and weakness of the OD process:*** The major strength of the OD process is having periodic meetings or feedback sessions, which provide the scope for involvement of its members in this process. The weaknesses are that its members are always not involved in the OD process. Sometimes hurried decisions are taken by the executive committee and the action planning is imposed on them. The target segment is not involved in the OD process. There is lack of expertise in the area of OD in the organization. Except for a few projects their monitoring and evaluation in general is weak.

**Organization Development activities related to training:** The different OD activities are the various seminars, workshop, training courses attended by its members. These are presented below.

1. Project staff under UNICEF Project had attended the training programme on Capacity Building on Project Planning and Programme implementation of nodal agencies and RCH Partners organized by VHAA.
2. The General Secretary and the Coordinator of Child Line had participated a workshop on juvenile justice act 2001, organized by NIPCCID.
3. The General Secretary had attended a workshop on 'National Initiator on Adoption' sponsored by Ministry of Social Justice and Empowerment.
4. The Coordinator of UNICEF project on Mother and Child Health had attended the training programme on 'Project Formulation and Implementation' organized by International Service Association, Bangalore.
5. Two office bearers had participated the orientation course- 'Appropriate practice for child rearing to selected members and women bodies'.

6. Two project staff from UNICEF project on Mother and Child and Anganwadi Training Centre, Guwahati, participated in a workshop 'Skill Training in imparting Nutrition and Health Education for VOs' organized by NIPCCD, Guwahati.

7. NIPCCD organized a 'two-day orientation training' for office bearers of Family Counseling Centre.

8. Mr. D. Dutta, Field Officer ICCW had participated in the 'Course on Project Development and Management for NGOs' held at NIRD, Hyderabad.

9. Two members had attended a workshop on 'Human Empowerment' organized by Social Welfare Advisory Board in Guwahati.

10. Two executive members had attended workshop on Reproductive Health issues organized by VHAA.

11. The Vice-President of ICCW had attended the 'National Conference on the Child', held in New Delhi.

**Project-wise O D activities:**

*1. Project on Mother and Child Health*

It included,

- a) Training of trainers, i.e. the nurses, doctors, traditional birth attendants (TBA) and volunteers by reputed resource persons.
- b) Orientation of Participatory Rural Appraisal Technique and identification of community leader, TBAs, common diseases etc.
- c) Sensitization meeting and formation of village Level Health and Referral Committee.
- c) TBA training conducted at the civil hospitals under the Supervision of hospital Superintendents.
- d) General meeting of Village Level Health and Referral Committee. These are organized at the village level of the targeted blocks. These committees comprise of the Gaon Panchayat members, Gaon Burha, Anganwadi workers, trained TBA, nurses and Social workers.

*2. Project on Child Line*

- a) Training for Police, medical and other Government services organized by ICCW and NIPCCD to handle issues related to child.
- b) Time to time orientation and training programmes for the Child Line Staff are organized to keep them updated and motivated.
- c) In house training is organized for the Programme staff in related topics.

### 3. Family counseling Centre

- a) The counselor in charge of the centre had attended a two days workshop on 'Family Counseling Service-- need for professionalisation', organized by Central Social Welfare Board at New Delhi.
- b) The counselor had attended a ten days training course on 'orientation training for counselors of Family Counseling Centre' organized by Assam State Social Welfare Advisory Board, Guwahati.
- c) An in house training for counseling the street children was attended by counselors.

### 4. Sarva Shiksha Abhijan(SSA)

Training is imparted by SSA to the Project workers, coordinators and District Resource Persons. They in turn impart the training to the workers down the line.

## SWOT Analysis

An analysis of the organization's strengths, weaknesses, opportunities and threats is done with reference to change management/OD. This is presented in table 5.3

Table 5.3: SWOT Analysis of ICCW

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Its long years of experience.</li> <li>• It has the support of government machinery.</li> <li>• Effort is given to some amount participatory planning, monitoring, evaluation and feedback of work.</li> <li>• Written job descriptions are given to the coordinators of the projects.</li> <li>• Good working climate is prevalent in the organization.</li> <li>• Moderately favourable individual and group dynamics persist.</li> <li>• The project staff is young and hence full of vigour and enthusiasm.</li> </ul>	<ul style="list-style-type: none"> <li>• PME system is not very efficient</li> <li>• Absence of a full-time Office Coordinator</li> <li>• Short term of tenure of the General Secretary</li> <li>• Absence of vision and mission statements.</li> <li>• The workers/employees are not aware of the vision and not clear about the objectives of the organization.</li> <li>• Objectives remain as it was laid down in the constitution thirty-six years back. No new objectives have been added.</li> <li>• The organization is conducting very limited in-house organizational development activities.</li> <li>• Most of the office bearers, the Executive Body and the members are involved on part time basis. They are honorary members. Hence, the organization has ceased to be dynamic and flexible.</li> <li>• ICCW has failed to become a grassroots organization. Rather it has a public image of a government-backed organization more than an NGO.</li> </ul>



Strengths	Weaknesses
	<ul style="list-style-type: none"> <li>• Most of the communication within the organization is carried out verbally and hence many important things are missed out.</li> <li>• In solving many of the problems, especially those related to the target segment, power of the government machinery is used.</li> <li>• Managing Change is not seriously thought about.</li> <li>• The organization lack professionals in the area of Women and Child Development and management, for example project management, NGO management etc.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• The organization's proximity to the government can be used to get projects funded by government or government aided agencies.</li> <li>• It can mould its young employees, in new activities or new projects.</li> <li>• Increase of global initiative on development of women and child.</li> <li>• Society's trust on NGOs to bring development.</li> </ul>	<ul style="list-style-type: none"> <li>• The increase in number of NGOs has lead to competition for resources, both human and capital.</li> <li>• The organization's inability to cope with the demands and expectations of different stakeholders and absence of environmental analysis system might pose a threat to its existence.</li> <li>• The absence of an able leader is likely to lead to a disastrous result.</li> <li>• Some people with vested interests try to instigate the community against the activities of the organization.</li> <li>• If the organization does not give a thought to manage organizational change, it will eventually die out.</li> </ul>

## Conclusion

ICCW is the first organization of this region as well as the country that was established solely to work for development of children. Though it was set up as an NGO but it was fortunate to get government's patronage. The promoters of this organization and the office bearers are prominent people. They have contributed a lot in arranging funds for the organization. It could have been in the foremost of child welfare movement in the state, but it was observed that the organization is performing far below than its potential. It does not have the earlier reputation. The organization

doesn't have vision and mission statements. The individuals are unaware of the organization's vision and objectives. It has a presence all over the state and good manpower strength, but most of the important positions are held by the honorary members who are unable to give full time to the organizational activities. Further many of the members are aged. The young members who are appointed against projects though are enthusiastic about their work, but are highly frustrated about the system, and have expressed the absence of a leader to motivate them. Further they do not have adequate job security. All these have lead to a system, which is not eager for change. This also has created certain problems in the individual and group dynamics. Apart from the project review meetings and certain training programmes organized by the sponsoring and supporting agencies, they do not conduct any OD exercises of their own. Their decision making is limited to a few people and the target segment are not adequately involved. Their change related interventions are negligible. Previously they had monopoly in their area of work, which is not so today. New NGOs have emerged in its area of work, which have professional expertise and managerial skills to undertake high level of work. Thus ICCW must seriously think about leading and managing change in their organization in order to gain its lost glory.

# KASTURBA GANDHI NATIONAL MEMORIAL TRUST

(ASSAM)

## Organization profile

**Origin:** After the death of 'Kasturba Gandhi', wife of father of nation Mahatma Gandhi, in the year 1944, the personalities like Madan Mohan Malviya, Thakkar Bapa, Sarojini Naidu, Sushila Nair to name a few, thought about a plan to commemorate her life. Thus, Kasturba Gandhi National Memorial Trust was born in that year at Sewagram, Wardha. Vinoba Bhave was the main motivating and guiding force after Gandhiji. Many activities were undertaken under his influence and presence. The promoters felt that the organization should have nation wide presence to carry out developmental work with a focus on women and thus fulfill the dream of Kasturba Gandhi and Mahatma Gandhi. Hence, a need was felt to establish a Provincial Office of Kasturba Gandhi Ashram in Assam.

Gopinath Bordoloi, Amal Prova Das, Dr. Harikrishna Das, Hema Prova Das, Dr. Bhubaneswa Baruah were instrumental in establishing this organization in Assam. The work of setting up the organization at Sarania, Guwahati in a plot of land donated by Dr. Harikrishna Das was entrusted to Amal Prova Das. Thereafter the Gram Sevika Vidyalaya was set up. Provincial office and Workers Training Centre were formally established on 9<sup>th</sup> of January, 1946 by Gandhiji. After a year of training, the field work commenced from 1947.

**Area of operation:** The organization operates in Assam, Meghalaya and Arunachal Pradesh. There are twenty Gram Seva Kendras under this organization at present namely, one in Arunachal Pradesh, sixteen in Assam and fourteen in Meghalaya.

**Vision:** The organization does not have a written vision statement, nor could the members state it.

**Mission:** The mission of the organization is to work for the development of the rural women and children. This is implied in the organizational literatures.

**Objectives:** The objectives of the organization are to-

1. Take up such social service programmes that would bring succour to the sufferings of poor, needy mothers and children of rural India.
2. Establish dispensaries, health-care centers, child welfare centers and leper homes etc. for women and children in backward villages.
3. Take steps for maintaining a clean environment for women and children.

4. Take preventive measures against diseases.
5. Endeavour in providing primary education facilities to the rural women and children
6. Impart training in artifacts, village industries and other occupational arts.
7. Take up such programmes which would help in successful attainment of the above objectives or by which women and children could be motivated to co-operate in the activities of the organization.

Mission and objectives were set by the promoters. No changes have been brought about.

**Activities:** The activities of the organization are depicted by the table 5.4.

**Table 5.4: Activities of KGNMT**

Sector	Name of the Programme	Sponsoring agency	Description of work
<b>Training</b>	•Income generation	Various agencies	Training in cottage industries, cotton spinning, weaving, tailoring, bee keeping, farming, mushroom culture, agriculture, pisciculture, poultry etc.
	•Panchayat training	Social Welfare Department	Training is conducted for newly elected lady Presidents of the Panchayat.
	•Gram Sevika Training	Social Welfare Department	Training is imparted to the 'Gram Sevikas' or the grassroots workers to enhance their skills in order to serve the community in a better way.
	•Leadership and Capacity Building Programme	NIPCCD	Under this programme the youths are trained to take leadership in the society and to develop themselves for this cause.
	•Miscellaneous	Various Agencies	Training is conducted in the area of women welfare, preprimary education,

			adult education, health and hygiene.
<b>Relief</b>		Community and various agencies.	Relief work is conducted during flood, earthquake and in violence effected areas.
<b>Awareness</b>	<ul style="list-style-type: none"> <li>•Padyatras</li> <li>•Meeting and workshops</li> </ul>	Self and community  Various Agencies	<p>Padyatras or march by foot is conducted to spread the message of goodwill, peace, harmony and non-violence.</p> <p>Meetings and workshops are conducted to bring awareness on different social issues.</p>
<b>Women</b>	<ul style="list-style-type: none"> <li>•Stree Shakti Jagaran Sanmilian</li> <li>•Women welfare</li> </ul>	Self	<p>Women empowerment conferences called Stree Shakti Jagaran Sanmilian are organized.</p> <p>Trainings are organized under this programme to realize welfare of women</p>
<b>Health</b>	Reproductive Health care	Voluntary Health association of Assam.	Awareness is generated on issues related to Reproductive Health, and healthcare is facilitated to the population in the reproductive age group.
<b>Literacy</b>	Literacy campaigns	Various Agencies	Campaigns are conducted amongst the target group to spread literacy.
<b>Youth</b>	Youth Camps	Various Agencies	Camps are organized for the youth to make them better citizens tomorrow, make them aware of the different social issues, on Gandhian thought etc.
<b>Economic</b>	Micro-finance	State Institute of rural Development (SIRD)	Under this programme Self-Help Groups are formed to whom loans are given to generate economic activities.

## **Partner's profile**

**Employees:** In the twenty-one centres, they have a combined manpower of sixty-three workers apart from the honorary members. The strength of full time worker is fifty-nine, who work in the twenty-one centres of the organization. There are four part time workers. The NGO also use the services of two part time helpers in the three crèches run by it, the salary of whom is paid by the government. 'Sevikas' or the volunteers and trainees are also involved with the organization, whose number varies from time to time.

**Target People:** The target segment is comprised primarily of the rural poor women and children in its area of operation. Now they have also added the youth and the needy. Relationship with the target segment is very good.

**Sponsoring Agencies:** The organization is faced with fund crunch. They depend on the main fund pool of the Kasturba Gandhi Memorial National Trust. Emphasis is now laid on self sustenance through income generating activities. Now majority of units are self sufficient. Income from each centre comes through weaving, mushroom culture, kitchen gardening, farming, cow breeding and milk production, silk worm rearing. Limited government support was received earlier, which is now almost non-existent. The government agencies funding and supporting them were Department / Ministry of Labour Welfare, Tribal Area Development and Social Welfare Board. Other sponsors are State Institute of Rural Development (SIRD), Voluntary Health Association of Assam (VHAA).

**Supporting Agencies:** Apart from Kastruba Gandhi Memorial National Trust, the organization is supported by some other agencies like Social Welfare Department, SIRD, NIPCCD and few other NGOs. For example, recently Voluntary Health Association of Assam has collaborated with them in Reproductive and Child Health programme.

**Social workers:** Members of different NGOs like Stree Shakti Jagaran, Yuva Matri Samaj, Shanti Sewa and many members from the community/society are involved with the organization.

**Promoters:** The promoters were late Gopinath Bordoloi, late Amol Prova Das, late Dr. Harekrishna Das, late Hema Prova Das, and late Dr. Bhubaneswar Baruah. They were instrumental in setting up this organization in Assam.

**Alliances:** The organization has alliance with some other NGOs in order to attain their mission. These are Voluntary Health Association of Assam in health Project, Shanti Sadhana Ashram in social issues, Stree Shakti Jagaran and Shanti Sewa for organizing lectures and creating awareness in the society etc.

**Management Process: An Overview**

**Planning:** Planning is not adopted as a regular feature in the organization. Annually they have discussions on this aspect. Activity planning is done during the ‘Sevika Sanmilans’, which are held twice in a year. Action plans are done activity wise following the constitution. Consultation with the community is also done during ‘Mahila Sibirs’ (workshops for women) which is followed by planning.

**Organizing:** The organization structure of Kasturba Gandhi Memorial National Trust, Assam (provincial office) is depicted in fig. 5.2.

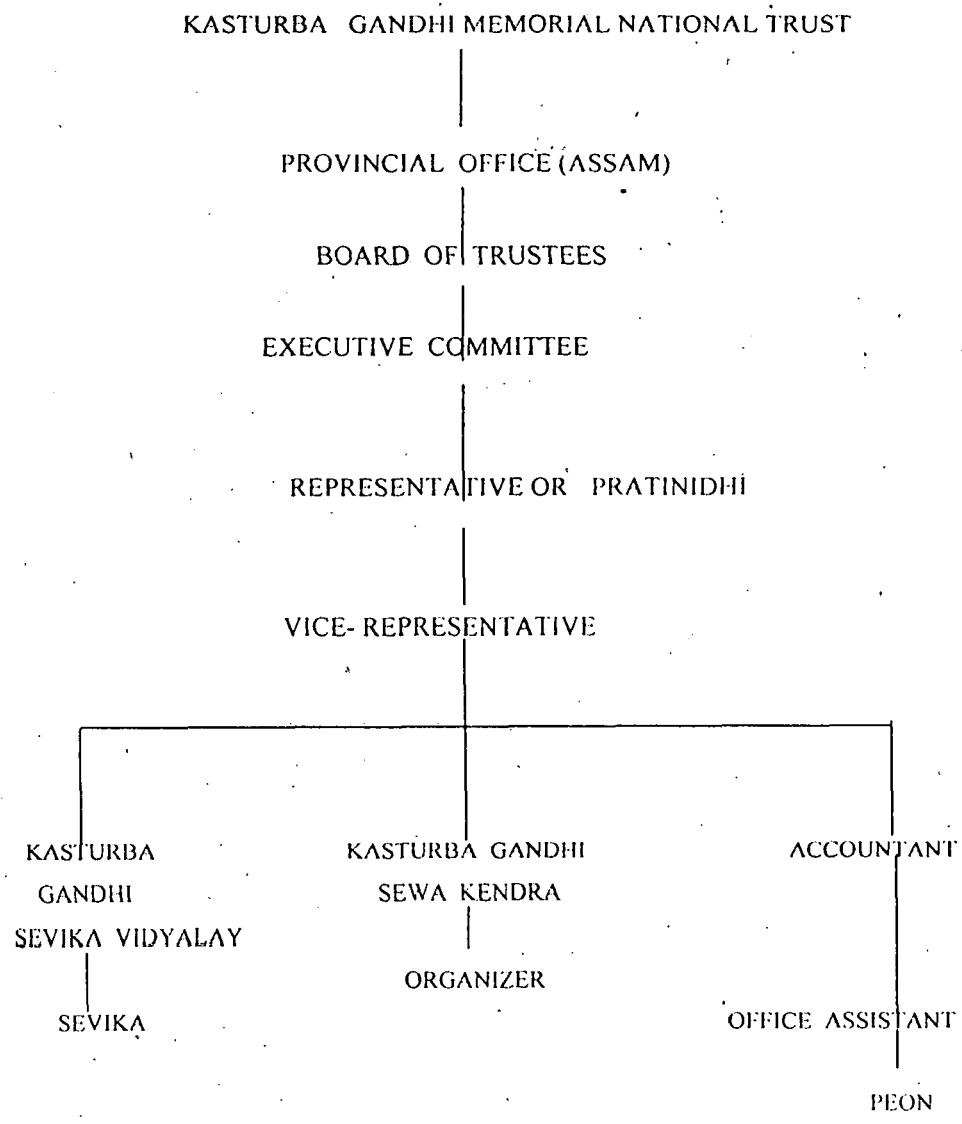


Fig.5.2: Organization Structure of-KGNMT

- The Kasturba Gandhi Memorial National Trust, Assam is based in Guwahati and is called the Provincial Office.
- The board of trustees is constituted by some eminent personalities who are entrusted with the responsibility of guiding the organization.
- The Executive Committee includes nine members from trustees, the President, Vice-President, Secretary and Ex-Officio members. It is the highest decision-making authority. All matters related to the organization require the approval of this committee.
- The 'Representative' or 'Pratinidhi' is the chief functionary. She represents the organization. All official correspondences need to be signed by her. All official matters need her consent. She is assisted by a Vice-Representative. The latter acts on her behalf during her absence.
- The Kasturba Gandhi Sevika Vidyalay is the training school of the 'Sevikas' or the volunteers/workers. Here the trainees are assigned different roles to carry out the day to day activities of the organization. Each activity has a Coordinator called 'Mantri' or the minister. She is also a volunteer.
- The Kasturba Gandhi Sewa Kendra or the Social Service Centre is located at the field level. The Sevikas carry out their work under this centre. There is an Organizer, who is responsible to organize the field level activities conducted by the 'Sevikas'.
- The organization has a meagre office staff namely, the Accountant, an Office Assistant and a Peon. The job of the Accountant is to manage the accounts of the organization.

