

MAR GREGORIOS COLLEGE OF ARTS & SCIENCE

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PG DEPARTMENT OF SOCIAL WORK

SUBJECT NAME: MANAGEMENT OF ORGANIZATION

SUBJECT CODE: HBW3A

SEMESTER: III

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Unit 1

Social Services / Welfare Organizations: A Historical perspective, Role of Voluntary Organisations, National Policy on Voluntary Sector, 2005, National Policy on the Voluntary Sector – 2007, Development and welfare organizations response to societal needs, roles of State, Voluntary and corporate sector; Scope of Scientific Management in Welfare Organisations; Types of Non-Profit Organisations - NGO, INGOs, Quasi Government and Transnational NGOs; Society's Registration Act 1860, Companies Act 2013, Trust Act of 1912, Co-operative Societies Act 1912. FCRA related issues, FEMA (Foreign Exchange Management Act, 1999)

Unit 2

Management of Welfare Organisations: Types of settings, organizational characteristics - origin, nature, size, structure and design, organizational climate and impact socio-political environment impact. Management Process: Vision of planning, Organizing, directing staff, cooperation and evaluation, Establishments, registration, different types of legislation's, legal status, constitution rules and procedure, goals.

Unit 3

Programme Development: Project Planning -Long term and documentation, Project proposals based on needs, nature of resources, eligibility criteria, records, evaluation and research-SWOT Analysis, Project Monitoring, Project Evaluation. Impact analysis – qualitative and quantitative.

Unit 4

Project Management; Change and its Management, Understanding and managing change, innovation- in a rapidly changing social environment: for policy programmes and structure; Organizational Conflict understanding conflict, conflict resolution, creating positive climate, Concept of Project and Project Cycle Management, Strategic Plan, Tactic Plan, Goals, Objectives, Reporting, Project Proposal Writing, Overview of Logical Framework Analysis, Types Steps, Format, Fund-Raising (Types, Methods, Skills), Monitoring and Evaluation of Projects

Unit 5

Networking and Collaboration; Need and Importance, Process of Networking, Strength and Values of Networking, Collaborating with GOs, NGOs, Corporates and INGOs and UN Agencies Public relations need and its promotion by all in the organization. Representing the organization, networking, public, corporate and voluntary sector, resource, building, Fund Raising, accountability, transparency, use of media for publicity.

1. Social Services – A historical perspective

A Pre-Modern history: In the West, when Constantine I legalized the Christian Church, the church set up poorhouses, homes for the aged, hospitals, and orphanages. These were often funded from grants from the Empire. As there was no effective bureaucracy the clergy served this role in the west up through the 18th century. During the middle Ages, the Christian church had vast influence on European society and charity was considered to be a responsibility. The practice and profession of social work has a relatively modern (19th century) and scientific origin

England history: Social work, as a profession, originated in the 19th century. The movement began in United States and England. The poor were seen as a more direct threat to the social order the Poor Law served this purpose. Social work involves ameliorating social problems such as poverty and homelessness. The 19th century due to Industrial Revolution there was a great leap in technological and scientific achievement, but there was also a great migration to urban areas throughout the Western world. This led to many social problems, which in turn led to an increase in social activism.

American History: Almshouses were built to house vulnerable people with no other support, including people with a long term illness or older people without families. Modern social work in America has its roots in the mass migrations of the 19th Century. Many of the migrants landed in New York and moved to other eastern cities, where mass crowding lead to social problems and ill health. **Jane Addams** (September 6, 1860 – May 21, 1935) was a founder of the U.S. Settlement House movement and is considered one of the early influences on professional social work in the United States. The rescue societies were initiated to find more appropriate means of self-support for women involved in prostitution.

Professionalization: After 1905, most social workers were trained as nurses. The American Association of Hospital Social Workers was set up in 1918 to increase the links between formal education and hospital practice. In 1929 there were ten university courses in medical social work. Around this time, psychiatry and psychology began to compete with social work as the complementary discourse to medicine in hospitals. Social work practice adapted to this by aligning itself more closely with psychoanalytic ideas, and became less concerned with living conditions and social health. While this detracted from the social concerns, it added a more scientific basis to dealing with patients, and challenging behaviors were more likely to be seen as a mental dysfunction than poor moral character. The increase of social spending after World War Two saw another rise in the number of social workers.

Social work profession in India: The social work started as a result of social service. Later on social work was made as professional social work. There is lots of association which now lays the guide line for social work profession. The national association of professional social workers in India aims at to advance excellence in education, training and practice of professional social work through - Education, Research, Training, Networking, Advocacy, and Resource Development.

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2. Welfare Organizations – A historical perspective

Definition as per United Nation Document: “The welfare organization can be defined as a body of organized activities which are basically meant to enable individuals, groups and communities to improve their own situation, adjust to changing conditions and participate in the task of development”.

Scope of Welfare Organization: A Welfare organization covers a very wide area of human service. It embraces a long list of income maintenance benefits and educational, development, medical, rehabilitation, urban renewal, housing, vocational, recreational, protective and counseling services.

Social welfare organization programmes provide direct services to individuals, groups and neighborhood. They serve people of all ages. They are organized by all levels of government and under voluntary auspices. They are administrated by many federal, state and local agencies. They include community based and institutional services. Some are national and some are regional in scope; many are concentrated in large cities. Directly and indirectly, they affect citizen in the nation.

Objectives of welfare organization:

- In the widest sense of the term “welfare organization”, it may be said that welfare organization has the basic object of promoting the welfare and well being of all the members of the society.
- Purposes of welfare organization programmes in the Indian context; objective of welfare programmes care to be understood in two senses in the context of the Indian social situations. Firstly, in a comprehensive sense, the purpose of social welfare organization includes the satisfaction of the basic needs like food, clothing and shelter as well as the normal satisfaction of family life, enjoyment of physical and mental health, opportunities for the expression of skills and recreational abilities and active and pleasurable social participation. Secondly, in a narrow sense, the purpose of the welfare organization programmes is to cater to the physical, mental and social needs of the weaker sections of the society including the handicapped and the traditional underprivileged groups like backward classes.

Functions of Welfare organization: Welfare organization programs serve both individual and societal functions. Welfare organizations serve societal as well as individual needs or goals.

- Welfare organisation to serve Individual needs: - It is generally understood as some organized means of protecting the interest and promoting the well being of the poor, needy, downtrodden, underprivileged, backward, mentally, physically.
- Welfare organisation to serve societal needs: - Welfare organization programmes have the purpose of promoting the smooth functioning to social order. This function or purpose is mostly underscored or neglecting by the most of the people.

In the Roman Empire, social welfare to help the poor was enlarged by the Caesar Trajan Trajan’s program brought acclaim from many.

In the Jewish tradition, charity represented by tzedakah, justice, and the poor are entitled to charity as a matter of right rather than benevolence. Contemporary charity is regarded as a continuation of the Biblical Maaser Ani, or poor-tithe, as well as Biblical practices including permitting the poor to glean the corners of a field, harvest during the Shmita (Sabbatical year), and other practices. Voluntary charity, along with prayer and repentance, is regarded as ameliorating the consequences of bad acts.

The concepts of welfare and pension were also introduced in the early **Islamic law of the Caliphate** as forms of *Zakat* (charity), one of the Five Pillars of Islam, since the time of the Abbasid caliph Al-Mansur in the 8th century. The taxes (including *Zakat* and *Jizya*) collected in the treasury of an Islamic government were used to provide income for the needy, including the poor, elderly, orphans, widows, and the disabled. According to the Islamic jurist Al-Ghazali (Algazel, 1058-1111), the government was also expected to store up food supplies in every region in case a disaster or famine occurs.

There is relatively little statistical data on welfare transfer payments until at least the High Middle Ages. In the medieval period and until the Industrial Revolution, the function of welfare payments in Europe was principally achieved through private giving or charity. In those early times there was a much broader group considered in poverty compared to the 21st century.

Early welfare programs included the **English Poor Law of 1601**, which gave parishes the responsibility for providing welfare payments to the poor. This system was substantially modified by the 19th-century Poor Law Amendment Act, which introduced the system of workhouses.

It was predominantly in the late 19th and early 20th centuries that an organized system of state welfare provision was introduced in many countries. **Otto von Bismarck**, Chancellor of Germany, introduced one of the first welfare systems for the working classes. **In Great Britain the Liberal government of Henry Campbell-Bannerman and David Lloyd George** introduced the National Insurance system in 1911 a system later expanded by Clement Attlee. The United States did not have an organized welfare system until the Great Depression, when emergency relief measures were introduced under **President Franklin D. Roosevelt**. Even then, Roosevelt's New Deal focused predominantly on a program of providing work and stimulating the economy through public spending on projects, rather than on cash payments.

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3. Role of Voluntary Organizations in social welfare – Britto

Non-profit organization: These are the voluntary organizations which have legal entity. It should have broad-based objectives serving the social and economic needs of the community as a whole and mainly the weaker sections. Its activities should be open to all citizens of India irrespective of religion, caste, creed, sex or race. It should have the necessary flexibility, professional competence and organizational skills to implement programs.

Conventional voluntary organization: Conventional voluntary organizations are those which have their own constitution, elected office-bearers with defined division of responsibility of the office-bearers, etc. it can be classified as,

- **Charity:** giving food, clothing, medicine, etc.