### **Staffing**

*Recruitment:* Earlier girls and women used to join the organization voluntarily. They had zeal to serve the society. But as it was not possible for the organization to absorb all of them, interviews were held to select them after observing them for certain period. Their family background was also taken into consideration. But now they are facing a dearth of good workers. Advertisements have been placed in the newspapers to invite applications for the jobs, but they are not successful in getting suitable people.



Job fitness is assessed while giving job responsibilities. Everyone has to do multiple jobs. Of all the workers, the 'Aroyga Sevikas' (nurses) know their exact role, as it is essential for them to develop skills like giving injections and taking care of the patients.

### **Directing/ Leading**

*Leadership:* The leadership is democratic and informal. It was observed that the 'Representative' depended a lot on the other senior members while taking decisions. She motivated other members by her work, dedication and care for all members. But she was unable to fulfill the needs and wants of many members, specially the younger generation. Hence, they remain frustrated and demoralized. According to the junior members the organization need to bring about change in its policies.

*Communication:* Mostly verbal communication exists, which is carried out through one to one interfaces and discussions or the informal talks during the prayer time. Only when they have to communicate with the field and with other organizations it is in written form.

**Controlling:** It was observed that an effective and systematic controlling system is absent in the organization. Controlling consists of the following two interventions. Firstly through supervision of work of the centres by the Office Bearers (a fixed interval period for the same does not exist). Secondly, monthly reports and the account statements are submitted by the concerned coordinators to the Representative and the Secretary.

### **Individual Dynamics**

*Organization Culture:* The values of the organization are based on Gandhian ideology, which emphasizes simple life, doing own work, traditional life style, truth, honesty, dedication, commitment, love and sacrifice. The organizational climate is quite conducive for the kind of work they are performing keeping in mind the values for which they are striving. But the younger generation is not used to the kind of life that is to be followed while working and staying in the organization. Hence, they find it difficult to practice some of the values during the training period and afterwards.

*Influential/powerful persons:* The senior members are the most influential people as they have a vast knowledge and experience, but they do not try to dominate anyone. They greatly influence the decisions taken by the Chief functionary, who in turn is unwilling to displease them. They are the ones who do not approve change. Most of

the workers are senior citizens/ aged women who had retired, or are at the verge of retirement. All decisions are taken after carrying out discussions, both in a formal or informal manner. Informally discussions are carried out outside the office hours, like during prayer time or whenever they are doing some activity together. The scope for informal discussion is more as all the members (except the members of the field) stay together.

*Negative actions:* The study did not reflect any negative action of individuals. Dysfunctional conflicts are absent. The trivial conflicts that occur over day to day affairs are immediately solved without anyone's intervention. Hence conflict resolving mechanisms have not been laid down.

*Contribution of the individuals:* The contribution of individual members is enormous. They had joined the organization as 'Sevikas' at an early age. They had dedicated their lives working for the cause of the women, children, poor, downtrodden and the nation. They had involved themselves with great zeal in all the activities of the organization. All along they had lead a hard life and adhered to the ideals and values of the organization. Even after reaching their retirement age, they have been working for the organization and are the guiding lights to the followers.

Dr. Harekrishna Das who was an active freedom fighter and a follower of Gandhiji, volunteered to donate the required land for establishment of Kasturba Gandhi Trust, Assam. He financed the construction of suitable building. He gave away his personal properties to build a 'Sarvodaya Trust', which could take care of future expansions of the organization. His motto was that no outside funds be utilized for construction of buildings.

### **Group Dynamics**

*Types of groups:* Apart from work teams, informal groups do not exist during the office hours. Informal groups are observed only during leisure time based on the age groups. Though the organization has a formal set up but as majority of people (excluding those from the centers) stay, eat and work together, they have to obey the senior members, some of them being the Ex-Officio members. Group tasks are carried out collaboratively. No 'Team Building Exercises' are carried out. Organizational politics is absent and negative forces are not visible. The organization reflects limited dynamism.

*Supporting and sponsoring agencies:* The supporting and sponsoring agencies have assisted the organization by way of providing financial assistance, technical guidance and training to both the workers and also the target segment.

*Target people:* The Target People help the organization by way of collecting/giving donations both in kind and cash, extending their cooperation and support in the organizational activities. In every centre (at local or community level), 'Sahaykarini Samiti' exist. The organization seeks their assistance in conducting the activities. The target segment also approaches Samiti for assistance.

*Promoters:* The Promoters had initiated fund raising for the organization. They could see a vision for the organization in the years to come and chalked out a well thought action plan for the organization. Those days were golden days for the organization. After their demise and later on, much of the earlier glory was lost.

*Social Workers:* The social workers assist the organizational members in organizing camps, lectures, collecting donations etc.

The *alliance partners* help them in achieving their objectives by carrying out collaborative work.

### **Change Management: Evolutionary Process**

**Changes undergone:** The organization had undergone an evolution of activities. Newer activities have been included in the agenda, which have been thought to be useful in attaining the organization's objectives. The evolution of activities is as follows-

1945: It started with activities like, oil pressing, bee hiving, paper making, weaving, and establishing Gram Sevika Training Centre.

1946: Most of the girls came from villages. The work was divided into division and each division was coordinated by a supervisor called 'minister' of a cabinet ('Mantri Mandal'). At monthly meetings, each 'Mantri' had to report on the work performed and experience gained.

1950: Work in the hill areas (undivided Assam) was initiated. Relief was provided to the quake victims.

1951: Work amongst the tea garden labourers was started.

1952: Bhoodan and Gramdan work emerged.

1954: Relief and rehabilitation work was carried out towards victims of river erosion (Palasbari).

1963: Training of Shanti Sevikas was organized in the Ashram to arouse unity amount different communities in the border areas and resist foreign (Chinese) aggression.

1959: Relief work amongst the Tibetan refugees was undertaken.

1960: The organization worked for restoring peace during language movement.

1961: Maitri Ashram was established in the border area to strive for friendship.

1963: The organization strived towards maintaining peace in the border areas (i.e. between NEFA, now Arunachal Pradesh and Assam).

1965: The organization rendered its service during the out break of gastro – enteritis in vast areas of Kamrup and Darrang Districts of Assam.

1965: Relief was rendered to the flood affected people of Jorhat sub- division.

1966: Padyatra (to set journey on foot) was undertaken from Assam to Balia Sarvodaya Sammilan in Uttar Pradesh.

1968: It trained girls of Tirap Division of Arunachal Pradesh.

1971: It rendered services to the refugees from East Pakistan (Bangladesh).

1972: The organization worked for peace during the movement on medium of instruction which led to community clashes.

1973: Padyatra was undertaken to Wardha to attend Stree Sakti Jagaran conference.

1974: Relief services were rendered to the victim of famine in the Char area of Dhuburi.

1978: The third conference of Akhil Bharatiya Stree Sakti Jayaram Sammelan was held in Guwahati.

1981 to 89: Recreation camps for school students were organized.

1982: Journey of Shanti Sainiks (peace workers) to the border areas was undertaken.

1983: The organization strived to maintain peace and harmony during the illegal assembly election of 1983, which led to violent conflicts and clashes.

1984: A workshop on Women's Literacy and Stree Sakti Jagaran was organized in the year

1984: Drive to eradicate illiteracy was carried out.

1985to 1988: Summer Vacation Camp for school girls was organized, which emphasized on giving inputs about the different values in life and about great personalities.

1987: Campaign was carried out to stop consumption of liquor.

1987: Relief Work was undertaken in the flood effected areas of Nagaon and Dhubri .

1988: 'Maitri Yatra' (friendship march) was started from North Lakhimpur.

1989: Efforts were made towards maintaining peace and harmony during the 'Bodo movement'.

1989 to 1990: Social Awareness camps were conducted for women.

1990: Total Literacy Drive was carried out by taking out Padyatra.

1992 to 1993: Camps for college students of Assam were conducted. The themes were, need for non- violence and the duties of the youth, campaign against liquor, narcotic drugs, sale of obscene literature and display of indecent advertisements.

1993: Public awareness camps were organized to arouse awareness about use of proper sanitation.

1993: Conference of Sevikas from twenty two Gram Seva Kendras under Assam branch was held.

1994: Training camps for the newly elected Presidents of the Gaon Panchayats, were held.

2002: Reproductive and Child Health Programme was undertaken.

2003: Formation of SHGs.

The organization has introduced certain changes for example, it had imparted special training to children to bring about Child Development, conducted awareness camps on AIDS control, and established SHGs. Through Self- Help Groups it had facilitated the target segment to get assistance and training from State Institute of Rural Development (SIRD) on silk worm rearing, mushroom cultivation, mixed farming, weaving etc., so that some entrepreneurs are created. This would go a long way towards self sufficiency of these individuals. It had established "Shanti Sena" (army for peace) to maintain peace and integrity. Since 2000 the focus is on "Gram Swaraj" and "Sadhbhawana".

**Changes needed:** The young members have expressed that at present change in organizational policies is urgently required so as to remove the present rigidity. The senior members believed that a change in mindset of the young members is required. Though they have felt the need for self- sufficiency, but they could not entail about the changes that are needed in future. The organization needs to think seriously about the need for change in the organization. It also requires flexibility and dynamism, and a strong PME system.

## OD Process and Interventions

The OD process and the interventions in the organization are limited and not systematic. The same can be discussed in the following phases.

**The diagnostic component:** The targets, the issues focused and the interventions used are presented with the help of table 5.5.

Table 5.5: Diagnosing organization subsystems of KGNMT

Targets	Issues	Interventions
<b>Total Organization</b>	Activities of the organization, organizational performance.	Conferences, discussions during prayer time (but those working in the field are absent), talks.
<b>Homogenous Groups</b>	Activity planning, monitoring, problems.	Monthly reports and account statements by concerned coordinators, field visits, discussions, executive body meeting, monthly meeting of the 'Mantri Mandal'.
<b>Dyads</b>	Activity planning, monitoring, evaluation and problems.	Discussions/meeting between the Representative and the Coordinators of different departments/centre/projects etc.
<b>Individuals</b>	Problems.	Interfaces.
<b>Supra system</b>	Social awareness, needs of the target segment, planning of activities, need for resources and support etc.	Sevika Sanmilan, Mahila Sibir, Sahaykarini Samiti meeting, Padyatras, discussions.

Organizational Environment: There is no set procedure to scan the external or internal environment. They know about it through their work and by their experience. Sometimes demand for change comes from their internal environment too, for example,

a. Meghalaya centre has demanded to allow them production of woollen garments, but the organization is unable to allow it because if the same is done, it would mean use of machines, where as the organization emphasizes on handlooms. They feel that if this change is adopted, they will move away from their ideology.

b. The newly recruited workers (Sevikas) find it hard to adapt to the way of life they have to lead in the organization. Adhering to the traditional attire (Mekhela Chadar) all the time is one of them. But the organization cannot respond positively to it even though it has created problem in convincing good people to join the organization and continue working there.

But in some cases they have tried to respond positively to demands posed by the environment by adding newer activities like camps for school and college students, and training for Panchayat members.

**Programme Management:** As their PME system is poor, their programme management component too is weak. Apart from changes in activities, they have hardly adopted any change. Though they have tried to involve the community, the target segment and the social workers in the implementation process, but as they have weak follow up measures they have not been able to make much impact.

**Illustrations:** The OD process in KGNMT can be discussed with certain illustrations.

#### 1. Addition of activity

**Diagnostic Component:** During discussions of the Chief functionaries of the organization with the funding agencies and the target segment, it was realized that in order to make the target segment self-sufficient, it was necessary to create entrepreneurs. Thus, they embarked upon the idea of forming SHGs and initiate these groups to start economic activities by facilitating credit. Accordingly action plans were made by the participating members.

**Action Implementation:** SIRD through Kasturba Gandhi Ashram delivered money and training to these groups for the activities like, silk worm rearing, mushroom cultivation, mixed farming, weaving etc.

**Monitoring, control and stabilization:** As the organization did not have an efficient monitoring and control measures, it was found that some of the beneficiaries had misappropriated the money and the items given to them. Thus stabilization was not attained in majority of cases.

#### 2. Problem related to the mindset of people.

The organization is faced with a major non-routine problem that is the “mindset of people”, which they are finding difficult to handle. People appreciate the ideals of Gandhiji and that of the organization, but find it very difficult to practice those ideals themselves in real life. Hence the organization has to work very hard in convincing the community towards adopting these ideals. People want to become rich and are attracted towards glamorous life styles. The same thing holds true for the girls of the ‘Sevika Training Centre’, who are unable to adjust to the organization’s ideals and lifestyle. They want to lead a good and easy life.

In order to solve this problem they have not approached systematically. *Diagnosis* was carried out through discussions involving only a few people. The organization

has tried to take trainees after advertisement in the local newspaper, through word of mouth and also by observing individually. But they are successful only to a limited extent in their effort. This has become a major challenge for them apart from the economic problem which they are facing. They have to work on the problem related to mindset of people seriously otherwise there will be dearth of people in the organization to keep on the organization's flag flying. They should have serious discussion involving all the members, especially from the grassroots and the target segment.

***Success and failures of the OD Process:*** It can be added that the organization has failed in framing appropriate strategies to deal with problems and change, which has led to its stagnation. The organization is unable to respond proactively and reactively to the demands of the environment to a greater extent. The OD process of the organization reflects substantial failure than success. Though they were successful in carrying out certain activities, but for few others the outcome could not be sustained.

***Strengths and weakness of the OD process:*** Overall the OD process of the organization is weak. It does not have a systematic diagnostic, action planning, action implementation and control phase. Its PME is very weak. The strength of the OD process is that the organizational members and occasionally the funding, the supporting agencies and the target segment are consulted on vital issues.

***OD Activities related to training:*** Very limited formal O D activities are conducted in the organization apart from talks for school and college students, which are also attended by the organizational members. Some NGOs conduct few meetings and talks in the campus of the organization, which are attended by the members. Meeting with the community is also held through large number of 'Mahila Sibirs' to bring awareness on different issues.

Trainings are organized primarily for the target segment. These are as follows,

1. Trainings were conducted on women welfare, preprimary education, adult education, health and hygiene, cottage industries, cotton spinning, weaving, tailoring, bee-keeping, farming and smokeless 'Chulha'.
2. Training was imparted to the newly elected lady Presidents of the Panchayat.
3. Training was extended to the Gram Sevikas (volunteers at the village level).
4. Training of youth on leadership and capacity building was arranged.
5. Training on self-reliance activities like mushroom culture, agriculture, pisciculture, and poultry was conducted.



Thus the organization had attempted to bring change in the mindset of the target segment and to an extent the people in the organization (organizing lectures). Training is imparted for individuals not only from Assam, but also for other organizations outside Assam like Arunachal Pradesh, Nagaland etc. The supporting agencies like SIRD provide training and monetary assistance to the SHGs. The promoters and social workers help them in organizing camps and getting resource persons.

### SWOT Analysis

The researcher has attempted to find out certain strengths, weaknesses, opportunities and threats related to change management in Kasturaba Gandhi Memorial National Trust Assam, which are presented in table 5.6.

Table 5.6: SWOT Analysis of KGNMT

Strengths	Weakness
<ul style="list-style-type: none"> <li>• Its long years of experience in voluntary work.</li> <li>• The members hold high values like, commitment and dedication to work, self-sacrifice, honesty etc.</li> <li>• A good organization climate is prevalent, which reflects cohesiveness of the members and absence of conflicts.</li> <li>• Relationship with the target segment is good.</li> </ul>	<ul style="list-style-type: none"> <li>• Inappropriate/unsystematic activity planning, monitoring and evaluation.</li> <li>• Lack of effort towards scanning the external environment.</li> <li>• Lack of measures to assess the performance, the strengths, weaknesses of the organization and its members/staff.</li> <li>• Very limited effort is exerted to bring in changes in the organization.</li> <li>• Very limited Organization Development activities are carried out.</li> <li>• The organization lacks professional and managerial competence.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• The good interpersonal relationship amongst the members can help to initiate change and encounter resistance to it.</li> <li>• The good relationship with the target segment could be utilized to implement new programmes and seek their active participation.</li> <li>• It can use its experience to expertise its work in the area of women and child development.</li> </ul>	<ul style="list-style-type: none"> <li>• The dwindling image of the organization is a major threat.</li> <li>• The modern mindset of the society and its people who are unable to imbibe the values propagated by the organization.</li> <li>• Difficulty in finding good workers and future torchbearers of the organization who could hold the values of KGNMT.</li> <li>• The organization's rigidity towards change in procedures and systems.</li> </ul>

## **Conclusion**

Kasturba Gandhi Memorial Trust Assam is amongst a few NGOs in Assam and the North Eastern part of India that are seen with respect. There were some great names behind formation of this organization. These promoters were able to see a vision for the organization. They framed the mission of the organization and the objectives through which they would be able to fulfil their vision and mission. They even framed specific methodology to conduct their activities and attain their objectives. The organization was backed by a strong people force that was committed and dedicated to the mission of the organization. The organization was very successful and its name and fame had spreaded far and wide. The organization also obtained very good support from the target segment/society, social workers and government agencies. Though the organization had long years of work experience, but it lacked efficient policies and procedures to run the organization. It lagged behind in managerial and professional competence. Though the organizational climate and interrelationships were good, but some gaps were observed between the junior and senior workers. The junior members are not sufficiently motivated. The organization is not flexible rather it is rigid in its thinking and work practices. Thus this is hindering the organization today. Apart from the addition of certain activities, their initiative towards change and OD is negligible. They are unsuccessful in finding suitable people to join the organization. It has failed to assess the needs of the target segment and the environment. The target segment is also unable to adopt the values propagated by it. Though they are focusing on self-sustenance through self-generation of funds, they are able to get only limited results as they still use old technology. Last but not the least it can be said that if Kasturba Gandhi Memorial National Trust Assam wants to come back to the tack of success, it must break free from the chains of rigidity and be more open to change.