- **Welfare:** Providing facilities for education, health, water, roads, communication, etc.
- **Relief:** Responding to call of duties during natural calamities like flood, earthquake, etc.
- **Rehabilitation:** Continuing and follow-up of the work in areas struck by calamities.
- **Services:** Building up infrastructure in depressed back ward areas.
- **Development of Human Beings:** Conscious raising, awakening raising conscience, organizing, recording of priorities to suit social justice, redeeming the past and opening doors for opportunities t the oppressed and the exploited.

In seventh five year plan, greater stress has been laid for the involvement of voluntary organizations in the implementation of development programs. More specifically, the voluntary organizations are asked to perform the role in the following directions. These continue in future plans as well:

- To supplement government efforts so as to offer the rural people: choices and alternatives.
- To be the eyes and ears of the people at village level.
- To set an example. It should be possible for the voluntary organizations to adopt simple, innovative, flexible and inexpensive means with its limited resources to reach a larger number with less overhead and with greater community participation.
- To activate the delivery system and to make it effective at the village level to responds to the felt needs of the poorest of the poor.
- To disseminate information.
- To make communities as self-reliant as possible.
- To show how village support and inadequate resources could be used as well as how human resources, rural skills and local knowledge grossly unutilized at present could be used for their own development.
- To demystify technology and bring it in simpler forms to the rural poor.
- To train a cadre of grass-root workers who believe in professionalizing volunteerism.
- To mobilize financial resources from within the community with a view to making communities stand at their own feet.
- To mobilize and organize the poor and generate awareness to demand quality services and impose a community system of accountability on the performance of village level government functionaries.
- They not only undertook programs with their own resources but also implemented projects sponsored by the state.
- They plays a vital role in protecting the environment, generating employment, eradicating poverty, creating awareness, initiating self-employment opportunities, organizing personality development programs and also doing research and services.

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4. National Policy on Voluntary Sector – 2005

Preamble: This policy is a commitment to encourage, enable, and empower an independent, creative, and effective voluntary sector, with all its diversity in form and in function, in order to meet present and future challenges for social, cultural and economic advancement of the people of India.

Scope of the Policy: VOs represent organizations engaged in public service, based on ethical, cultural, social, economic, political, religious, spiritual or philanthropic considerations.

The key characteristics

- Registered organizations
- Private, separate from the government
- Not profit oriented
- Self governing
- Roles are awareness, social mobilization, service delivery, training, research and advocacy

The Objectives

- To create favourable condition
- To safeguard autonomy
- To collaborate with the government
- Transparency and accountability

Establishing enabling environment for the voluntary sector

- Independency
- Government norms for VOs
- Accountability and transparency
- Public confidence
- Tax exemptions
- FCRA
- Trainings to VOs by govt.

Partnership in Development

- Between govt. and VOs
- Identifying shared goals
- Consultation
- Strategic Collaboration
- Project Funding

Strengthening the Voluntary Sector

- Govt. encouraging donors by tax exemption
- Accountability to all stakeholders
- Special Trainings
- Innovations
- Database for communication
- Govt. programs and policies made available
- Recognizing VOs by the Govt.

5. Response of Development Organizations to societal needs

- Researches done in villages
- Poverty Alleviation
- Bring positive change
- Social and economical empowerment
- Group based activities
- People participation
- Micro-Credit
- Uplift of weaker sections
- Capacity building
- Development education
- Cost effective means for development

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6. Response of welfare organizations to societal needs

Welfare commonly refers to 'well-being'. In welfare economics, welfare is understood in terms of 'utility', people's well being or interests consists of the things they choose to have.

Welfare also refers to the range of services, which are provided to protect people in a number of conditions, including childhood, sickness and old age. The idea of the 'welfare state' is an example. This is equivalent to the term 'Social Protection' in European Union.

Societal Needs:

- **Normative Need** is need, which is identified according to a norm or a set of standards; such norms are generally set by experts. Benefit levels, for example, or standards of unfitness in houses, have to be determined according to some criterion.
- **Comparative Need** concerns problems, which emerge by comparison with others who are not in need. One of the most common uses of this approach has been the comparison of social problems in different areas in order to determine which areas are most deprived.
- **Felt Need** is need which people feel, that is, need from the perspective of the people who have it.
- **Expressed Need** is the need, which they say they have. People can feel need which they do not express and they can express needs they do not feel.

Welfare State:

The 'Welfare State' usually refers to an ideal model of provision, where the state accepts responsibility for the provision of comprehensive and universal welfare for its citizens

Provision of Welfare

- Public Sector (Provision by the State)
- Private (provision for the profit by commercial organizations or individuals)
- Voluntary (provision on a non-profit basis)
- Mutual Aid (provision y solidarity)
- Informal (provision by friends, neighbors and families)

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7. Role of State

As a welfare State, India is committed to the welfare and development of its people, particularly the vulnerable sections like the scheduled castes (SCs), scheduled tribes (STs), backward classes, minorities and the handicapped. This section of the society constitutes nearly 85% of the population.

Welfare of the SCs, STS, Backward Classes and others: Almost a quarter of India's population consists of SCs and STs, who had been grievously neglected for centuries. The government has taken several steps for their welfare. The representation of the SCs and STs in

all Parliament and State Assemblies is assured. Under the Special Assistance scheme, nearly 300, 000 families were expected to benefit during 1994-95. There is a Special Component Plan for the SCs. The central government participates in the share capital investment of the Scheduled Caste Development Corporation, set up in the states. The National SC and ST Finance and Development Corporation is a 100% government-owned no profit no loss corporation for developing entrepreneurial and other skills of this section. To deal with the problem of scavengers, called Safai Karmacharis, a National Commission for Safai Karmacharis has been set up. There is a National Scheme of Liberation and Rehabilitation of Scavengers. Scholarships are offered to SC/ST students who can also draw from the Book Banks. They also receive coaching for civil services examinations and professional institutions through special centers across India. The Tribal Sub Plan strategy and Special Central Assistance programs aim at improving the lot of the STs. Under the 20-point program, over one million ST families were assisted during 1994. A Tribal Cooperative Marketing Development Federation of India (TRIFED) has been set up with its turnover in 1994 crossing Rs. 173 crore. For the Other Backward Classes (OBCs), the government has announced a 27% reservation in civil services and posts. A National Backward Class Finance and Development Corporation have also been set up.

Minorities: The minorities have received a new deal with the establishment of the Minorities Finance and Development Corporation in September 1994. It will primarily benefit the backward sections amongst the minorities. The Central Wakf Council takes up the job of developing Wakf properties. A 15-point program for the welfare of the minorities is being implemented. It also needs to be stressed that there is no bar against practicing any religion in India.

Children and Drug Abuse: A National Policy on Children was adopted in 1974. It states that the nurture and solicitude of the children is the responsibility of the States. In line with the UN Declaration on the Right of the Child, India enacted the Juvenile Justice Act 1986. India became the first country to adopt that legislation. There are over 450 day care centres, old-age homes and mobile Medicare units. Over 60 units also function for the welfare of street children. A Central Adoption Resource Agency has been set up to function as the clearinghouse of information on children available for adoption.

There are 359 counseling centers for drug abuse prevention, which also propagate awareness. The government finances 250 NGOs which are involved in drug abuse prevention activities. A tripartite agreement between the government, ILO and UNDCP has been signed to help full rehabilitation and recovery of drug addicts.

Family Welfare Program: India has 2.4% of the world's land, but supports 16% of the entire global population. According to the latest (1991) census report, India has a population of 846.30 million. Since the last census (1981), the country's population has increased by 150 million. Thus the task of eradicating poverty is a daunting one, indeed. But the latest census figures have also brought some hope and indicated that efforts being made in the field of family welfare have not entirely gone waste. For the first time, the growth rate of population has declined from 2.22% (in 1981) to 2.14%. The Infant Mortality Rate (IMR), which was 140 per 1000 live births in 1981, came down to 80. The death rate declined sharply from 15 per 1000 to 9.6. The Eighth Plan goal is to achieve a birth rate of 7 per 1000, IMR of 70 and death rate of 9 per 1000. The life expectancy is expected to hit 64 from 58 years at present.

Child and Mother Care: In view of the close relationship between high birth rate and high infant mortality, various child and mother health care programs are being implemented. In 1992,

a Child Survival and Safe Motherhood Program were launched to provide for universal immunization and safe motherhood initiatives. NGOs are being given increasing support in an effort to involve the community for promoting spacing methods to stabilize the population. Innovative programs that use the local dialect and folklore have been prepared under the Information, Entertainment and Communication scheme. The target of these programs is the low performing States and districts.

Rural Health Services: The Government is paying increasing attention to integrated health, maternity and childcare in rural areas. An increasing number of community health workers and doctors are being sent to rural health centres. Primary health care is being provided to the rural population through a network of over 150, 000 primary health centres and sub-centres by 586, 000 trained midwives and 410, 000 health guides.

Housing and Urban Development: Various policies and initiatives of the Government have put the country on the threshold of a major qualitative and quantitative change in the housing and urban development sector. The target is to ensure a minimum level of shelter and basic amenities by the year 2001 AD.