## **Chapter – 6**

# **THE CHANGE MANAGEMENT PROCESS: A COMPARATIVE ANALYSIS**

Studying the Change Management process of the NGOs is the main focus of this study. In this chapter, a comparative analysis of the NGOs is presented in a tabular form. This analysis has compared the NGOs in respect of some of the most important variables that are significant in making the organizations successful or less successful. The variables are, year of establishment, source of origin, area of operation, promoters, vision, mission, objectives, activities, employees, target segment, sponsoring agencies, supporting agencies, planning, organizing, leading, control, individual and group dynamics, changes undergone, changes needed and the OD Process. Apart from this an analysis of the Change Management Process and the strengths, weakness, opportunities and threats (SWOT Analysis), and 'Force Field Analysis' of the NGOs are included in this chapter. In the analysis of the Change Management Process an attempt is made to critically examine the different factors that play a vital role in this process. Further, the OD process in these NGOs is also analyzed. The Force-Field Analysis has segregated the 'Driving and the restraining forces' of these NGOs. If the NGOs wish to move towards their desired state they have to use their driving forces to combat the restraining forces.

## Comparative analysis

Table 6.1: Comparative analysis of the studied NGOs

NGOs →	Shanti Sadhana Ashram	Bosco Reach Out	Gyan Vigyan Samiti Assam	Tezpur District Mahila Samity
<b>VARIABLES↓</b>				
i) Year of establishment	1982	1983	1990	1921
ii) Source of origin	Patriotic influence by Gandhian / Sarvodaya philosophy of Vinobha Bhave	Development initiatives of salesians (Christian missionaries)	Work of science societies and their realization regarding need to eradicate illiteracy from the society.	Mahatma Gandhi's call to the womenfolk to take up indigenous work in order to attain self-sufficiency.
iii) Promoter	Hembhai, Babulal Vidrum, Ganesh Jaware	Young salesians of Guwahati province.	People's science forum and Assam Science society and specially late D. Gogoi and Dr. D. Borkotoki	Padmashree Chandraprabha Saikiani and late Kironmoyee Agarwala.
iv) Area of operation	Mainly Assam	Assam and Meghalaya.	Assam	Assam
v) Vision	To bring total revolution in the society through equality and brotherhood.	BRO visualizes a self-reliant and self-sustaining community where people live responsively striving for a just and equal society.	To realize the dream of attaining cent-percent literacy of the society.	To realize the dream of a self-reliant society through women.

NGOs ->	Sipajhar Diamond Club and Community Centre (SDCCC)	Voluntary Health Association Of Assam (VHAA)	The Indian Council Of Child Welfare (ICCW)	Kasturba Gandhi National Memorial Trust, ASSAM
<b>VARIABLES</b> ↓				
i) Year of establishment	1931	1989	1968	1946
ii) Source of origin	Inspiration from football game.	Absence of NGOs solely working on health.	Initiative of Government of India.	Memory of Kasturba Gandhi and Mahatma Gandhi's ideology.
iii) Area of operation	Darrang District of Assam	Assam	Assam	Assam, Arunachal Pradesh and Meghalaya
iv) Promoter	Late Kamiram Nath and the sports community of Sipajhar	Dr. Kulendu Pathak, Dinesh Bhatt and Shri Hembhai.	Government of India.	Gopinath Bordoloi, Amal Prova Das, Dr. Harikrishna das, Hema Prabha Das and Dr. Bhubaneswar Baruah.
v) Vision	SDCCC exists to build a society based on equity, which is economically sound and productive.	Making health a reality for all people.	Vision statement is absent and nobody could relate it to the organization.	Vision statement is absent and nobody could relate it to the organization.

NGOs ->	Shanti Sadhana Ashram	Bosco Reach Out	Gyan Vigyan Samiti Assam	Tezpur District Mahila Samity
<b>VARIABLES</b>				
<b>vi) Mission</b>	To establish a society based on truth, love and compassion. To achieve human unity, social justice, universal brotherhood and unity with creatures and nature, and finally self-realization in society through service	To achieve integrated development through empowerment of people by organizing them into self-help groups, building their capacities and enabling them to utilize optimally the available resources.	To make every individual literate.	To render all forms of education to women living in Sonitpur, irrespective of caste, creed, towards making them competent and active citizen of the society.
<b>vii) Objectives</b>	The objectives include training people to gain or create meaningful employment with special emphasis on self-employment, development of women and children, provide primary education to children, undertake health related initiatives and to attain complete development of man.	The objectives of the organization are community development through SHGs, increasing income generating activities and development through empowerment.	GVSA is committed to spreading literacy, building up linkages with other agencies working in the same area. skills building and empowerment of women through SHGs.	The objectives include development of women, children and the rural community and empowerment of women.
<b>viii) Activities</b>	The activities relate to health, education, community development, income generation etc.	The activities include community development, micro-finance, skill development, education, health, welfare and rehabilitation, agriculture, research and governance.	Literacy and development of women.	Weaving, handicraft, jute products, food products, education, micro-credit, legal aid cell, health and hygiene and training.

NGOs ->	Sipajhar Diamond Club and Community Centre (SDCCC)	Voluntary Health Association Of Assam (VHAA)	The Indian Council Of Child Welfare (ICCW)	Kasturba Gandhi National Memorial Trust, ASSAM
<b>VARIABLES↓</b>				
vi) Mission	To work for community development	To promote the preventive aspects of community health in totality and to keep sustained health movement at the grassroots level.	Child and Women Development.	To work for the development of rural women and children.
vii) Objectives	To work for socio-economic development, development of women, development and preservation of culture, to work in the area of health, education and sports.	The objectives include promotion of health for all, improvement of socio-economic status of women through health interventions, building up linkages with other agencies working in the same area and publication of materials related to health.	The objectives of ICCW is to coordinate and help in the activities related to child welfare movement in the state, to be a link between the official and non-official agencies working directly or indirectly for welfare of children in the state.	The organization contemplates to take up social service programmes that would reduce the sufferings of the poor women and children of rural India, work on health related issues, education, income generation and training.
viii) Activities	The activities are related to games and sports, education, health and hygiene, welfare of women and children, housing, micro-finance, SHG, housing and training.	The activities are related to taking up health related initiatives amongst its target group, promotion of Indian system of medicine, providing training support and capacity building initiatives, education and communication, development of women and children.	The activities of ICCW include the functioning of the Anganwadi Training Centres, Child Welfare related programmes, health, family counseling, education and training.	Activities are focussed on development of women children and the youth. income generation. training, health, education, relief work and social development.



NGOs ->	Shanti Sadhana Ashram	Bosco Reach Out	Gyan Vigyan Samiti Assam	Tezpur District Mahila Samity
<b>VARIABLES</b> ↓				
ix) Employees	The total number of employees is four hundred and fifty excluding the honorary members.	Number of full time employees is one hundred and forty nine and that of part time is forty six. Hence, the total is one hundred and ninety five.	The strength of full time workers is thirty one and that of part time is three hundred and ten. Hence, the total is three hundred and forty one.	Majority of members work for the organization on honorary basis. The strength fulltime members is sixty.
x) Target segment	The poor, needy people from the rural area comprise its target segment.	The poor, needy people from the rural area comprise its target segment.	The illiterate individuals in the society and the rural women comprise its target segment.	The rural population in general and the rural women in particular comprise its target segment.
xi) Sponsoring agencies	RGVN, SIDBI, CAPART, CRY, Social Welfare Department, National Literacy Mission.	IFAD, CORAID, COMIDE, SIDBI, NABARD, MISEROR, FRATELLI DE MENTICATTI, IGSSS, KSS, Government of India, Sarva Shiksha Abhijan Mission.	National Literacy Mission, UNESCO, Shiksha Abhijan Mission, Bharat Gyan Vigyan Samiti.	OXFAM, Global Fund for women, Canadian International development Agency (CIDA), IGSSS, National Foundation for India, CAPART, FORD foundation, NORAD.
xii) Supporting agency	Vikram saila Education Research Society, Vivekananda Kendra, SIRD.	MISEROR, IGSSS, ASK, NIPCCD, NABARD.	Kerala Shaksharata Parishad, NIPCCD, Sarva Shiksha Abhijan Mission.	IGSSS, RGVN, CIDA, Thrift Cooperative Association, Cooperative Development Foundation, SAKSHI, Indian Social Institute, MARG.

NGOs ->	Shanti Sadhana Ashram	Bosco Reach Out	Gyan Vigyan Samiti Assam	Tezpur District Mahila Samity
<b>VARIABLES</b> ↓				
ix) Employees	The total number of employees is four hundred and fifty excluding the honorary members.	Number of full time employees is one hundred and forty nine and that of part time is forty six. Hence, the total is one hundred and ninety five.	The strength of full time workers is thirty one and that of part time is three hundred and ten. Hence, the total is three hundred and forty one.	Majority of members work for the organization on honorary basis. The strength fulltime members is sixty.
x) Target segment	The poor, needy people from the rural area comprise its target segment.	The poor, needy people from the rural area comprise its target segment.	The illiterate individuals in the society and the rural women comprise its target segment.	The rural population in general and the rural women in particular comprise its target segment.
xi) Sponsoring agencies	RGVN, SIDBI, CAPART, CRY, Social Welfare Department, National Literacy Mission.	IFAD, CORAID, COMIDE, SIDBI, NABARD, MISEROR, FRATELLI DE MENTICATTI, IGSSS, KSS, Government of India, Sarva Shiksha Abhijan Mission.	National Literacy Mission, UNESCO, Shiksha Abhijan Mission, Bharat Gyan Vigyan Samiti.	OXFAM, Global Fund for women, Canadian International development Agency (CIDA), IGSSS, National Foundation for India, CAPART, FORD foundation, NORAD.
xii) Supporting agency	Vikram saila Education Research Society, Vivekananda Kendra. SIRD.	MISEROR, IGSSS, ASK, NIPCCD, NABARD.	Kerala Shaksharata Parishad, NIPCCD, Sarva Shiksha Abhijan Mission.	IGSSS, RGVN, CIDA, Thrift Cooperative Association, Cooperative Development Foundation, SAKSHI, Indian Social Institute, MARG.

NGOs ->	Sipajhar Diamond Club and Community Centre (SDCCC)	Voluntary Health Association Of Assam (VHAA)	The Indian Council Of Child Welfare (ICCW)	Kasturba Gandhi National Memorial Trust, ASSAM
<b>VARIABLES↓</b>				
ix) Employees	The number of full time employees is seventeen and that of part time employees is six. The total is twenty-three. This excludes the honorary members.	There are thirty seven full time staff and one hundred and forty one part time staff in the organization. The total strength of employees is one hundred and seventy eight.	The strength of full time staff is sixty three and that of part time staff is twenty seven. The total is ninety.	The organization consists of fifty-nine full time workers and four part time workers. The total is sixty-three.
x) Target segment	The rural poor, women and youth of Sipajhar District constitute its target segment.	VHAA has two sets of target segment. Firstly, the other NGOs and secondly the grassroots level community.	The target segment is comprised of the women, children and the community.	The rural poor, women, children and youth constitute its target segment.
xi) Sponsoring agencies	NEDFI, RGVN, NABARD, CAPART, IGSSS, HDFC Bank, UCO Bank.	ICCO, UNICEF, UNFPA, AIDS Control Society, Sarva Shiksha Abhijan Mission, Ministry of Health and Family Welfare.	Ministry of Social Welfare, Ministry of Social Justice and Empowerment, Ministry of Child Welfare, Voluntary Health Association of Assam and Sarva Shiksha Abhijan Mission.	Kasturba Memorial National Trust, Ministry of Labour welfare, Ministry of Tribal area development, Social Welfare Board, SIRD and Voluntary Health Association of Assam.
xii) Supporting agency	RGVN, NIRD, IGSSS.	CRY, NIRD, WHO, Indian Institute of Health Management Research, Helpage, NIPCCD, Red Cross Society.	NIPCCD, Gyan Vigyan Samiti Assam and Sarva Shiksha Abhijan Mission.	SIRD, VHAA, NIPCCD, Social Welfare Department.

NGOs ->	Shanti Sadhana Ashram	Bosco Reach Out	Gyan Vigyan Samiti Assam	Tezpur District Mahila Samity
<b>VARIABLES↓</b>				
xiii) Planning	Activity plan is done department wise, which is consulted with the Manager and the Secretary. The departmental units set the targets for quality and quantity, and prepare the production and marketing plans. Resource planning also done in the process.	The different types of plans are long term plan for the region (for 4 to 5 years), yearly plan, monthly plan and micro plan.	Action planning is carried out by different work teams, which is consulted with the chief functionary. Plans are also made at different levels like the Region, District, Block and Village. Collaborative plans are also made with the involvement of the target segment.	Plans are made by the Project teams and also along with the target segment in case of SHGs.
xiv) Organizing	The organization has adopted functional structure and which is organic to an extent. The different jobs are put under different functional areas.	The organizational structure is functional/ function based and organic to an extent.	The organization has territorial and functional base organization structure, which is highly organic at the functional level.	The organization has adopted service based and organic organization structure.
xv) Leading	Democratic/participative leadership is practiced with the leader having the ultimate authority. The work is continuously monitored and evaluated by the respective supervisors. Progress reports (of work) need to be submitted.	Leadership style is participative, but the ultimate decisions on important issues are taken by the Director. A systematic monitoring and evaluation both external and internal are part of the control mechanism imposed by the organization. Monthly reports need to be submitted.	Democratic leadership is practiced which keeps everyone in the organization motivated. Extensive monitoring and evaluation (both internally and externally) that are carried out are the essential control mechanism.	Democratic leadership is practiced which keeps everyone in the organization motivated. Evaluation and monitoring are made mandatory by the funding agencies. Field visits are given by the coordinators and executive body members.
xvi) Control				

NGOs ->	Sipajbar Diamond Club and Community Centre (SDCCC)	Voluntary Health Association Of Assam (VHAA)	The Indian Council Of Child Welfare (ICCW)	Kasturba Gandhi National Memorial Trust, ASSAM
<b>VARIABLES↓</b>				
xiii) Planning	Planning is done at the Executive Body level and by the Project teams in consultation with the General Secretary.	Planning is carried out during staff meetings and Project team meetings.	The Field Officer sits with the Project coordinators for framing the plans, who in turn sit with his team to prepare the plan. Different action plans are made for different kinds of job.	Action plans are made activity-wise by the different centre and the persons responsible for the job. The members and sometimes the target segment are involved in the process.
xiv) Organizing	The organization structure is functional type, which is somewhat organic.	The organization structure is functional type, which is organic.	The organization structure is service based and fairly organic.	The organic structure is a mix of functional based and service based structure which is not very systematic and fairly flexible.
xv) Leading	The leadership is democratic and highly dynamic.	Democratic/participative leadership is practiced.	Though planning is participative, but the decision-making is not so.	Leadership is democratic but is unable to motivate the members to a greater extent.
xvi) Control	Appropriate monitoring and evaluation of activities is carried out through supervision, measuring with the targets and filling up the formats.	Appropriate monitoring and evaluation of activities both internally and externally is carried out.	Monitoring and evaluation is carried out by the Supervisors, Coordinators, and Secretary via field visits and feedbacks.	Monitoring and evaluation of activities is inconsistent and weak.

NGOs -> VARIABLE S↓	Shanti Sadhana Ashram	Bosco Reach Out	Gyan Vigyan Samiti Assam	Tezpur District Mahila Samity
xvii) <b>Individual Dynamics</b>	They perceive the activities of the organizational very positively and are enthusiastic about the new activities. The individuals are highly motivated. They had developed greater adaptability to the organizational culture. Their attitude is very positive about their fellow members, target segment and organizational problems, and are concerned about them. The individuals have exhibited greater learning abilities in terms of picking up skills, abilities and knowledge.	The individuals perceive the activities of the organization as pro-poor and result oriented. They are highly committed and motivated. They had developed greater adaptability to the organizational culture. Their attitudes towards the fellow members are good. Their outlook is professional and they act so. The upliftment of the target segment is their main concern. They feel that they are consulted in solving organizational problems. The individuals have exhibited greater learning abilities in terms of picking up skills, abilities and knowledge.	People are dedicated and cooperative. The individuals perceive the activities of GVSA as people based. They are highly committed and motivated. They had developed greater adaptability to the organization. Attitudes towards the fellow members are very good which is based on collaboration. They believe that the target segment constitute the pillars of the organization. Further they feel that they are consulted in solving the organizational problems. The learning ability of the individuals is high. As GVSA is involved in literary activities, it emphasizes a lot on learning for both its members and the target segment.	People are dedicated and cooperative. The individuals perceive that the organization is focussed on the needs of the target segment. The individuals are motivated to work. They had developed greater adaptability to the organizational culture. Their attitudes about their peers are good. They feel that the target segment requires lot of motivation to work and a constant follow up of work. They have a concern for the organizational problems and feel that they are consulted in this matter.  The learning ability of both the organizational members and individuals from the target group is worth praising.

NGOs ->	Sipajhar Diamond Club and Community Centre (SDCCC)	Voluntary Health Association Of Assam (VHAA)	The Indian Council Of Child Welfare (ICCW)	Kasturba Gandhi National Memorial Trust, ASSAM
<b>VARIABLE</b> S↓ xvii)	<p>The individuals relate the success, growth and reputation of the organization to the activities of the organization. The individuals are highly motivated. They are very much adaptable to the different situations that they face in performing their duties. Their attitude towards their fellow members is very good. Mutual trust and cooperation prevail. Their main focus is the target segment. They are very much concerned about the organizational problems and they think that they are involved in solving them. The learning abilities of the members are good and this has helped them to get attuned to high degree of change they had initiated.</p>	<p>A good interpersonal relationship amongst the members prevail. The individuals are very positive about the activities of the organization but believe that a direct intervention with the target group will be more useful. They are highly motivated and are able to adapt themselves to the various situations in the organization. Their attitude towards the fellow members is good, to whom they extend all possible support whenever required. They believe that the relationship with the target segment should be enhanced. They feel that the organizational problems are solved by active support of the members and the stakeholders. Learning ability of the individuals is good.</p>	<p>A good interrelationship amongst the staff exists. They perceive the activities of the organization positively, but feel that more support from the authorities is required in carrying out the same. Not all the members are equally motivated. Overall they can be said to be moderately motivated. The individuals are adaptable to the different situations that they come across in the organization. They feel that their good relation with their fellow members is the greatest driving force. According to them a lot of effort is required to bring development in the target segment. They believe that an effective problem solving mechanism is absent in the organization. As very limited OD activities are conducted for the individuals, they learn by experience, which is better for those people working in the projects.</p>	<p>The individuals specially the senior members are highly dedicated towards the organizational mission. They exemplify sacrifice. The interrelationship amongst them is good, but a gap exists between the senior and the junior members. Individuals take pride in being associated with the activities of the organization, but some feel that some change need to be introduced in order to satisfy the target segment and generate more resources for the organization. The motivation level of the members is low to moderate. The younger generation and the new recruits are finding it difficult to adapt to certain norms in the organization. The attitude about the fellow members is good, but the senior members feel that the young generation is unable to do hard work. They believe that the target segment is unable to practice the ideology of Gandhiji. The individuals believe that they are consulted in solving the organizational problems. The members have very limited scope of learning through OD programmes. They learn their work through experience.</p>
<b>Individual Dynamics</b>				

NGOs -> VARIABLE S↓	Shanti Sadhana-Ashram	Bosco Reach Out	Gyan Vigyan Samiti Assam	Tezpur District Mahila Samity
xviii) Group dynamics	Very cooperative work climate prevail. No groups are in conflict. The teams are results driven and are characterized by informality.	BRO function like a single work team. The intra and inter team activities are very satisfactory. No groups are in conflict. Team building activities are conducted twice in a year. The teams are results driven and are professional in approach.	Good inter and intra team activities were observed. No major conflicts have arisen. No groups have tried to hamper the organizational work. The teams have clear goals and objectives. Team building activities are carried out.	Inter group behaviour is good. A collaborative climate exists. Inter group conflicts are absent.
xix) Changes undergone	Adopting new technology and activities, and setting different goals and objectives at different period of time.	The organization has redefined its vision and mission, brought changes in the objective, the PME system and its approach to development.	New objectives, activities, position in the organization structure have been added. Changes in the official procedures and in the constitution have been adopted.	An evolution of activities over a period of time is observed. The organization has also changed its focus
xx) Changes needed	At present there is also a need for change in HR policies of the organization, gaining professional expertise and an effective training need identification. In future the organization should focus on self-generation of funds and self-sustenance, expansion of geographical area of work and taking up newer activities.	At present there is a need of role clarity on the part of the organization, effective handling of financial management and documentation system and to involve the consultants for longer period of time.	At present there is a serious need for reviewing of activities, identification of training needs, post training follow up, enhancement of management skills and a position of director/coordinator training.	At present there is a need for restructuring, finding out new leadership, enhancement of professional skills and to conduct HRD activities for growth. In future there is a need to develop banking and information technology areas, expand the reach of its present activities, carry out self-sustaining activities, to balance between modern and traditional, professionalism and voluntarism, and young and old members.