Integrated Rural Development Programme: The Integrated Rural Development Programme provides practical assistance to economically deprived families; the upgradation of skills via the Training for Rural Youth for Self Employment (TRYSEM) will cover 600 families in each block. In 1983, ten million such families were covered. The National Rural Employment Programme gives direct wage employment by utilising labour power to build durable community assets. In the field of agriculture, the management of non-irrigated, rain fed agriculture (which constitutes 73 per cent of the country's cropped area) has led to the identification of around 4, 246 watersheds. 46 of these have already been taken up by various agricultural institutions and universities. One such agricultural institution is the National Bank for Agriculture and Rural Development (NABARD), which mobilizes resources and provides credit to the rural sector.

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8. Voluntary Sector

Voluntary organizations as non-profit driven, non-statutory, autonomous and run by individuals who do not get paid for running the organization. Some voluntary organizations are recognized by the Income Tax Department as charities.

Different types

- Direct service giving
- Running voluntary organizations
- Participation or self-help groups
- Fundraising
- Public Service

Voluntary Organizations play a vital role in the shaping and implementation of participatory democracy. Their credibility lies in the responsible and constructive role they play in society. They have been contributing immensely for quite sometime towards various development program. They work at grassroots level even in remote areas and, therefore, their reach is much wider. They are closer to ground realities and know the needs of the communities. Their approach with target group is direct, emphatic and therefore they are able to draw more

contextualized plans of action. They also manage to develop intimate contacts with the people and develop confidence among them.

In India this sector is commonly called "joint sector", and includes the industries run in partnership by the state and Private Sector. In wider sense the initial investment is done by the state and later the handling is done by the private sector. But, here the private sector is responsible to the state when it comes to handling.

The voluntary sector (also non-profit sector) is the sphere of social activity undertaken by organizations that are non-profit and non-governmental. This sector is also called the third sector, in reference to the public sector and the private sector. Civic sector is another term for the sector, emphasizing the sector's relationship to civil society

What constitutes the voluntary sector may be interpreted widely or narrowly, and may include such diverse groups as advocacy/interest groups, think tanks, social movements, political parties, charitable organizations, volunteer community organizations, and religious organizations. The voluntary sector may be said to comprise organizations with a social purpose, although usually not including those with a primary focus on social enterprise or social entrepreneurship activities.

Significance to society and the economy:

The presence of a large non-profit sector is sometimes seen as an indicator of a healthy economy in local and national financial measurements. With a growing number of non-profit organizations focused on social services, the environment, education and other unmet needs throughout society, the nonprofit sector is increasingly central to the health and well-being of society. Expert Peter Drucker suggests that the nonprofit sector provides an excellent outlet for a variety of society's labor and skills.

In 1976, Daniel Bell predicted that the third sector would become the predominant sector in society, as the knowledge class overcame the effects of the private sector. This presently holds true in a number of European countries.

Roles and contributions

1. Innovations
2. Empowerment
3. Research and Advocacy

Implications

1. Enabling Environment
2. Partnership in Development

Types of Activities

- Acts as a Mediator between the Help giver & Help receiver
- Running voluntary organizations
- For Developmental Works
- For Rehabilitation purpose
- To create Awareness
- Empowerment
- Fund raising etc.,

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9. Corporate Sector

Meaning: United or combined into one body; collective: made a corporate effort to finish the job. Latin corpor'tus, *to make into a body*, from corpus, corpor-, *body*.

Word Origin: Corporate 1398, "united in one body," corporare "form into a body," from corpus "body".

Corporation "incorporated company for doing business" is from 1530; Corporatism is from 1890.

What is a Corporate Company? A corporation is a legal entity (technically, a juristic person) which has a separate legal personality from its members.



Components of the Corporate

- a. Corporate culture
- b. Corporate governance
- c. Corporate structure: Directors and Shareholders
- d. Corporate social Responsibility

Corporate Law: The existence of a corporation requires a special legal framework and body of law that specifically grants the corporation legal personality, and typically views a corporation as a *fictional person, a legal person, or a moral person.*

The regulations most favorable to incorporation include:

- Limited liability
- Perpetual lifetime
- Ownership and control
- Formation
- Naming
- Financial Disclosure
- Unresolved issues

Indian Corporate Sector: The Indian corporate sector, which has been growing at a rapid pace in the current decade, has been making significant contribution to the economic development of the country.

Example: Microsoft Inc, Infosys, etc.