NGOs ->	Sipajhar Diamond Club and Community Centre (SDCCCC)	Voluntary Health Association Of Assam (VHAA)	The Indian Council Of Child Welfare (ICCW)	Kasturba Gandhi National Memorial Trust, ASSAM
<b>VARIABLE</b> S↓				
xviii) Group dynamics	Mostly informal groups were observed, which were informal in nature. An informal group comprising three senior members was observed, which was instrumental in decision making and problem solving. The teams reflected the characteristics of high performance team. Interpersonal conflicts are absent. Team building activities are carried out.	The organization is characterized by only formal teams, but they are informal in nature. A very cordial relationship exists within and amongst the teams. The teams have the features of high performance teams.	The organization is characterized by only formal teams, which are rigid in functioning. A good inter group relationship was observed. A collaborative and cooperative climate is prevalent.	Though the organization has a formal set up, but it reflects the characteristics both formal and informal. Informal groups were observed after the office hours. For example the senior members, the junior members and the trainees. Though a cooperative climate exists, but a gap between the senior and the junior members of the organization was seen.
xix) Changes undergone	New objectives have been set and of the organization structure had been restructured.	New objectives have been added, the methodology or approach towards the work and the focus had been changed.	Except addition of a very few activities, no other change have been adopted.	An evolution of activities is observed. Except that no other change has been undertaken.
xx) Changes needed	At present the tenure of the chief functionary need to be extended. Expansion of its activities and the area of operation are also required. The seven-sub-committees should be withdrawn. In future all its efforts should be focused on realizing its dream of being a micro-finance institute and set up a bank.	At present there is a need for imbibing a change in its vision, mission, objectives and interventions which should be target segment oriented. In future the focus should be on educational programmes and framing of good HR policies.	At present there is a need for enhancement of professional skills and dynamism in the organization. There is also a need for a full time Office Coordinator and extending the tenure of the chief functionary. In future there is a need of expansion of activities and bring new projects which are self sustaining.	At present there is urgency in bringing change in the organizational policy. Further dynamism and flexibility has to be imbibed. In future the focus should be on self-sustenance, creating a change in the mindset of the members and the community.

NGOs -→ VARIABLE S↓	Shanti Sadhana Ashram	Bosco Reach Out	Gyan Vigyan Samiti Assam	Tezpur District Mahila Samity
xxi) OD Process	There is a greater involvement of the organizational members and the target segment in the process apart from the sponsoring and the supporting agencies .A strong PME system is prevalent. Apart from that various OD exercises are carried out.	In its OD process it greatly involves all the partners. It carried out numerous OD exercises periodically.	There is a greater involvement of the organizational members and the target segment in the process apart from the sponsoring and the supporting agencies .A strong PME system is prevalent. Apart from that various OD exercises are carried out.	There is a greater involvement if its Target Segment and the organizational members in the OD process apart from its other partners. Different types of OD interventions are carried out at the Target Segment and the organizational levels.
xxi) OD Process	Sipajhar Diamond Club and Community Centre (SDCCC)	Voluntary Health Association Of Assam (VHAA)	The Indian Council Of Child Welfare (ICCW)	Kasturba Gandhi National Memorial Trust, ASSAM
	Apart from its partners, the organizational members are greatly involved in the OD process. Different kinds of OD exercise are carried out which are widely participated by all the members.	All its partners including the member NGOs are involved in the OD process. Involvement of the target segment in the process is of recent origin.	Though the members are involved in the OD process, but it ceases to be very effective. The Target Segment is not included in the process. PME is moderate.	Though the organizational members, the target segment and the social workers are involved in the OD process, but it is not systematic and thus fails to deliver the desired results.

NGOs ->	Sipajhar Diamond Club and Community Centre (SDCCC)	Voluntary Health Association Of Assam (VHAA)	The Indian Council Of Child Welfare (ICCW)	Kasturba Gandhi National Memorial Trust, ASSAM
<b>VARIABLES↓</b>				
ix) Employees	The number of full time employees is seventeen and that of part time employees is six. The total is twenty-three. This excludes the honorary members.	There are thirty seven full time staff and one hundred and forty one part time staff in the organization. The total strength of employees is one hundred and seventy eight.	The strength of full time staff is sixty three and that of part time staff is twenty seven. The total is ninety.	The organization consists of fifty-nine full time workers and four part time workers. The total is sixty-three.
x) Target segment	The rural poor, women and youth of Sipajhar District constitute its target segment.	VHAA has two sets of target segment. Firstly, the other NGOs and secondly the grassroots level community.	The target segment is comprised of the women, children and the community.	The rural poor, women, children and youth constitute its target segment.
xi) Sponsoring agencies	NEDFI, RGVN, NABARD, CAPART, IGSSS, HDFC Bank, UCO Bank.	ICCO, UNICEF, UNFPA, AIDS Control Society, Sarva Shiksha Abhijan Mission, Ministry of Health and Family Welfare.	Ministry of Social Welfare, Ministry of Social Justice and Empowerment, Ministry of Child Welfare, Voluntary Health Association of Assam and Sarva Shiksha Abhijan Mission.	Kasturba Memorial National Trust, Ministry of Labour welfare, Ministry of Tribal area development, Social Welfare Board, SIRD and Voluntary Health Association of Assam.
xii) Supporting agency	RGVN, NIRD, IGSSS.	CRY, NIRD, WHO, Indian Institute of Health Management Research, Helpage, NIPCCD, Red Cross Society.	NIPCCD, Gyan Vigyan Samiti Assam and Sarva Shiksha Abhijan Mission.	SIRD, VHAA, NIPCCD. Social Welfare Department.

NGOs ->	Shanti Sadhana Ashram	Bosco Reach Out	Gyan Vigyan Samiti Assam	Tezpur District Mahila Samity
<b>VARIABLES↓</b>				
xiii) Planning	Activity plan is done department wise, which is consulted with the Manager and the Secretary. The departmental units set the targets for quality and quantity, and prepare the production and marketing plans. Resource planning also done in the process.	The different types of plans are long term plan for the region (for 4 to 5 years), yearly plan, monthly plan and micro plan.	Action planning is carried out by different work teams, which is consulted with the chief functionary. Plans are also made at different levels like the Region, District, Block and Village. Collaborative plans are also made with the involvement of the target segment.	Plans are made by the Project teams and also along with the target segment in case of SHGs.
xiv) Organizing	The organization has adopted functional structure and which is organic to an extent. The different jobs are put under different functional areas.	The organizational structure is functional/ function based and organic to an extent.	The organization has territorial and functional base organization structure, which is highly organic at the functional level.	The organization has adopted service based and organic organization structure.
xv) Leading	Democratic/participative leadership is practiced with the leader having the ultimate authority. The work is continuously monitored and evaluated by the respective supervisors. Progress reports (of work) need to be submitted.	Leadership style is participative, but the ultimate decisions on important issues are taken by the Director. A systematic monitoring and evaluation both external and internal are part of the control mechanism imposed by the organization. Monthly reports need to be submitted.	Democratic leadership is practiced which keeps everyone in the organization motivated. Extensive monitoring and evaluation (both internally and externally) that are carried out are the essential control mechanism.	Democratic leadership is practiced which keeps everyone in the organization motivated. Evaluation and monitoring are made mandatory by the funding agencies. Field visits are given by the coordinators and executive body members.
xvi) Control				

NGOs ->	Sipajbar Diamond Club and Community Centre (SDCCC)	Voluntary Health Association Of Assam (VHAA)	The Indian Council Of Child Welfare (ICCW)	Kasturba Gandhi National Memorial Trust, ASSAM
<b>VARIABLES↓</b>				
xiii) Planning	Planning is done at the Executive Body level and by the Project teams in consultation with the General Secretary.	Planning is carried out during staff meetings and Project team meetings.	The Field Officer sits with the Project coordinators for framing the plans, who in turn sit with his team to prepare the plan. Different action plans are made for different kinds of job.	Action plans are made activity-wise by the different centre and the persons responsible for the job. The members and sometimes the target segment are involved in the process.
xiv) Organizing	The organization structure is functional type, which is somewhat organic.	The organization structure is functional type, which is organic.	The organization structure is service based and fairly organic.	The organic structure is a mix of functional based and service based structure which is not very systematic and fairly flexible.
xv) Leading	The leadership is democratic and highly dynamic.	Democratic/participative leadership is practiced.	Though planning is participative, but the decision-making is not so.	Leadership is democratic but is unable to motivate the members to a greater extent.
xvi) Control	Appropriate monitoring and evaluation of activities is carried out through supervision, measuring with the targets and filling up the formats.	Appropriate monitoring and evaluation of activities both internally and externally is carried out.	Monitoring and evaluation is carried out by the Supervisors, Coordinators, and Secretary via field visits and feedbacks.	Monitoring and evaluation of activities is inconsistent and weak.

NGOs ->	Shanti Sadhana Ashram	Bosco Reach Out	Gyan Vigyan Samiti Assam	Tezpur District Mahila Samity
VARIABLE S↓ xvii) <b>Individual Dynamics</b>	<p>They perceive the activities of the organizational very positively and are enthusiastic about the new activities. The individuals are highly motivated. They had developed greater adaptability to the organizational culture. Their attitude is very positive about their fellow members, target segment and organizational problems, and are concerned about them. The individuals have exhibited greater learning abilities in terms of picking up skills, abilities and knowledge.</p>	<p>The individuals perceive the activities of the organization as pro-poor and result oriented. They are highly committed and motivated. They had developed greater adaptability to the organizational culture. Their attitudes towards the fellow members are good. Their outlook is professional and they act so. The upliftment of the target segment is their main concern. They feel that they are consulted in solving organizational problems. The individuals have exhibited greater learning abilities in terms of picking up skills, abilities and knowledge.</p>	<p>People are dedicated and cooperative. The individuals perceive the activities of GVSA as people based. They are highly committed and motivated. They had developed greater adaptability to the organization. Attitudes towards the fellow members are very good which is based on collaboration. They believe that the target segment constitute the pillars of the organization. Further they feel that they are consulted in solving the organizational problems. The learning ability of the individuals is high. As GVSA is involved in literary activities, it emphasizes a lot on learning for both its members and the target segment.</p>	<p>People are dedicated and cooperative. The individuals perceive that the organization is focussed on the needs of the target segment. The individuals are motivated to work. They had developed greater adaptability to the organizational culture. Their attitudes about their peers are good. They feel that the target segment requires lot of motivation to work and a constant follow up of work. They have a concern for the organizational problems and feel that they are consulted in this matter.</p>
				<p>The learning ability of both the organizational members and individuals from the target group is worth praising.</p>

NGOs ->	Sipajhar Diamond Club and Community Centre (SDCCC)	Voluntary Health Association Of Assam (VHAA)	The Indian Council Of Child Welfare (ICCW)	Kasturba Gandhi National Memorial Trust, ASSAM
<b>VARIABLE</b> S↓ xvii)	<p>The individuals relate the success, growth and reputation of the organization to the activities of the organization. The individuals are highly motivated. They are very much adaptable to the different situations that they face in performing their duties. Their attitude towards their fellow members is very good. Mutual trust and cooperation prevail. Their main focus is the target segment. They are very much concerned about the organizational problems and they think that they are involved in solving them. The learning abilities of the members are good and this has helped them to get attuned to high degree of change they had initiated.</p>	<p>A good interpersonal relationship amongst the members prevail. The individuals are very positive about the activities of the organization but believe that a direct intervention with the target group will be more useful. They are highly motivated and are able to adapt themselves to the various situations in the organization. Their attitude towards the fellow members is good, to whom they extend all possible support whenever required. They believe that the relationship with the target segment should be enhanced. They feel that the organizational problems are solved by active support of the members and the stakeholders. Learning ability of the individuals is good.</p>	<p>A good interrelationship amongst the staff exists. They perceive the activities of the organization positively, but feel that more support from the authorities is required in carrying out the same. Not all the members are equally motivated. Overall they can be said to be moderately motivated. The individuals are adaptable to the different situations that they come across in the organization. They feel that their good relation with their fellow members is the greatest driving force. According to them a lot of effort is required to bring development in the target segment. They believe that an effective problem solving mechanism is absent in the organization. As very limited OD activities are conducted for the individuals, they learn by experience, which is better for those people working in the projects.</p>	<p>The individuals specially the senior members are highly dedicated towards the organizational mission. They exemplify sacrifice. The interrelationship amongst them is good, but a gap exists between the senior and the junior members. Individuals take pride in being associated with the activities of the organization, but some feel that some change need to be introduced in order to satisfy the target segment and generate more resources for the organization. The motivation level of the members is low to moderate. The younger generation and the new recruits are finding it difficult to adapt to certain norms in the organization. The attitude about the fellow members is good, but the senior members feel that the young generation is unable to do hard work. They believe that the target segment is unable to practice the ideology of Gandhiji. The individuals believe that they are consulted in solving the organizational problems. The members have very limited scope of learning through OD programmes. They learn their work through experience.</p>
<b>Individual Dynamics</b>				

NGOs -> VARIABLE S↓	Shanti Sadhana-Ashram	Bosco Reach Out	Gyan Vigyan Samiti Assam	Tezpur District Mahila Samity
xviii) Group dynamics	Very cooperative work climate prevail. No groups are in conflict. The teams are results driven and are characterized by informality.	BRO function like a single work team. The intra and inter team activities are very satisfactory. No groups are in conflict. Team building activities are conducted twice in a year. The teams are results driven and are professional in approach.	Good inter and intra team activities were observed. No major conflicts have arisen. No groups have tried to hamper the organizational work. The teams have clear goals and objectives. Team building activities are carried out.	Inter group behaviour is good. A collaborative climate exists. Inter group conflicts are absent.
xix) Changes undergone	Adopting new technology and activities, and setting different goals and objectives at different period of time.	The organization has redefined its vision and mission, brought changes in the objective, the PME system and its approach to development.	New objectives, activities, position in the organization structure have been added. Changes in the official procedures and in the constitution have been adopted.	An evolution of activities over a period of time is observed. The organization has also changed its focus
xx) Changes needed	At present there is also a need for change in HR policies of the organization, gaining professional expertise and an effective training need identification. In future the organization should focus on self-generation of funds and self-sustenance, expansion of geographical area of work and taking up newer activities.	At present there is a need of role clarity on the part of the organization, effective handling of financial management and documentation system and to involve the consultants for longer period of time.	At present there is a serious need for reviewing of activities, identification of training needs, post training follow up, enhancement of management skills and a position of director/coordinator training.	At present there is a need for restructuring, finding out new leadership, enhancement of professional skills and to conduct HRD activities for growth. In future there is a need to develop banking and information technology areas, expand the reach of its present activities, carry out self-sustaining activities, to balance between modern and traditional, professionalism and voluntarism, and young and old members.



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<b>VARIABLES↓</b>				
ix) Employees	The number of full time employees is seventeen and that of part time employees is six. The total is twenty-three. This excludes the honorary members.	There are thirty seven full time staff and one hundred and forty one part time staff in the organization. The total strength of employees is one hundred and seventy eight.	The strength of full time staff is sixty three and that of part time staff is twenty seven. The total is ninety.	The organization consists of fifty-nine full time workers and four part time workers. The total is sixty-three.
x) Target segment	The rural poor, women and youth of Sipajhar District constitute its target segment.	VHAA has two sets of target segment. Firstly, the other NGOs and secondly the grassroots level community.	The target segment is comprised of the women, children and the community.	The rural poor, women, children and youth constitute its target segment.
xi) Sponsoring agencies	NEDFI, RGVN, NABARD, CAPART, IGSSS, HDFC Bank, UCO Bank.	ICCO, UNICEF, UNFPA, AIDS Control Society, Sarva Shiksha Abhijan Mission, Ministry of Health and Family Welfare.	Ministry of Social Welfare, Ministry of Social Justice and Empowerment, Ministry of Child Welfare, Voluntary Health Association of Assam and Sarva Shiksha Abhijan Mission.	Kasturba Memorial National Trust, Ministry of labour welfare, Ministry of Tribal area development, Social Welfare Board, SIRD and Voluntary Health Association of Assam.
xii) Supporting agency	RGVN, NIRD, IGSSS.	CRY, NIRD, WHO, Indian Institute of Health Management Research, Helpage, NIPCCD, Red Cross Society.	NIPCCD, Gyan Vigyan Samiti Assam and Sarva Shiksha Abhijan Mission.	SIRD, VHAA, NIPCCD, Social Welfare Department.

NGOs ->	Shanti Sadhana Ashram	Bosco Reach Out	Gyan Vigyan Samiti Assam	Tezpur District Mahila Samity
<b>VARIABLES↓</b>				
xiii) Planning	Activity plan is done department wise, which is consulted with the Manager and the Secretary. The departmental units set the targets for quality and quantity, and prepare the production and marketing plans. Resource planning also done in the process.	The different types of plans are long term plan for the region (for 4 to 5 years), yearly plan, monthly plan and micro plan.	Action planning is carried out by different work teams, which is consulted with the chief functionary. Plans are also made at different levels like the Region, District, Block and Village. Collaborative plans are also made with the involvement of the target segment.	Plans are made by the Project teams and also along with the target segment in case of SHGs.
xiv) Organizing	The organization has adopted functional structure and which is organic to an extent. The different jobs are put under different functional areas.	The organizational structure is functional/ function based and organic to an extent.	The organization has territorial and functional base organization structure, which is highly organic at the functional level.	The organization has adopted service based and organic organization structure.
xv) Leading	Democratic/participative leadership is practiced with the leader having the ultimate authority. The work is continuously monitored and evaluated by the respective supervisors. Progress reports (of work) need to be submitted.	Leadership style is participative, but the ultimate decisions on important issues are taken by the Director. A systematic monitoring and evaluation both external and internal are part of the control mechanism imposed by the organization. Monthly reports need to be submitted.	Democratic leadership is practiced which keeps everyone in the organization motivated. Extensive monitoring and evaluation (both internally and externally) that are carried out are the essential control mechanism.	Democratic leadership is practiced which keeps everyone in the organization motivated. Evaluation and monitoring are made mandatory by the funding agencies. Field visits are given by the coordinators and executive body members.
xvi) Control				

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<b>VARIABLES↓</b>				
xiii) <b>Planning</b>	Planning is done at the Executive Body level and by the Project teams in consultation with the General Secretary.	Planning is carried out during staff meetings and Project team meetings.	The Field Officer sits with the Project coordinators for framing the plans, who in turn sit with his team to prepare the plan. Different action plans are made for different kinds of job.	Action plans are made activity-wise by the different centre and the persons responsible for the job. The members and sometimes the target segment are involved in the process.
xiv) <b>Organizing</b>	The organization structure is functional type, which is somewhat organic.	The organization structure is functional type, which is organic.	The organization structure is service based and fairly organic.	The organic structure is a mix of functional based and service based structure which is not very systematic and fairly flexible.
xv) <b>Leading</b>	The leadership is democratic and highly dynamic.	Democratic/participative leadership is practiced.	Though planning is participative, but the decision-making is not so.	Leadership is democratic but is unable to motivate the members to a greater extent.
xvi) <b>Control</b>	Appropriate monitoring and evaluation of activities is carried out through supervision, measuring with the targets and filling up the formats.	Appropriate monitoring and evaluation of activities both internally and externally is carried out.	Monitoring and evaluation is carried out by the Supervisors, Coordinators, and Secretary via field visits and feedbacks.	Monitoring and evaluation of activities is inconsistent and weak.

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xviii) Group dynamics	Very cooperative work climate prevail. No groups are in conflict. The teams are results driven and are characterized by informality.	BRO function like a single work team. The intra and inter team activities are very satisfactory. No groups are in conflict. Team building activities are conducted twice in a year. The teams are results driven and are professional in approach.	Good inter and intra team activities were observed. No major conflicts have arisen. No groups have tried to hamper the organizational work. The teams have clear goals and objectives. Team building activities are carried out.	Inter group behaviour is good. A collaborative climate exists. Inter group conflicts are absent.
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xx) Changes needed	At present there is also a need for change in HR policies of the organization, gaining professional expertise and an effective training need identification. In future the organization should focus on self-generation of funds and self-sustenance, expansion of geographical area of work and taking up newer activities.	At present there is a need of role clarity on the part of the organization, effective handling of financial management and documentation system and to involve the consultants for longer period of time.	At present there is a serious need for reviewing of activities, identification of training needs, post training follow up, enhancement of management skills and a position of director/coordinator training.	At present there is a need for restructuring, finding out new leadership, enhancement of professional skills and to conduct HRD activities for growth. In future there is a need to develop banking and information technology areas, expand the reach of its present activities, carry out self-sustaining activities, to balance between modern and traditional, professionalism and voluntarism, and young and old members.

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xx) <b>Changes needed</b>	At present the tenure of the chief functionary need to be extended. Expansion of its activities and the area of operation are also required. The seven-sub-committees should be withdrawn. In future all its efforts should be focused on realizing its dream of being a micro-finance institute and set up a bank.	At present there is a need for imbibing a change in its vision, mission, objectives and interventions which should be target segment oriented. In future the focus should be on educational programmes and framing of good HR policies.	At present there is a need for enhancement of professional skills and dynamism in the organization. There is also a need for a full time Office Coordinator and extending the tenure of the chief functionary. In future there is a need of expansion of activities and bring new projects which are self sustaining.	At present there is urgency in bringing change in the organizational policy. Further dynamism and flexibility has to be imbibed. In future the focus should be on self-sustenance, creating a change in the mindset of the members and the community.

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	Apart from its partners, the organizational members are greatly involved in the OD process. Different kinds of OD exercise are carried out which are widely participated by all the members.	All its partners including the member NGOs are involved in the OD process. Involvement of the target segment in the process is of recent origin.	Though the members are involved in the OD process, but it ceases to be very effective. The Target Segment is not included in the process. PME is moderate.	Though the organizational members, the target segment and the social workers are involved in the OD process, but it is not systematic and thus fails to deliver the desired results.



## **NGO Change Management Process – an analysis**

The successful NGOs have good relationship with the funding and the supporting agencies. Representatives from these agencies visit the NGOs regularly and provide technical guidance and the necessary help whenever required. They provide valuable information regarding the need for change and guide them in managing change. In contrast to that it was seen that the less successful NGOs were not enthusiastic enough to approach the funding and supporting agencies for help rather they believed that these organizations should approach them as they are pioneers in their area of work. Leading change was found to be participative in the successful NGOs. The stakeholders were involved in the planning process. The positive individual and group dynamics helped in the change management process.

All the successful NGOs have led changes in their organizations and managed them well. One of the successful NGOs, namely Sipajhar Diamond Club had undergone second order or transformational change. Five of the successful NGOs had experienced incremental changes. These NGOs have redefined their vision, mission and objectives, adopted new activities and work methodology and had reengineered their management process (planning, organizing, staffing, leading and control). In contrast to that though a need for change exists in the less successful NGOs, these organizations reflect no major change except for addition of a few new activities. Some members of these NGOs even failed to admit the need for change in their organizations. The members of the different NGOs expressed the need for carrying out numerous changes by their organization. All of them embarked upon attaining self-sustenance and framing of a clear HR policy. The organizations revealed a need to recruit some professionals and create positions of a HRD Coordinator and an Office Coordinator.

The OD process in most of the successful NGOs is widely participated by all or most of the partners (employees, target segment, sponsoring and supporting agencies, alliance partners etc) at one or the other stage in varying degrees. In the less successful NGOs, participation of the target segment, the funding agencies, the supporting agencies and the alliance partners in the OD process is insignificant. Further a gap is observed between the senior and junior workers in both the less successful NGOs, who feel left out in the decision making process. Hence OD is found to be ineffective in them. In these organizations environment scanning and

analysis is almost absent, action planning is carried out only for certain activities (mostly project based, at the behest of the funding agencies), all the partners are not involved in the diagnostic and action planning phases and follow up is inadequate. Consultants are involved in the OD process by Bosco Reach Out, one of the successful NGOs. PME (planning, monitoring and evaluation) system is strong in some of the successful organizations. It is either unsystematic or the weakest link in the rest. OD is generally used in some form or other to solve the organizational problems, adopt and manage change.

The OD process of the successful NGOs could be classified into *diagnostic*, *action* (action planning and implementation), and *programme management* (monitoring, evaluation and stabilization) phases. These are carried out through interventions. Some of the successful interventions carried out by these organizations are participatory/collaborative planning, external and internal evaluation, need assessment of the target segment, self-help group approach, popular methods of campaign, motivational and empowerment workshops etc. Some of the interventions adopted by the different NGOs that failed to give them the desired results are pro-poor approach, indirect intervention through other NGOs and recruitment through advertisement. NGOs like Sipajhar Diamond Club and Community Centre, Tezpur District Mahila Samiti and Bosco Reach Out have internal facilitators/special cell to look after the programme management component. The successful NGOs use OD process not only to manage the present situation, diagnose and solve the problems faced by them, but also to remain proactive. The less successful organizations use OD mainly to solve the organizational problems. Those organizations that have implemented OD appropriately as a tool for change management have become more successful in attaining their objectives and realizing growth.

## SWOT analysis

A SWOT analysis has been carried out to understand the area of strength, weakness, opportunities and threats of the NGOs with specific reference to Organization Development or Change management.

Table 6.2: SWOT Analysis of the studied NGOs

Major strengths	Major weaknesses
i) Stake holder's participation in the OD process with proactive approach.	i) Limited stakeholder's participation in the OD process.
ii) A good working culture and <i>an appropriate structure</i> .	ii) Lack of proactive approach in organizational planning.
iii) Adequate and quality manpower that is enthusiastic and committed.	iii) People in the organization are with inadequate specialized knowledge.
iv) A good interpersonal relationship amongst the members.	iv) A low morale is reflected amongst the staff in the less successful NGOs
v) An effective PME system.	v) PME system is weak in many NGOs.
vi) An effective leadership which is participative, farsighted, dynamic and committed.	vi) Ineffective leadership.
vii) Position of a Training Coordinator in some of the NGOs.	vii) Lack of a Training Coordinator and very limited efforts towards OD and HRD.
viii) Presence of Internal Facilitators	viii) Absence of Internal Facilitators in the change programmes if at all conducted.
ix) Knowing the need for change and accordingly acting fast.	ix) Not at all aware of the need for change.
x) Being proactive.	x) Not being proactive.
xi) Shared vision, mission and objectives.	ix) Absence of a clear and shared vision, mission and objectives.
xii) Good reputation of the organization and an amicable relationship with the NGO's stakeholders.	x) Declining organizational reputation
xiii) A good networking with the other developmental organizations.	xi) Weak networking with other developmental agencies.
	xii) Gap between the senior and the junior members. xiv) Ineffective HRM policies and inadequate 'Change management' initiatives.

Major Opportunities	Major Threats
i) The good reputation of the organization leads to a competitive advantage in getting funds or new projects or assistance from the supporting agencies. ii) The good relationship with the sponsoring agencies, the supporting agencies and the target segment. iii) The NGO friendly policies of the government. iv) A committed, conflict free and motivated work team is more likely to accept change. v) The mass based NGOs can better involve the target segment and community in its activities. vi) People look forward to NGOs in order to bring transformation.	i) The dwindling image of the less successful NGOs. ii) Declining accessibility of funds. iii) Cut throat competition amongst the NGOs. iv) Lack of second line of leadership in many NGOs. v) Absence of adequate number of suitable people to work for the NGOs.

Majority of the above mentioned strengths are observed in the successful organizations, whereas majority of the weaknesses are observed in the less successful NGOs.

### Force Field Analysis

A 'Force - Field Analysis' has been done to find out the 'Driving Forces' and the 'Restraining Forces' of the NGOs. The driving forces are the positive forces that help the NGOs to move towards the organizations objective of a better Change management and realizing a desired /ideal state for themselves, whereas the restraining or the negative forces act opposite. An organization in order to succeed must use its driving forces to combat the restraining forces or take initiatives to handle the factors responsible for creation of them.

Table 6.3: Force Field Analysis of the studied Organizations

Driving forces	Restraining Forces
<ul style="list-style-type: none"> <li>• Good interpersonal relationship</li> <li>• Absence of dysfunctional conflict</li> <li>• Eagerness of the sponsoring and supporting agencies to assist the NGOs</li> <li>• Eagerness of the government to involve the NGOs in different programmes and assist them</li> <li>• Good relationship with the target segment</li> <li>• Urge of the NGOs to serve</li> <li>• Comprised of committed people</li> <li>• Absence of politics in the organization.</li> <li>• Organization culture is based on values</li> <li>• Organizational leaders are respected by the employees.</li> </ul>	<ul style="list-style-type: none"> <li>• Not sufficiently aware of the changes in the environment</li> <li>• An effective performance management is lacking</li> <li>• Lack of information related to various sponsoring and supporting agencies</li> <li>• Inertia in carrying out change related interventions</li> <li>• Lack of trained internal facilitators to undertake change/OD programme</li> <li>• Lack of qualified professionals</li> <li>• Dearth of adequate and suitable people to join the NGOs</li> <li>• Competition</li> </ul>

The eagerness of the sponsoring, supporting including the government agencies to help the NGOs can be used to take advantage of developing the NGO by developing the quality of manpower. This would solve the problem related to lack of trained internal facilitators for change programmes and also qualified professionals. The presence of good interpersonal relationship amongst the members and absence of dysfunctional conflicts would help the NGOs to carry out change related interventions. Further the urge for NGOs to serve is a major driving force which can help the NGOs to face competition. The NGOs are comprised of committed people, who could be trained suitably. As the NGOs have the urge to serve, in order to sustain themselves they must focus on environmental analysis on a continuous basis and also on the Programme Management Component of OD/Change programme through its people. An organization culture based on values has a positive and direct correlation to successful change management. It can fill up the lack of sufficient manpower in organizations. The leader has a vital role to play in all these efforts as in an organization the top management's willingness to change and lead the organization towards change is very important. It is seen that in all the NGOs the leaders are highly respected by the subordinates.

## **Conclusion**

Analysis of the different variables, and their presence or absence in the NGOs could be linked to the organizations being successful or less successful. The comparative analysis has compared all the important variables that can be related to change or OD in the NGOs studied. It is seen that the characteristics of many variables are similar in the successful NGOs and on the other hand the less successful NGOs have similar characteristics. Most of the successful NGOs possess the strengths identified in the SWOT analysis, whereas the less successful NGOs have the weaknesses. The NGOs can become successful if they use their driving forces to get away with the restraining forces.

## **Chapter – 7**

# **FINDINGS AND SUGGESTIONS**

In a simplest way change can be defined as realizing a new state of things that is different from the earlier one. It is understood as making the form, nature, content etc. of something different from what it is or what it would be if left alone. The process through which a proposed change is effected is treated as 'Management of Change'. 'Organizational Change' refers to the process of growth, decline and transformation within the organization. Managing organizational change is the process by which organizations move from their present state to some desired future state to increase their effectiveness. Though change management is important for all organizations, due to the changing role of NGOs, a greater need for this has emerged in this sector. In this research study the existing way of managing organizational change in NGOs and the desirable interventions that could be used for this purpose were explored with special focus on Organizational Development.

### **Brief findings of review of literature**

The review of literature has revealed that there are two types of change. The first kind is the incremental change and the second radical or transformational change. Factors influencing change are stated to belong to both the external and internal environment, for example, competition, current and future needs of the stakeholders including the needs of its employees, creation of a learning culture, etc. There are two approaches to change, one is participative and the other directive. Implementing change is a multi-step process starting from assembling a change management team to absorbing change into culture of the organization. Different authors have mentioned that Organizational Development (OD) can be considered and positioned as an important strategic intervention in the NGOs. In general OD has been classified into three phases namely, the diagnostic phase, the action or intervention phase and the stabilization or process maintenance or programme management phase. Some of the useful OD interventions that have been mentioned are Training- Based OD intervention, Person-Focused OD intervention and Role -Focused OD intervention. Process Consultation Approach and Action Research Approach are successfully used by many organizations to deal with change. Leadership, culture and people are stated to be important aspects of OD. OD policies and practices need to have people orientation. Experiences of successful organizations suggest that OD



would have to be widely spread throughout the organization and cover all levels. The initiative of the chief functionary is vital. Studies suggest that it is helpful to identify the key leverage points or anchors for the change initiatives. The OD experts have recommended some relevant OD interventions that could be useful in NGO context such as Team Building, Role Clarification/Role Analysis Technique, Action Research, Vision Building, SWOT (strength, weakness, opportunity and threat) Analysis, PRA (participatory rapid appraisal), Objective Oriented Project Planning Tool, Force Field Analysis etc. While comprehending the OD implications for NGOs, one needs to consider the fact that NGOs cannot be seen as entities in isolation, but in conjunction with the grassroots development process on one hand and the funding and support agencies on the other.

### **Need for the study**

The review of literature has also revealed certain gaps, which are as follows: Research in OD is more concept-oriented besides being based on the consultancy work carried out. OD activity mostly carried out across the world is based on processes and interventions developed in western countries. In India OD research is negligible, and in Assam till now it has not been initiated. Looking at the vital role that NGOs are expected to play today, change management through OD could be highly valuable for them, but there is dearth of in-depth study carried out in this area and appropriate knowledge in managing change by the NGOs themselves. Keeping in view all these gaps, a strong need was felt to initiate OD research, as to how change could be managed at various stages of its process positively from NGO's mindset perspective.

**Major Objectives of study:** The following are some of the major objectives of the study.

1. To study the various forces that has prompted the NGOs to adopt change.
2. To study various interventions and strategies that are designed and implemented by the NGOs at various stages of change management process and their effectiveness in leading and managing change.
3. To understand the role and influence of individual, group and organizational dynamics in the process of change management.

4. To design and develop interventions and models for better management of change in NGOs.

## **Methodology**

Both primary and secondary data were collected for the study purpose.

**Secondary data:** The major sources for collection of data in this regard were libraries, internet, various national, state level organizations concerned for development of NGOs.

**Primary data:** The process of selecting NGOs for the study took place at three stages. In the *first phase* certain criteria were decided in consultation with the research guide and other experts after studying the existing profile of NGOs in Assam. It was mainly done to choose NGOs having better profile for the study. The criteria were as follows: NGOs working towards developmental action; having completed at least seven years of existence; employing at least ten persons on full time basis; located in Assam and popular at least within the state. Seventy NGOs were selected that fulfilled the above criteria.

In the *second phase* the criteria for selecting the eight NGOs (from above seventy) were identified by various change/OD experts. The criteria are as follows: quantity of loan, grant (funding) received and their utilization; payback of the loan by the NGO; project implementation; developmental work carried out i.e. the impact of its work in the society; reputation of the NGO and positive feedback received from the funding and the supporting agencies. The criteria suggested by the experts for identifying the NGO sample were ranked by various stakeholders of NGOs. Accordingly an NGO sample size comprising six top ranked successful and two less successful NGOs were selected for the study (in the ratio of 3:1). The less successful NGOs were those who ranked poor in the aforementioned criteria. As per the nature of study, case study method was chosen to collect information from the eight NGOs.

### **Brief profile of the organizations studied**

As already discussed in the research methodology, eight organizations were selected for the purpose of case study. Of these, six are highly successful and the other two are less successful. The successful organizations that were included in the study are Shanti Sadhana Ashram, Bosco Reach Out, Gyan Vigyan Samiti Assam, Sipajhar Diamond Club, Voluntary Health Association of Assam and Tezpur District Mahila Samiti. The less successful organizations are Indian Council of Child Welfare (Assam) and Kasturba

Gandhi Memorial National Trust (Assam). A brief profile of the organizations is as follows.