Corporate Social Responsibility: Now a days corporate sector are volunteering for the community development activities. The corporate seeks to increase involvement in community activity in three main areas

1. Corporate support for employee volunteering
2. Corporate support for promotion of payroll giving schemes
3. Corporate charitable activity

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10. Scope of scientific management in welfare organizations

The Meaning of Scientific Management:

Using scientific methods to define the one best way for a job to be done

- Putting the right person on the job with the correct tools and equipment
- Having a standardized methods of doing the job
- Providing an economic incentive to the worker

The Principles

- Develop science for each element of an individual's work, which will replace the old rule-of-thumb method.
- Scientifically select and then train, teach, and develop worker
- Heartily cooperate with the workers so as to ensure that all work is done in accordance with the principles of the science that has been developed
- Divide work and responsibility almost equally between management and workers. Management takes over all work for which it is better fitted than the workers
- Division of work
- Authority

- Discipline
- Unity of command
- Unity of direction
- Subordination of individual interests to the general interest
- Remuneration
- Centralization
- Order
- Equity
- Initiative

How to use

- Use time and motion studies to increase productivity
- Hire the best qualified employees
- Design incentive systems based on output

Advantages

- Management is getting more scientific. How to improve production efficiency is the starting point of Scientific Management, and also is the final destination.
- It aims to unearth and cultivate workmen's endowment, let them have the best performance in their work ---to obtain the highest efficiency farthest.
- The most quick and effective way is to import scientific analyses and knowledge into management practice, using scientific method instead of experienced way in various categories of work. "Bring everyone's production efficiency into full play to accomplish maximum profit.
- It created a revolution in the inner world of labor and management. The most important point in each element of Scientific Management is the labor and capital closely co-operated; peaceful coexistence, but not struggle; show love and respect instead of quarrel and conflict; take a identical target instead of proceed in opposite directions; to understand and trust each other instead of to be envious; let the labor and capital become friends instead of opponents.

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11. Management Services

The meaning

- Services provided under contract between the owner of a facility and a person to provide for the operation of a facility, including administration, staffing, maintenance, or delivery of client services. Management services do not include contracts solely for maintenance, laundry, or food services.
- Planning, design, permitting, inspection, construction/installation, operation, maintenance, monitoring, enforcement, and other services required to ensure that the wastewater treatment performance requirements established by the regulatory authority are achieved. Management services should be provided by properly trained personnel and tracked by means of a comprehensive management information system.
- The provider of a core set of capabilities such as auto-discovery, data collection, a central repository for system and event information, event management, basic notification, and secure access. These functions are used by add-ins from HP, a Management Solutions Partner, and/or HP Systems Insight Manager end-users.

The following are the various management services conducted in the different organizations:

- Marketing.
- Staffing.
- Financing.
- Project Implementation.

Marketing: The term is more apt for commercial concerns. But in non – profit organizations too ‘marketing’ the service is equally significant. It refers to the service offered by NGO to the targeted beneficiary group. It is important to create awareness about the service, the reason why it is being provided, its advantage to the beneficiary and the society.

Staffing: Staffing involves identifying the jobs, hunting for the essential qualifications, providing proper training and creating an amenable work environment.

An organization must have proper manpower. The staff structure has to be designed according to the size of the operations. The head of the organization must have a clear and thorough appraisal of the mission of the NGO. The staffing pattern should remain at the minimum to effect economy and keeping establishment cost at the minimum. Optimum use of human resources would keep the organizations retain their financial viability.

Financing: Every venture requires to be funded. The application of funds generally exceeds the sources and there is a persistent gap that always needs to be filled. Thus, there is a never ending requirement of funds.

While small to medium organizations mainly depend for finance on private contributions, public donations, sales proceeds of items produced by them, charity shows, etc., larger NGOs are financed mainly by government or corporate grants.

Project implementation: After assimilating all the necessary resources for the project, the next stage is its implementation. For proper execution, it is necessary that every project be reckoned as a venture and the principles of management are equally applicable to it. The primary requirement is to ascertain the objective of the project, next follows the planning, organizing and controlling.

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| • Wealth Management Service | • Service Management Service |
| • Property Management Service | • Infrastructure Management Service |
| • Capital Management Service | |

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12. Types of Settings

- CSO, civil society organization;
- DONGO: Donor Organized NGO;
- ENGO: environmental NGO, such as Global 2000;
- GONGOs are government-operated NGOs, which may have been set up by governments to look like NGOs in order to qualify for outside aid or promote the interests of the government in question;
- INGO stands for international NGO; Oxfam is an international NGO

- QUANGOs are quasi-autonomous non-governmental organizations, such as the International Organization for Standardization (ISO). (The ISO is actually not purely an NGO, since its membership is by nation, and each nation is represented by what the ISO Council determines to be the 'most broadly representative' standardization body of a nation. That body might itself be a nongovernmental organization; for example, the United States is represented in ISO by the American National Standards Institute, which is independent of the federal government. However, other countries can be represented by national governmental agencies; this is the trend in Europe.)
- TANGO: short for technical assistance NGO;
- GSO: Grassroots Support Organization
- MANGO: short for market advocacy NGO
- CHARDS:Community Health and Rural Development Society