Four of them namely Gyan Vigyan Samiti Assam, Voluntary Health Association of Assam, Indian Council of Child Welfare (Assam), Kasturba Gandhi National Memorial Trust (Assam) are offshoots of national level organizations. The head offices of six of them are located in Guwahati (Kamrup district), whereas for one of them it is located at Sipajhar (Darrang district) and for another it is located at Tezpur (Sonitpur district). Four of them were established in the period 1982 to 1990. Three of them were established in the period 1921 to 1946 and another one was established in the year 1968. Major area of operation for most of them is Assam, though some of them also operate in Meghalaya, Arunachal Pradesh. The main goal of all the NGOs is to bring development of society through development of the individuals. The main target segment of these NGOs is comprised of the poor rural people (including women and children) in its area of operation. In general these NGOs are involved in the activities related to health, education, community development, and income generation.

### **Findings**

The findings of the research study can be presented under the following heads and subheads.

#### **The various forces that prompted the organizations towards change:**

These can be grouped into those forces that belong to the external environment and those that are from internal environment.

**External environment:** The demands of change posed by the external environment are those that are come from the target segment, the sponsoring agencies, the supporting agencies, the competitors or other NGOs and development oriented agencies, the government and its policies, legal, socio-cultural, economic, demographic, technological factors etc. This is further discussed below.

- The *target segment* wants the NGOs to design new programmes and approaches that would better serve their specific developmental needs. For example, poverty alleviation programmes through micro-credit and self-help group approach.
- The *supporting agencies* pressurize NGOs to enhance their competencies, skills of workers and bring in change in both individual and organizational mindset.

- The *sponsoring agencies* demand for optimum utilization of the resources provided to the NGOs, setting specific time-bound developmental goal (effective planning), delivery of quality service to the target segment, continuous monitoring and evaluation of work, and timely dispatch of periodic progress/feedback reports. They require the NGOs to adhere to certain norms, standards and principles.
- The *competitors* pose threat to the NGOs, as they are competing for the same kind of resources and that too from the same set of agencies, and trying to influence the same set of target segment. In order to combat that NGOs have to formulate better approaches to mobilize resources, and reach and fulfil the needs of the target segment.
- A change in *government* regulations and policies force NGOs to change their own policies.
- *Economic factor* also has an impact on the NGOs. The first kind is as mentioned previously, the design and implementation of programmes to fulfill the economic needs of the target segment. The second kind is the NGO's own endeavour to generate money to cater to their day to day economic needs related to implementing their programmes and functioning of the organization.

***Internal environment:*** The factors from the internal environment that affects change greatly are promoter's or leader's and/or top management's willingness to change; the needs of the different jobs/tasks; the needs or grievances of the individuals within the organization; past mistakes or the unsuccessful strategies adopted previously and work related problems. The factors that moderately affect change are irregularities committed and negative actions of some working members. The factors that lowly affect change are internal conflicts (which are not very conspicuous) and lethargy of the organizational members that is lack of any initiative towards change.

The change effort of successful organizations is focused on growth, survival and sustenance. *The major forces that influence the successful and less successful NGOs* are following:

The successful NGOs are influenced by the needs of the target segment, the sponsoring and supporting agencies, the top management's or the leader's willingness to change, demands of the tasks/jobs, for example, training people; NGO's urge for their self-sustenance, motivation of the people in the organization etc. The less successful

organizations are not very serious of the aforementioned factors. Their decision-making and planning process are limited to a few persons.

**Various interventions, strategies designed and implemented at various stages of Change Management of the NGOs:** These interventions and strategies can be presented in the table 7.1.

**Table 7.1: Interventions and strategies adopted at various stages of Change Management**

Area of intervention	Type of intervention	Role	NGOs where observed
Recruitment, selection, job fitness and role clarity:	<ul style="list-style-type: none"> <li>The individuals are absorbed into the organization mostly on the basis of references given by the people closely involved with the organization. A thorough check of the person's background, the past track record, the individual's/family values etc. The 'culture factor' or 'cultural fitness/match' is given prime importance. Great care is given to see that there is job fitness.</li> <li>'Role Profiles' of the different job incumbents are fixed through observation of work and discussions with the key people.</li> </ul>	<p>Very prominent and greater role.</p> <p>Prominent and greater role.</p>	<p>Shanti Sadhana Ashram (SSA), Bosco Reach Out (BRO), Gyan Vigyan Samiti Assam (GVSA), Sipajhar Diamond Club and Community Centre (SDCCC), Tezpur District Mahila Samiti (TDMS).</p> <p>SSA, BRO, GVSA, TDMS, SDCCC and VHA</p>
Diagnostic	<ul style="list-style-type: none"> <li>Diagnostic meetings/workshops</li> </ul>	<p>Prominent and greater role.</p>	<p>BRO, SSA, GVSA, VHA.</p>

	<ul style="list-style-type: none"> <li>• Review meetings/periodic group meetings</li> <li>• Project coordination committee meetings</li> <li>• SWOT analysis</li> <li>• Routine interfaces</li> <li>• Self- appraisals</li> </ul>	<p>Very prominent and greater role.</p> <p>Prominent and greater role.</p> <p>Prominent</p> <p>Prominent</p> <p>Less prominent</p>	<p>All NGOs except Kasturba Gandhi National Memorial Trust (KGNMT)</p> <p>Though few NGOs like SDCCC, GVSA have committees by that name, but most of the NGOs taking up projects have their own routine project meetings.</p> <p>BRO</p> <p>All NGOs</p>
<p>Planning related interventions, strategies:</p>	<ul style="list-style-type: none"> <li>• Collaborative action planning (include setting of objectives)</li> </ul> <p>Plans include unit/departmental plans; periodic plans, micro-plans, project plans, growth plan, resource plan, marketing plan etc.</p> <p>Strategic plan usually carried out with the support of consultants.</p>	<p>Very prominent and greater role.</p>	<p>All successful NGOs</p> <p>BRO</p>

Communication:	<ul style="list-style-type: none"> <li>• Mostly verbal and informal communication</li> <li>• Publish newsletter</li> </ul>	<p>Very prominent</p> <p>Less prominent</p>	<p>All NGOs</p> <p>GVSA,SDCCC, VHA,BRO</p>
Futuristic interventions:	<ul style="list-style-type: none"> <li>• Strategic planning exercise, visioning, future search conferences etc.</li> </ul>	Prominent and greater role.	Carried out in all successful NGOs at least once in a year.
Monitoring and evaluation related interventions and strategies:	<ul style="list-style-type: none"> <li>• Feedback meetings, periodic progress reports</li> <li>• Performance appraisal system/reports</li> <li>• Integrated programme approach</li> <li>• Field visits/supervision</li> <li>• External and internal evaluation</li> </ul>	<p>Very prominent and greater role.</p> <p>Less prominent but it play greater role wherever practiced.</p> <p>Prominent and greater role</p> <p>Prominent and greater role</p>	<p>Carried out in all successful NGOs on routine basis.</p> <p>BRO</p> <p>All NGOs</p> <p>GVSA, VHA, TDMS, BRO.</p>
Leadership	<ul style="list-style-type: none"> <li>• Democratic and participative.</li> </ul>	Prominent and greater role	All NGOs
Decision making	<ul style="list-style-type: none"> <li>• Participative</li> </ul>	Prominent and greater role	All the successful NGOs
HRD and OD	<ul style="list-style-type: none"> <li>• Existence of a training Cell or Coordinator</li> <li>• Team Building</li> </ul>	<p>Less prominent but plays greater role.</p> <p>Same as above</p>	<p>SDCCC, VHA, BRO, GVSA.</p> <p>BRO, GVSA, TDMS.</p>

Intervention at the target group level	• Motivational workshops/meetings, empowerment workshops	Very prominent and greater role.	All NGOs
	• Self-Help Group	Same as above	All NGOs except VHA
	• PRA (Participatory Rapid Appraisal)	Less prominent	GVSA, BRO
	• Cultural campaigns like Padyatra, Kalajatra.	Less prominent but plays greater role.	SSA, GVSA

The above table has not included some interventions, which are very specific to certain organizations.

**The effectiveness of various OD interventions for bringing change in the NGO mindset:** The different OD interventions undertaken by the organization were found to be effective in bringing and managing change in different organizations in varying degrees. All the diagnostic interventions gave positive outcomes and gave information about demands for change in the internal and external environment. The collaborative action planning was found to be result oriented. The participation of the members and sometimes the target segment, sponsoring and supporting agencies in setting of goals and objectives, and the means of achieving them was seen to be very effective. This helped to lead change effectively and avoid resistance towards it. The organizations conducting futuristic interventions were found to be proactive in bringing change. The interventions at the target segment level tried to ensure people's participation as equal partners and not only as recipients of services. Collaboration with the community, various community institutions and organizations, and community leaders greatly helped to carry out the organizational mission and solve the problems faced at the target group and the community level, thus managing change easier. Interventions like 'Padyatra' and 'Kalajatra' were immensely successful. The effectiveness of monitoring and the evaluation related interventions ranged from moderate to high degree. It was seen that in certain cases this was conducted at the behest of the sponsoring agencies. Both external



and internal evaluations were useful in bringing change. Integrated programme approach was found to be very effective. Here the NGOs tried to evaluate its programmes and or activities, personnel and infrastructure, and bring in systems and processes consistent with change. In some of the successful NGOs the evaluation of performance was done for individual against the job/task, the group against the project and the organization against the services and the goals. This had helped to find out the need for change at different levels. Those NGOs who have tried to consider 'Cultural Match' of the potential employees prior to absorbing them into their organizations have been greatly benefited. This has resulted in retaining the employees for longer period of time and gaining their commitment. This also helped them hold to their core values and at the same time grow. The HRD effort given by the organizations helped to build up a learning organization and thus to cope up with change in a better way.

The flexibility allowed in decision making greatly helped the organizations to cope up with change. In this regard the decisions taken at three levels, namely the Strategic Decision-making Level, the Management Level and the Knowledge Level Decision making greatly helped in managing change. In the 'Strategic Decision Making Level', the general body determined the long term objectives, resources and policies of the organization. In 'Management Level Decision- making', the governing body monitored the efficient utilization of resources, performance of operational units and took decisions in this regard. In 'Knowledge Level Decision making' the individuals in the organization evaluate new ideas for products/services; find out ways to communicate new knowledge and distribute information throughout the organization.

Some of the interventions that the NGOs adopted were not very effective. Except BRO, the Self- Appraisals, Future Search Conferences, SWOT, Environment and Role Analysis were not conducted in a proper way. Visioning exercises carried out by SDCCC and BRO need to be improved. Indirect intervention with the target segment through other NGOs as done by VHAA failed to derive expected results. A well thought methodology to know the employees' needs are missing, which till now is only verbal. Annual general body meetings in case of the less successful NGOs are held only as a formality. In these NGOs planning, monitoring and evaluation process is also not satisfactory.

**To understand the role and influence of individual and group dynamics in the process of Change Management:** The individuals working in the organization are committed to their work and are highly motivated. The support given to the organization by the individuals, the good interpersonal relationship and the favourable working atmosphere has made the change process easier. The presence of strong organizational values and an appropriate leadership has helped in building a good organization culture, which in turn has played a positive role in the process of change management. The awareness of organizational vision, mission and objectives has acted positively in taking proactive measures towards change.

The absence of greater degree of dysfunctional conflicts, struggle for power and politics has helped the successful NGOs to take up change related interventions. The presence of results driven and high performance teams, and the good intra and inter team relations based on informality are important factors in the change management process, as this accelerates collaboration and makes possible attainment of the objectives at a quicker pace through team work. The target segment, the sponsoring agencies, the supporting agencies and the social workers are the NGO's partners in managing change. They are the NGO's link with the external environment and they provide valuable information regarding the needs of the external environment or the demands for change. They provide the necessary resources, managerial and technical guidance to deal with change and use OD effectively for the same, support the NGO in solving problems, guide the organization on the programmes/activities that need to be focused and above all provide encouragement to the NGOs to move towards change. The promoters play the role of approving the change effort and providing guidance in the process. In few of the less successful organizations a 'close informal group' was observed, where change related issues were discussed first before involving the rest of the organizational members in the discussion. In the less successful NGOs it was observed that the chief functionary depended a lot on the other senior members before taking up vital decisions related to change. It was found that in these two organizations the Executive Committee mostly comprised of elderly/senior individuals and they worked part time (especially in case of ICCW). They neither realized the necessity of change nor approved change. These organizations exhibit limited dynamism in the change process.

Some instances of negative individual and group dynamics or dysfunctional conflicts though less prominent were observed in some of the NGOs. This is illustrated below in table 7.2.

**Table 7.2: Negative side of individual and group dynamics observed in the NGOs**

<b>Issues</b>	<b>Experienced in NGOs</b>	<b>Comments</b>
Problem with the funding and supporting NGOs	TDMS, KGNMT	There was misunderstanding between these NGOs and the funding and the supporting agencies, who later discontinued providing funds and support.
Gap between the senior and the junior members	SDCCC, KGNMT, ICCW and to some extent in TDMS.	The study revealed that the senior members found it difficult to accept the innovative ideas of the young people and resisted ideas regarding change. This was mostly observed in the NGOs, which were old. It is interesting that though SSA is also old but they have very well assimilated the ideas from the young and old generations.
Community related intervention	ICCW	ICCW used force from the district administration to acquire land and property from the community.
Leadership/power	VHAA	It had earlier role confusion and interpersonal conflict due to dual leadership.
Cheating	SSA	Professionals cheating the NGO
Interpersonal conflict	TDMS	Though occasionally interpersonal conflicts erupt, but that is solved by the leader before any harm is created.

**Major factors responsible for making the NGOs successful or less successful:** The vital factors responsible for making the NGOs successful or less successful are shown in table 7.3.

**Table 7.3: Major factors responsible for making the NGOs successful or less successful**

Vital factors behind the successful NGOs	Vital factors behind the less successful NGOs
i) Good reputation of the organization/goodwill created over a period of time.	i) The organizations do not carry the earlier reputation they had.
ii) A good networking with the other developmental organizations.	ii) Presence of minimal networking with other developmental agencies.
iii) Availability of funds.	iii) They voluntarily do not approach any sponsoring agencies for funding, rather they expect these organization to approach them.
iv) Stakeholder's participation in the OD process.	iv) Stake holder's participation in the OD process is limited.
v) In being proactive.	v) These NGOs are not proactive.
vi) Efforts exerted towards environmental scanning.	
vii) Presence of good working climate.	
viii) Appropriate organization structure.	
ix) Effective method of selecting people to work for the organization and having a clear job/ role profile.	vi) The less successful NGOs were found to adopt a formal procedure in selecting their employees. The outcome is not very positive. There is role overlapping.
x) Presence of enthusiasm at all levels of the hierarchy.	vii) A low morale is reflected amongst the staff.
xi) Majority of staff being young and enthusiastic.	
xii) Good manpower strength.	viii) The manpower strength is insufficient.
xiii) Committed individuals as workers.	

xiv) Presence of a good interpersonal relationship amongst the members.	ix) In the unsuccessful organizations a gap was found between the senior and the junior members.
xv) An effective PME system.	x) PME systems are weak.
xvi) An effective leadership which is participative, dynamic and committed.	xi) Ineffective leadership.
xvii) Presence of a training coordinator and the organization's HRD initiatives.	xii) Absence of a training coordinator and very limited efforts given towards OD and HRD.
xviii) Presence of clear and shared vision, mission and objectives.	xiii) Staffs with specialized knowledge are very limited.
	xiv) Absence of systematic HRM policies.
	xv) Absence of a clear and shared vision, mission and objectives.

**Other findings:** Apart from those findings mentioned above, the research has also revealed some other important findings. These are cited below.

1. Among the eight NGOs the origin of three, namely Kasturba Gandhi National Memorial Trust, Shanti Sadhana Ashram and Tezpur District Mahila Samity were influenced by ideology of Mahatma Gandhi. One of them (Bosco Reach Out) is the outcome of developmental initiative of Christian Missionary. Three of them, namely Gyan Vigyan Samiti Assam, Voluntary Health Association of Assam, Indian Council of Child Welfare emerged to fulfill the needs of the society, namely to make every individual in the society literate, to provide health related facilities and bring awareness on health related issues in the society, and to bring development of children and take up welfare measures for them respectively. Whereas one of them namely Sipajhar Diamond Club was established as a football club drawing inspiration from the game, which later transformed to a developmental organization working towards developmental action.

2. Except Bosco Reach Out (BRO), no restructuring is done in the other NGOs, though need for it is felt by other three, namely Tezpur District Mahila Samiti (TDMS), Voluntary Health Association of Assam, Sipajhar Diamond Club and Community Centre (SDCCC). A thinking process towards this end has been initiated by all these organizations. It is to be noted that all these four organizations are the successful NGOs. In contrast to this no need for change in the Organization Structure is felt by the two unsuccessful/stagnating NGOs namely, Indian Council of Child Welfare (ICCW) and Kasturba Gandhi National Memorial Trust (KGNMT).

3. It was found that the NGOs that practiced an effective means of communication were successful in implementing their plans and managing change.

4. NGOs with a good work climate based on familial and friendly relationship amongst the working members and work culture based on values like, honesty, trust, commitment, dedication, sincerity, mutual trust and cooperation, transparency are successful.

5. NGOs with a good work climate which was based on informality, collaboration, had familial and friendly relationship amongst the members, had a more participative leadership was able to motivate its members, and were more successful.

6. NGOs which had a touch of professionalism in work were more successful.

7. All the successful NGOs had a 'Vision Statement' and some of them have brought about changes in it or are in the process of changing it, like BRO, SDCCC, and VHAA. In contrast to that both the stagnating NGOs did not have any 'Vision Statement', nor have they realized the need for it.

8. An important finding is that in the successful NGOs the objectives have been redefined or new objectives were added with time. This was done in consultation with the organizational members through discussions, workshops, and brain-storming sessions. Hence, most of the members were aware of the objectives. Whereas in the stagnating NGOs no change in the objectives have been brought about. Most of the organizational members were unaware of their organizational objectives.

9. Change is directly related to the initiative of the leadership.

10. In all successful organizations all activities preceded with an exhaustive planning and an extensive monitoring and evaluation phase (PME). The action planning was participative. They adopted specific methodology/approach towards their activities. This

was not so with the two stagnating NGOs, except under 'Sarva Shiksha Abhijan' Programme under ICCW, which was carried out at the behest of the sponsoring agency.

11. Though overall no systematic environmental scanning procedure exists, but some amount of effort towards this end is given by the successful NGOs through internal meetings, SWOT analysis, Participatory Rural Appraisals (PRA), surveys, strategic management activities, participation in workshops, seminars, and discussions with the sponsoring and supporting agencies.

12. Except BRO, systematic 'Performance Appraisal' system is missing in all the organizations where the study was undertaken.

13. Dynamism of the organization was not reflected in the two stagnating NGOs.

14. In all the NGOs politics was found to be almost absent. Instances of negative forces and struggle for power are also very minimal.

15. An interesting finding is that the quantity of manpower was not directly related to the success of the organization.

16. Most of the successful NGOs had written 'Job Descriptions' and 'Job Specifications'. Further all the organizational members had clarity of their roles.

17. In all the NGOs individual dynamics are good. The organizational members have tremendous contribution towards the organization, a good interpersonal relationship exists with a collaborative atmosphere, and conflicts are negligible. 'Quality of Leadership' was found to be an important element. People looked for quality leadership and an efficient leader who could guide them properly, could spend time with them and to whom they could fall back when needed.

18. A good intra and inter-group relationship exists in all the organizations under study, helping each other at work. Group conflict was found to be absent. The successful organizations are characterized by teams which are results driven. They reflected all the characteristics of high performance teams.

19. Though overall the relationship with the target segment was found to be good and in all the organizations under the study, but it was seen that in the successful organizations the target segment participated in action planning process. These organizations also took care to find out the needs of the target segment and accordingly carry out action steps.

20. The successful organizations had no dearth of funds/funding agencies and supporting agencies, who are eager to help them. They maintained a good relationship with them. Whereas both the two stagnating agencies did not have sufficient agencies to finance them and they themselves are reluctant to approach them.

21. All the successful NGOs had alliances with a number of other partner NGOs in their developmental initiatives which was non-existent or missing in the stagnating NGOs.

22. In all the successful NGOs 'change' in several spheres have emerged and still they are looking forward to change. Though changes have been both proactive and reactive, but the latter is more. Some of these organizations, like BRO, SDCCC, SSA, and GVSA have handled/managed change very well. In the two stagnating NGOs change initiatives are very minimal and that too is limited to taking up some new activities. Otherwise these organizations reflect rigidity.

23. It was found that almost all the NGOs under the study took a holistic approach in solving problems of greater dimension. They tried to involve all the organizational members including the staff, the members of the community including the social workers, the sponsoring and the supporting agencies in the diagnosis and problem solving exercise. These problems were related either to their internal members or to the society/community. Only in some limited instances it concerned the funding agencies.

24. All the successful NGOs greatly emphasize on 'Organizational Developmental' activities and have attempted to conduct such programmes. These organizations have a separate 'Training Coordinator' to handle this aspect. This aspect is very limited in the stagnating NGOs. Also this responsibility is not entrusted to anyone within the organization.

24. The successful NGOs are more attuned to the culture of their area of operation (cultural orientation). Their organizational strategies are based on this aspect.



## Suggestions

Based on the findings of the study, a few models have been designed to reveal the practices followed and interventions to be designed and implemented for better management of change in NGOs.

Based on the research findings, a '**Conceptual model on Managing Organizational Change in NGOs**' is suggested (figure 7.1). The whole process of change through interventions, relationship with partners concerned, the different dynamics and the outcomes are explained in this model. Different types of impact or influence exerted by these components on each other are also depicted in the diagram. The factors from the environment that highly influence the nature of change in NGOs are socio-cultural and economic factors, organizational philosophy and values, top management's perception, organizational strategy, and the partners. The various organizational partners are the employees, honorary members, sponsoring and the supporting agencies, target segments and alliance partners. Except the last one, others have a high impact on the nature of change. The factors from the environment that moderately influence the nature of change in NGOs are market, technology, government/legal, the competitors or the other development agencies. The nature of change, partners, previous outcomes, other environmental factors, and dynamics of individual, group and organizational behaviour highly influence the type of interventions that are to be adopted in managing the process of change. Hence the NGOs need to consider this while contemplating change and deciding the types of interventions that could be used for this purpose. It was observed that in most of the NGOs studied by the researcher, the nature of change experienced is incremental, unplanned and reactive. Very few had experienced a change, which is both planned and proactive, or radical. It is desirable that the NGOs adopt change that is deliberate, planned and proactive. For this the willingness and initiative of the top management is essential. It is desirable that they discuss this issue with the organizational members so as to make it more participative. In the next stage the top management should decide about a facilitator either external or internal to carry out the change programme. A systematic and routine environmental scanning is mandatory to bring this kind of change. The interventions that are adopted also greatly influence the nature of change. The major interventions implemented by the NGOs and that are successful are

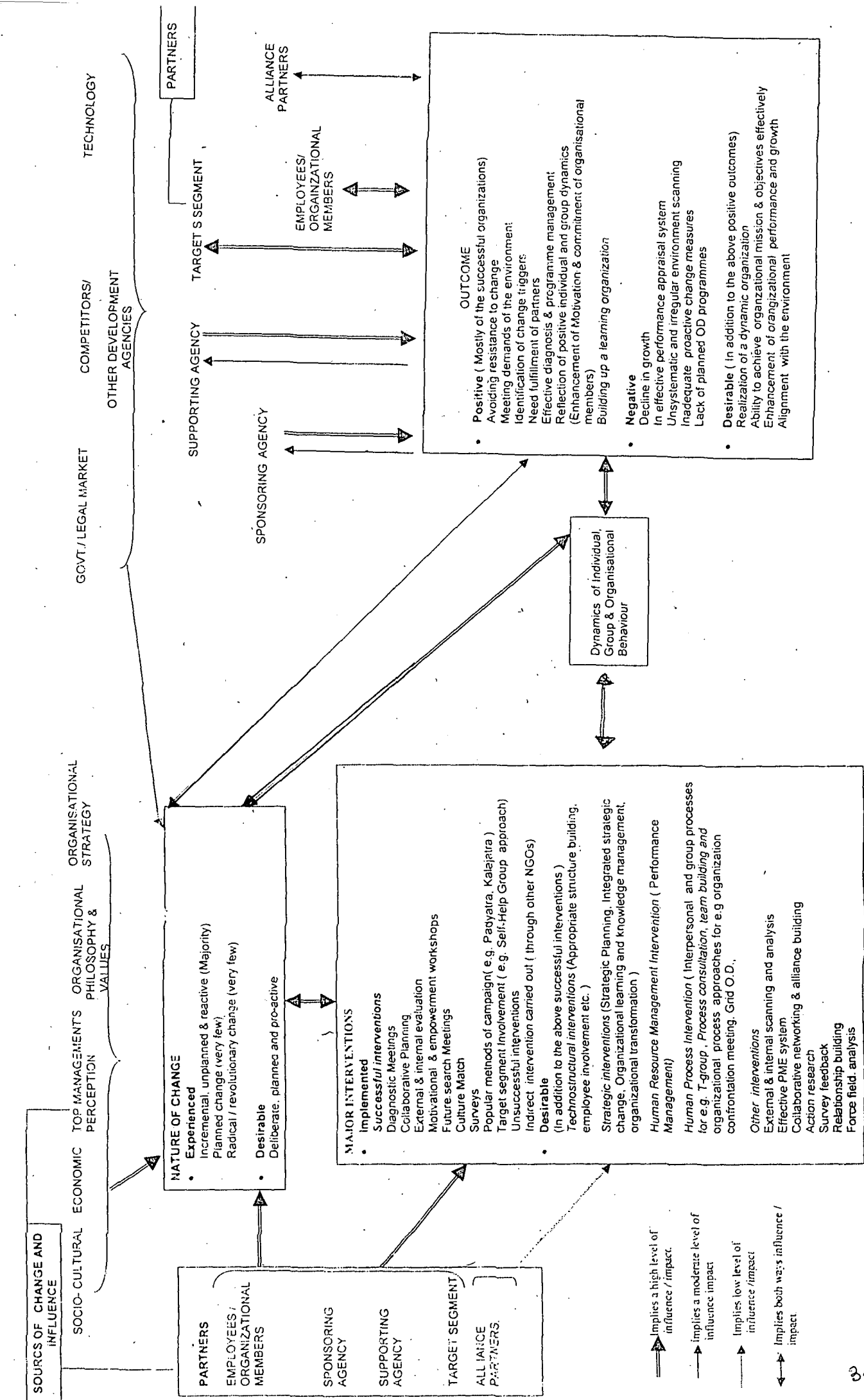


Fig. 7.1: A conceptual model on organization change Management for N.G.Os

the Diagnostic Meetings, Collaborative Planning, External and Internal Evaluation, Motivational and Empowerment Workshops, Future Search Meetings, Culture-Match, Surveys, popular methods of campaign like 'Padyatra' and 'Kalajatra', target segment involvement like Self-Help Approach. An unsuccessful intervention that was adopted by few organizations is Indirect Intervention (working through other partner NGOs). The desirable interventions for the NGOs outlined in the model are those in addition to the successful interventions already practiced by the NGOs. These are the Techno Structural Interventions, Strategic Interventions, Human Resource Management Interventions, and Human Process Intervention. These are discussed later in this chapter and presented in details in figure 7.2. Other useful interventions in the NGO context are external and Internal Scanning and Analysis, formulation of an effective PME (planning, monitoring and evaluation) system, Collaborative Networking and Alliance Building, Relationship Building, Action Research, Survey Feedback Approach and Force Field Analysis. Nevertheless this is not an exhaustive list of interventions that can be used in the NGOs in order to be successful. The use of the interventions should be situation specific. The interventions used by the NGOs lead to and also highly influence the outcomes, but it occurs through people and their behaviour. These have a great impact on changes in the behaviour of people as individuals and groups, which lead to changes in the organizational behaviour. This has been termed in the model as '*dynamics of individual, group and organizational behaviour*'. This highly influences the interventions carried out, the outcome/results of the interventions and the nature of change and vice-versa.

The results are moderately influenced by the nature of change and highly influenced by the sponsoring and the supporting agencies, the target segment and the organizational members. They are moderately influenced by the alliance partners. Except for the organizational members and the target segment, the outcome moderately influences the other partners. Some of the positive results of these interventions are ability to avoid resistance to change, meet demands of the environment, identify change triggers, fulfill the need of the partners, diagnose and manage programmes effectively, reflect positive individual and group dynamics, and build up a learning organization. The negative outcomes relate to decline in growth, ineffective performance appraisals, unsystematic and irregular environment scanning, limited proactive measures towards change and

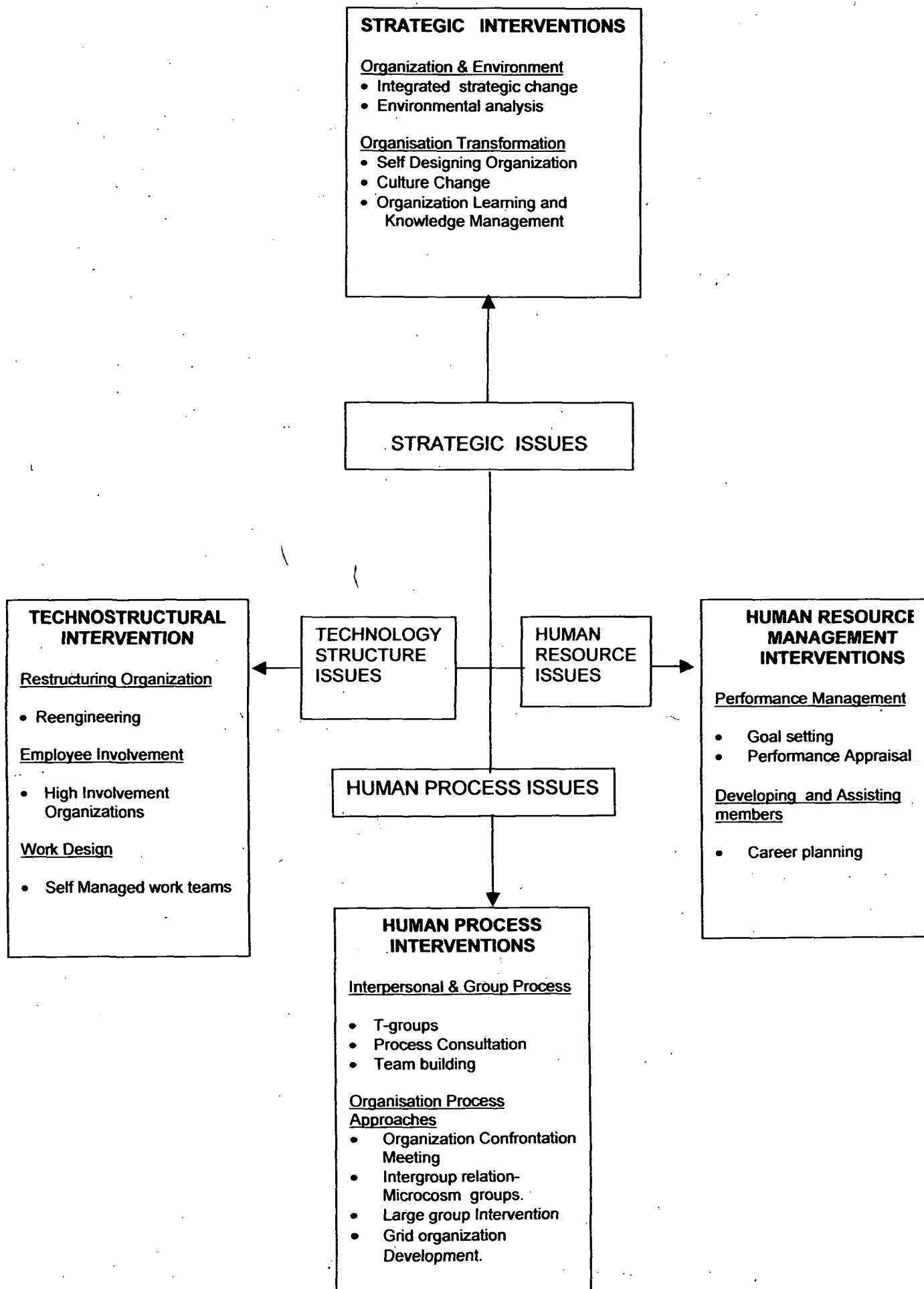


Fig.7.2 : Desirable interventions to address specific organizational issues in NGOs

unplanned OD programmes. Some of the desirable outcomes that have been outlined in addition to the already mentioned positive outcomes are realization of a dynamic organization, ability to achieve organizational mission and objectives effectively, enhancement of organizational performance and growth, and alignment with the environment. Thus it is hoped that this model will give an insight into understanding the role of various vital components in the process of managing change in NGOs and devising an appropriate strategy for conducting the same. Thus the results are expected to be more successful.

It would be worthwhile to suggest some OD interventions in order to tackle different organizational issues. Accordingly five sets of important OD interventions namely, Strategic Interventions, Techno-structural Interventions, Human Resource Management and Human Process Interventions are suggested by the researcher in order to deal with strategic issues, technology/structure issues, human resource issues and human process issues respectively in the NGOs. These are represented in the figure 7.2. As shown in the figure, in an organization all these issues are interlinked with each other. These interventions are discussed below.

**The Strategic Interventions for NGOs:** This set of interventions could be used to address the strategic issues in an NGO like the type of functions, services the NGO would be involved, ways and means of gaining competitive advantage and relating to the environment, and adhering to the values that will guide organizational functioning. This type of interventions includes two major subsets. They are *Organization and Environment*, and *Organizational Transformation*.

***Organization and Environment:*** Interventions related to organization and its environment includes Integrated Strategic Change and Environmental Analysis. Interventions pertaining to Organization Transformation include Self-Designing Organization, Culture Change, and Organization Learning and Knowledge Management.

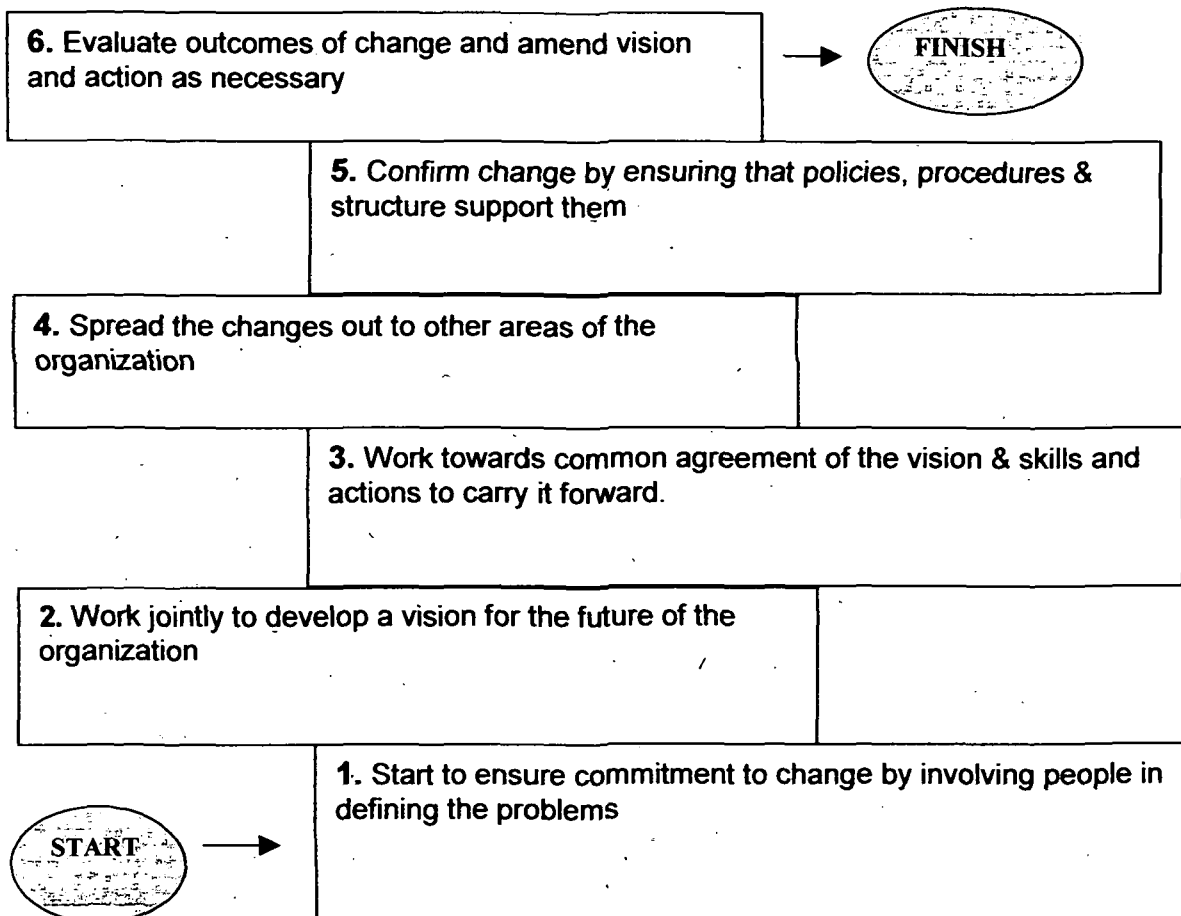
- *Integrated Strategic Change* consists of four steps. These are, performing the strategic analysis, exercising the strategic choice, designing the strategic plan and implementing the strategic change plan.

- *Environmental scanning and analysis* would include SWOT analysis, Force Field Analysis and analysis of the players both in the internal and external environment to look for demand related to change.