Rough typology of international NGOs

Faith-based organizations	World Vision, EDE, Misereor	Church congregations; individuals; public fundraising; grants from governments and private foundations.
Humanitarian Relief and development organizations	Oxfam, Save the Children, Plan, MSF, WWF and numerous environmental groups	Individual supporter base; public fundraising; grants from government and foundations
Private foundations	Ford, Packard, Gates, Starr, Kadoorie foundations.	Interest on funds endowed by their founders.
Specialist non-profit consulting and implementation agencies	Winrock, PATH, Pact, Family Health International; PlaNet Finance.	Government and foundation contracts and grants.
Campaigning organizations		Individual supporter base; foundation grants
Policy research think-tanks		Government and foundation grants
Professional associations	American Bar Association; Hong Kong Social Workers Association	Membership fees; government and foundation grants
Mutual aid, self-help groups	Retina Hong Kong Heep Hong Society	Membership fees; government and foundation grants

NGOs Types by Orientation

- **Charitable Orientation;** distribution of food, clothing or medicine
- **Service Orientation;** health, family planning, education
- **Participatory Orientation;** in planning, decision making, executing etc.
- **Empowering Orientation;** awareness, maximum involvement of the people

NGOs Types by Level of Operation

- **Community based organizations;** clubs, neighborhood organizations
- **City wide organizations;** Lion's or Rotary Clubs
- **National NGOs;** Red Cross
- **International NGOs;** OXFAM

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13. Organizational Characteristics; Origin, Nature

Origin: National NGOs go back to antiquity. International non-governmental organizations have a history dating back to at least 1839. Rotary, later Rotary International, was founded in 1905. It has been estimated that by 1914 there were 1083 NGOs. International NGOs were important in the anti-slavery movement and the movement for women's suffrage, and reached a

peak at the time of the World Disarmament Conference. However, the phrase "non-governmental organization" only came into popular use with the establishment of the United Nations Organization in 1945 with provisions in Article 71 of Chapter 10 of the United Nations Charter for a consultative role for organizations which are neither governments nor member states. The definition of "international NGO" (INGO) is first given in resolution 288 (X) of ECOSOC on February 27, 1950: it is defined as "any international organization that is not founded by an international treaty". The vital role of NGOs and other "major groups" in sustainable development was recognized in Chapter 27 of Agenda 21, leading to intense arrangements for a consultative relationship between the United Nations and non-governmental organizations.

Rapid development of the non-governmental sector occurred in western countries as a result of the processes of restructurization of the welfare state. Further globalization of that process occurred after the fall of the communist system and was an important part of the Washington consensus.

Globalization during the 20th century gave rise to the importance of NGOs. Many problems could not be solved within a nation. International treaties and international organizations such as the World Trade Organization were perceived as being too centered on the interests of capitalist enterprises. Some argued that in an attempt to counterbalance this trend, NGOs have developed to emphasize humanitarian issues, developmental aid and sustainable development. A prominent example of this is the World Social Forum which is a rival convention to the World Economic Forum held annually in January in Davos, Switzerland. The fifth World Social Forum in Porto Alegre, Brazil, in January 2005 was attended by representatives from more than 1,000 NGOs.

Nature: NGOs come into existence spontaneously, voluntarily and without any compulsion or control to fulfill the particular needs of some groups of people. These agencies are flexible and possess the virtues of human service with dedication. Voluntary action is the soul of democracy as this medium secures the active involvement of the people from policy making to implementation of social services. NGOs today are involved in all areas, eg. Health, education, agriculture, rural development, poverty alleviation programs, adult education, environment awareness and development, women empowerment, old age homes and other areas of benefit to old people, family planning, drug addiction, rehabilitation etc.

The NGOs include the strictly professional, specialized and technical organizations; broadly based associations of persons or groups organized for a particular purpose, eg. Information and service activities, educational institutions and associations, social welfare organizations, religious groups, women's organizations, youth groups, children councils, trade unions, family planning associations, etc.

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14. Organizational Characteristics (Cont.) size, structure and design

Large NGOs

Pros:

1. Have a certain base level of competence because of their broader experience.
2. They can more easily expand or suplicate successful projects.
3. They usually have enough staff that if a country director in Nepal leaves they can pull someone from, say, Sri Lanka rather than leave the post vacant while they hire.