**Organization Transformation:** Those organizations who have failed to respond to the environment and have not taken any change initiatives; and those who are struggling to exist, are likely to be benefited by it. It implies radical changes in the way organizational members perceive, think and behave at work. It leads to significant shifts in corporate philosophy and values, organization culture, organizational strategy, and several organizational arrangements that shape the members behaviour. In case of NGOs the following Organization Transformation related Interventions would be useful.

- *Self-Designing Intervention* can be valuable in the organization transformation process. NGOs adopting this can build capacity to transform themselves to achieve high performance. It involves an ongoing series of designing and implementing activities carried out by managers and employees at all levels of the firm.
- *Culture Change:* A 'Bottom up Approach' to task alignment would be a useful strategy for Culture Change of the NGOs. In this approach change is developed from bottom to up, tied to the organizational critical path and spread throughout the organization. There is a greater participation of members and team leaders. The senior management is required to specify the general direction and provide a climate for change. Change is realized by way of developing people's abilities and improved coordination. The results generate stronger commitment to change. The Bottom up Approach to task alignment for culture change that could be useful for NGOs is shown in the figure 7.3.
- *Organizational Learning and Knowledge Management:* They are likely to be valuable strategies for the NGOs. Organizational Learning enhances an organization's capability to acquire and develop new knowledge, and Knowledge Management focuses on how that knowledge can be organized and used to improve performance.

It is observed that in many cases the NGOs were unable to fulfill the demands of their stakeholders or the environment because they lacked a systematic and effective means of scanning and analyzing the environment and take action steps accordingly. The interventions related to organization and its environment would help the NGOs to better understand the needs of its different stakeholders both from the internal and external



**Fig. 7.3: BOTTOM UP APPROACH FOR CULTURE CHANGE**

environment, use their strengths and driving forces to take advantage of opportunities and combat weaknesses. This will help to devise new strategies and change plan. There are NGOs, which no longer can be benefited by incremental change, but they need drastic changes to survive, and then succeed. In these kind of NGOs Organizational Transformation strategies would be useful, which will help the organization to build up a new work culture based on Learning and Knowledge Management. The two less successful NGOs namely Kasurba Gandhi National Memorial Trust and Indian Council of Child Welfare must adopt Organizational Transformation to address its manifold problems in order to survive and emerge with a renewed vigour. But for this they must hold several rounds of discussions with their stakeholders. The transformation process should be a participative one rather than imposed. They must seek their ideas about the future of the NGOs, decide the vision, mission, objectives and specific strategies for the organization. There is a need to go for culture change. Organization and Environment related interventions though are required in all NGOs, but they must be carried out in those NGOs where there is a gap in environmental information. Apart from both the less successful NGOs who need this information to revive themselves, know the needs of the target segment, funding and supporting agencies and their employees, it is also essential for the other NGOs who do not have a systematic procedure of Environmental Scanning and Analysis. The NGOs should adopt a mechanism for routine environmental analysis.

**The Technostructural Interventions for NGOs:** These interventions are suggested to address the technology or structure related issues like dividing the labour, coordinating the departments, producing products or services, designing work etc. These include those interventions that relate to Restructuring Organization, Employee Involvement and Work Design. The specific interventions under these that could be useful in the context of NGOs are discussed below.

- **Restructuring Organization** should consider 'Reengineering'. It breaks down specialized work units into more integrated, cross-functional work processes and makes work faster, more flexible and responsive to changes. It relates to redesigning the structure, the management process, the organization culture and adopting new technology.



- **Employee Involvement (EI)** seeks to increase member's input into decisions that affect organization performance and employee well being. It can be done by way of providing requisite power, relevant information in time, upgrading employee's knowledge, skills, and giving rewards. Table 7.4 depicts categories of EI, the methods that could be used for Employee Involvement in NGOs and the intended rationale behind it.

**Table 7.4: Employee Involvement for NGOs**

Main categories of EI	Methods to be used	Intended rationale
<i>Downward communication</i>	Team briefing, newsletters, periodic journals and magazines, videos, audiotapes, email, telephone briefings, interfaces.	To provide information, pass on messages, to be educative or reeducative.
<i>Problem solving involvement and upward communication</i>	Feedback sessions, meetings, quality action teams, quality improvement teams, suggestion schemes, employee survey.	Explicit access to employees' experience and skills, gain cooperation and opinions.
<i>Consultation</i>	Joint consultation committee, staff forums and meetings.	Employee involvement and checking the decisions.
<i>Structural changes at job and work organization level</i>	Job redesign: job enlargement and job enrichment; Work reorganization: team working; Autonomous working groups; empowerment.	To be reeducative; provide greater level of motivation and satisfaction; empowering.
<i>Managerial Style and leadership</i>	Participative managerial style; being visible, accessible and informal; creating credibility.	To realize better individual and group dynamics

*High Involvement Organizations (HIOs)*, which are part of EI could be very relevant interventions for NGOs. These interventions create organizational conditions that support high levels of employee participation. In HIOs almost all organization features are

designed jointly by management and workers to promote high levels of involvement and performance. The design features to transform NGOs to High Involvement Organizations could be as depicted in table 7.5

**Table 7.5: Design feature for HIO for NGOs**

ORGANIZATION STRUCTURE	Team based
JOB DESIGN	Individually enriched/job enrichment, self- managing teams or high performance work teams.
INFORMATION SYSTEM	Open, decentralized, team based, participative setting of goals and standards.
CAREER SYSTEM	Tracks for advancement, counseling, and open job posting.
SELECTION	Providing realistic job preview; involvement of the team members in the process; value oriented/looking for culture-match.
TRAINING	High commitment, peer training, interpersonal skills, value training and problem solving.
REWARD SYSTEM	Open, skill- based, and flexible benefits.
PERSONNEL POLICIES	Stability of employment, policies participatively established through representative group.
PHYSICAL LAYOUT	Arranged around organization structure, egalitarian, safe and pleasant.

- **Work Design** is concerned with creating jobs and work groups that generate high levels of employee fulfillment and productivity. Self-Managed Work Teams/High Performance Teams/Self-Directed Teams are important elements of Work Design, which could be formed in the NGOs. These Work Designs consists of members performing interrelated tasks. They are responsible for a complete product or service. They control members' task behaviours and make decisions about task assignments and work methods. They set their own goals within broader organizational limits.

NGOs that are lagging in their work due to an inappropriate and inflexible Organization Structure can perform their work faster through Restructuring and Work Design. Resistance and demotivation of their people can be worked out by seeking their

participation in planning and implementing of work, and decision making. This is possible through Employee Involvement. The problem of ineffective teams can be solved by establishing Self-Managed Teams.

Both the less successful NGOs can be benefited by all the above mentioned Technostructural Interventions. As it was observed that all the employees are not involved in the decision making process. Further there is a lot of communication gap amongst the employees on important organizational matters. The organization structure is less organic, hence they need to adopt new Work Design and build up Self Managed Teams. Some amount of role ambiguity was also visible in Shanti Sadhana Ashram, Voluntary Health Association of Assam, Tezpur District Mahila Samity and Gyan Vigyan Samiti Assam, where some key people are performing multiple tasks and are responsible for multiple jobs. Further, they did not have any job descriptions or role profile. Here restructuring and work design will be helpful.

**The Human Resource Management Interventions for NGOs:** These interventions should address the Human Resource issues in the NGOs like attracting competent people, setting goals and rewarding people, planning and developing people's careers. These should include 'Performance Management' and 'Developing' Managers.

- **Performance Management** is an integrated process of defining, assessing and reinforcing employee work behaviour and outcomes. It includes practices and methods for *goal setting, performance appraisal, and reward systems*. MBO could be beneficially used by the supervisors in setting objectives and reaching an agreement on major job responsibilities with the subordinate. An attempt should be made to align personal goals with that of the organizational goals. The performance appraisal for NGOs could be designed as presented in table 7.6

**Table 7.6: Approach to performance Appraisal in NGOs**

<b>Elements</b>	<b>High involvement approaches</b>
Purpose	Developmental, integrative
Appraiser	Appraiser, co-worker and others (360°)
Role of appraisee	Active participant
Measurement	Objective and subjective
Timing	Dynamic, timely, employee or work-driven.

It is observed that some NGOs are unable to achieve their objectives because they are poorly defined. Further these objectives are imposed on the individuals or they did not have specific objectives/goals for themselves. Thus a system of measuring performance and taking corrective measures is lacking. An effective performance management as suggested above is likely to help the NGOs in this context.

Except for Bosco Reach Out no other NGO has a proper system of carrying out Performance Appraisal. Hence 'Performance Management' intervention is very much required in the other seven NGOs. None of the NGOs have given any serious thought about career planning of its managers and integrating it to the HR planning of the NGO. Hence this intervention should be imbibed in all the NGOs studied in order to retain the good people and seek their career growth and development along with the organizational growth and development.

- **Developing Managers/key people:** A well thought career planning could be integrated to individual career planning and HR planning of the NGO.

**The Human Process Interventions in case of NGOs:** These interventions would address the human process issues confronted by the NGOs like those related to communication, solving problems, making decisions, interacting with people and leading people. These relate to the interpersonal and group process approaches, and organization process. The specific interventions under these are cited below.

- **Interpersonal and group process:** This set of useful interventions for NGOs would comprise of T-groups, Processes Consultation and Team Building. *T-group* is a small, unstructured group in which participants learn from their own interaction and

evolving dynamics about issues like interpersonal relations, personal growth, leadership and group dynamics. In *Process Consultation* a skilled consultant helps the organizational members to learn about human and organizational processes, and help them to solve problems that stem from process events themselves. *Team Building Interventions* are highly useful for NGOs. These would bring about improvement and increased effectiveness of various teams within the organization. Some of the interventions which could be valuable for the NGOs are 'Role Analysis Technique', 'Interdependency exercise', 'Force Field Analysis'.

- **Organization Process approaches:** This set of helpful interventions would constitute of Organization Confrontation Meeting, Inter-group Relation Intervention, Large Group Intervention and Grid Organization Development.

*Organization Confrontation Meeting* is an intervention designed to identify problems, set priorities and action targets, and begins working on identified problems. Amongst the various *Inter-group Interventions* 'Microcosm groups' is likely to be a helpful intervention. A Microcosm Group consists of a small number of individuals who reflect the issue to be addressed. The group assisted by the OD practitioners or facilitators could create programmes and processes targeted at specific problems.

'*Large Group Interventions*' are change programmes referred to as 'Search Programmes' or 'Open Space Meetings' or 'Future Searches'. In case of NGOs they could bring together the whole system comprising their members and /employees, funding agencies, supporting agencies, the target segment and their other stakeholders together in a room for a conference to discuss strategic issues and problems.

'*Grid Organizational Development*' could be another vital intervention that starts by developing an individual manager's behaviour to teamwork development, then to inter-group development, developing an ideal organizational model, implementing the ideal strategic model and ultimately systematic critique/evaluation.

Human Process interventions are highly useful in solving problems related to the different processes conducted by the individuals in an organization. The interpersonal and group process related interventions would help to reduce the dysfunctional conflict within the NGOs by enhancing the interaction amongst the individuals. Problems within or interdependent teams/units can be sorted out through Team Building interventions, which

will give them a scope to diagnose problems and plan their actions together in a group. The problems related to role confusions and overlapping can be solved through *Role Analysis Technique*, which will help to define the role and its responsibilities. NGOs that lack a vision or have not shared their vision with their people are likely to be benefited by the *Future Search* exercise. This will help people to see the future of the organization, share it amongst themselves and see their own role in it.

Both the two less successful NGOs require 'Large Group Interventions' as discussed above. The successful NGOs taken up for study are today quite stable, but still they are not very sure of their desired future state or they haven't carried out any sort of exercise to formulate a ideal strategic organization model for themselves except Bosco Reach Out. For this they must carry out Grid Organization Development Programme in their organizations. But for this they will be requiring consultant's support because the organizational people are not competent enough at this stage to carry out such intervention all alone even if they are trained once. 'T- Groups' though would be beneficial to all the NGOs, but they will be particularly useful in Kasturba Gandhi National Memorial Trust Assam, Indian Council of Child Welfare Assam and Tezpur District Mahila Samity, where a gap was visible between the senior and the junior workers. This intervention would help to improve upon their interpersonal relations, personal growth, leadership and group dynamics through interactions amongst themselves.

**The 'Dynamic Model for NGO' for NGO Management:** The researcher has presented a dynamic model/framework for NGO based on the study (fig.7.4), for better management of these organizations and to cope up with the day to day demands of change. It has included the vital components from the internal and external environment, which are to be regularly examined and modified in order to bring about necessary changes in the system. This will help the NGOs to remain proactive and plan change in advance. All NGOs must have an '*Organizational Vision*'. This vision though initially is that of the promoter/s, but it need to be shared with others in the organization. It then becomes a *Shared Vision*. The vision helps them to formulate an '*Organizational Mission*'. It is essential that vision and mission statements of the organization are written down and are reinforced on the people from time to time. For achieving its mission the



NGO should lay down specific objectives, which then become '*Organizational Objectives*'. In order to realize these, the NGO should device appropriate '*Organizational Strategy*', which in turn focuses on *specific Goals or Activities* and the *type of Culture* that would be required. Based on the type of goals or activities and the culture, the '*Organizational Structure*' is framed. The goals or activities are further broken down into specific '*Tasks*', which influence the organizational structure and the Work Design. Culture influences the Organizational Structure and the HR outcomes. Organizational Structure in turn affects the Tasks, Work Design, HR outcomes, Culture and vice-versa. The Tasks, Work Design and the HR outcomes culminate into *Individual and Group Performance*. This is achieved through managerial functions of *Planning, Organizing, Staffing, Leading and Controlling*. The *feedback* of individual and group performance goes back as an input of next organizational strategy. After examining the feedback, necessary changes are made. For achieving the desired results and managing change, there should be continuous *Scanning and Analysis of the external and internal environment*. The NGO should device a system to know and fulfill the needs and expectations of its stakeholders; take care of opportunities and threats posed by the players in the external environment like the target segment, supporting and the sponsoring agencies, government, society, social workers, competitors; and also adopt careful strategy to intake resources and other inputs from the external environment. The focus should be on routine Organization Development through effective *Relationship Building, Communication, Organizational Learning and Knowledge Management, Training, Culture Building and Employee Involvement*. The above interventions would provide the required impetus to the NGO to remain dynamic and manage change better.

**The successful interventions presently practiced by NGOs that could be continued with the same approach and methodology:** These are the interventions which were practiced by some of the NGOs studied by the researcher and were successful to a greater extent in achieving the desired objectives. They could be continued in these NGOs and suitably adopted by other NGOs using the same approach and methodology. These interventions are mentioned below.

- The Culture-Match
- Motivational and Empowerment Workshops for the target segment.



- Self-Help Group Approach.
- Integrated Programme Approach

**The existing interventions, which need reorientation in their methodology:** These interventions are found to be useful in the NGOs but they need some refinement in order to deliver more results. They are cited below:

- *The diagnostic meetings:* though these meetings are desirable, but they have not delivered the desired results equally in the NGOs. Organizational diagnosis should be carried out at three levels namely, the overall 'Organization Level' that would include the design of the NGO's strategy, structure and process. Large units within an organization can also be diagnosed at this level. Diagnosis at the 'Group Level' would include group design and devices for structuring interactions among the members, norms, work schedules etc. At the 'Individual Level' it would include job design.
- *Collaborative planning* should be more professionalized. It needs increased involvement all the stakeholders.
- *External and internal evaluations* have enough scope for improvement. It should not be carried out only at the behest of the funding agency for specific project, but should be a part of or tool for regular monitoring and evaluation of all work. For this they are required to design a precise format.
- *Future Search Meetings* though successful are limited to very few NGOs and that too they are not conducted in a professional way. Thus these meetings are to be properly planned and at least in the initial years require to be conducted by an experienced professional.
- *Surveys at the target segment level* are valuable, but they need to be conducted at regular intervals and as follow up of work. Use of 'Survey Feedback Approach' while carrying out change/OD programme could be a good choice.
- Popular methods of campaign like 'Padyatra' and 'Kalajatra' are useful but the results should be measured against specific goals. There need to be a system of evaluating the impact and take follow up actions.

**Other Interventions:** The desirable interventions for the NGOs have been already discussed under different models in the previous pages of this chapter. Following are some other interventions that could be highly useful for the NGOs.

- Using 'Action Research' in diagnosing and solving organizational problems.
- Conducting periodic 'Participatory Organizational Analysis' would help the NGOs to gain mileage.
- Efforts towards environmental scanning and specially prioritizing the needs of the target segment.
- Adopting an appropriate PME (Planning, Monitoring and Evaluation) system.

The *expected outcome* of using these interventions is that the NGOs would be in a better position to manage their organizations successfully, leading and managing change wherever necessary. They would be in a better position to clearly define their vision, mission and objectives; design work programmes and strategies for efficient delivery of specific services/outputs/facilities by understanding the demands of the environment. They could effectively involve their partners in problem solving, activity planning and its implementation in order to empower them and make them responsible for their work. This will also help in avoiding resistance to change and increase the likelihood of the programmes to be more successful.

## **Conclusion**

Last but not the least the researcher would like to add that the NGOs should feel or realize the need for Change. For successful Management of Change there is a need to imbibe an effective OD and Management Process in the organizations, existence of an effective communication. Further it is vital to have an efficient leadership, which is participative (shared leadership) and value based. Realization of a shared vision and professionalism at work would pay results. Participation of all stakeholders in the change effort, routine Environment Scanning and Analysis, a strong PME system, dynamism of the organization, job/role clarity, positive individual and group dynamics, a good relationship with the sponsoring and supporting agencies (including a proper fund management), holistic approach towards solving the non-routine problems by including all the stakeholders, emphasis on "Organizational Development" activities, strategies based on culture, building up High Performance Teams are other useful factors that are to be taken care of while managing change. A good working climate that is characterized by familial and friendly relationship, has mutual trust and cooperation amongst the

members, and has orientation towards the culture that is a value based is very much essential for NGOs.

### **Scope for further study**

At the end of this study the researcher felt that there is a great scope for further studying the different interventions used by the NGOs at the micro level. The interventions and framework as suggested by this study should also be tested for a considerable period and studied for their efficacy and usefulness in NGOs. Thus necessary modifications could be brought about in the approaches of the interventions if necessary. The ideas for changes could be shared or discussed with the key people in the prospective NGOs so as to know their reactions and views. It would be appreciated if the researcher conduct similar studies on NGOs based at different locations so that a 'Universal Model of Change Management for NGOs' could be designed that could be replicated anywhere in the world. Various management experts and behavioural scientists are working in the area of Change Management, Organization Development and NGO Management around the world. It would be very useful if they could be interacted and views could be exchanged. This is sure to produce great amount of literature in these areas, thus providing new insights to the researcher.

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