4. They are used to the requirements and mechanics of donor bureaucracy, and that lets them get started more quickly and not be bogged down in paperwork.
5. They generally have more experience with financial controls and are usually better at it.
6. They may have enough different projects to leverage their presence. For example, I once threatened a local official that we'd cancel laboratory skills trainings if they didn't allow a child health campaign.

Cons:

1. They can be inflexible.
2. They can have a lot of bureaucracy that stifles change.
3. They may lose their personal touch - it's just work to them.
4. They generally have a higher percentage of funding from government donors, which limits their programmatic options.

Small NGOs

Pros

1. They tend to be more flexible and able to change directions quickly.
2. They tend to be emotionally committed to their work.
3. They are generally funded by small private donors, which means they have many more choices of how to use their money.
4. They are often very connected to the communities they serve.
5. They can be more innovative.

Cons

1. May be short on technical background, or have more good intentions than useful knowledge.
2. They may not have enough experience to realize they are reinventing the wheel or worse yet, reinventing a flat tire.
3. May not have dedicated finance and administrative staff, which means financial accountability is weaker.
4. If a staff member leaves, they have to advertise and hire to replace them - no pool of people to draw on.

That list makes it pretty clear that it's not the size of the NGO that matters. Different kinds of organizations have different strengths. What matters is how an organization uses those strengths and overcomes its weaknesses. Size, in this case, doesn't matter.

Structure: An organizational structure defines how job tasks are formally divided, grouped and coordinated

Organization Structure includes:

- **Work specialization;** the degree to which tasks are subdivided into specializations.
- **Departmentalization;** work is allocated to various departments
- **Chain of Command;** it is the unbroken line of authority that extends from the top of the

organization to the lowest.

- **Span of control;** number of managers needed to effectively direct the staff.
- **Centralization and Decentralization;** if all the decisions are taken at the top management level it is centralized organization. In some organizations there is freedom for the departments to take decisions at their level. It is called as decentralization.

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15. Organizational climate and its impact

The Meaning

- Climate can be defined as an attribute of the organization, composed of behaviors, attitudes and feelings, which are characteristics of the organization.
- Climate also means the way members behave toward one another, how they react to the goals of the organization, and how they express their feelings and attitudes.

The Impact on organizations

- External Factors
 - Customers (Beneficiaries)
 - Suppliers
 - Government
 - Media
 - Labor Unions
 - Financial Institutions (Funding Agencies)
 - Competitors
- Internal Factors
 - Employees; their attitude, values, behavior etc.
 - Organizational structure existing in the organization; directors, constitution etc.

Work performance, like all other phases of individual behavior, is a function of both the individual and the circumstances in which he or she exists, specifically, the firm. It is also rational to anticipate, on the basis of day-to-day practice and research evidence, that the organizational climate will have an impact on the human resource's performance. As work performance is contextual in nature, it is estimated that behavior is reliant on the climate prevailing in the company.

The Functions of organizational climate

1. Embodies members' collective perceptions about their organization with respect to such dimensions
 - as autonomy, trust, cohesiveness, support, recognition, innovation and fairness produced by member interaction
2. Serves as a basis for interpreting the situation;
3. Reflects the prevalent norms and attitudes of the organization's culture

4. Acts as a source of influence for shaping behavior.
5. Facilitates the firm to identify the deficiencies in connection with different organizational factors,
 - such as organizational structure, employee compensation system, communication level, physical atmosphere, organizational culture, etc.

The six motives characterizing dominant organizational climates are listed in the table given below: -

Motives	Organizational Traits
Achievement	Industrial and business firms
Expert power	University departments, technical firms
Control	Government firms
Dependency	Traditional or one-man organizations
Extension	Community service organizations
Affiliation	Clubs

Factors Influencing Organization Climate

Various aspects of organizational climate influencing learning in firms are: -

- **Organizational Context:** The climate is said to be highly favorable when the existing organizational techniques are such that workers' objectives are absolutely harmonized to the principles of the company.
- **Structure:** It is the framework that establishes formal relationships and defines power as well as functional responsibility.
- **Process:** Communication, decision making and control are some of the significant procedures through which the organization carries out its goals.
- **Physical Environment:** The external conditions of environment, the size and location of the building in which the staff works, the size of the town, climate conditions, noise in the work place, etc., affect the organizational climate.
- **System Values & Norms:** Every firm has apparent and fairly evident formal value system where certain types of behavior are rewarded as well as motivated and certain kinds of behavior compels a person to formal sanctions.

Organizational climate is the summary perception which people have about their organization. It is, thus, a global expression of what the organization is. The 90s era has seen the shift in trend to people desiring to work more in the private sector. Lured by higher remuneration, better working conditions and more incentives, the organizational climate of the public sector was viewed as a less favorable. The conduciveness of the organizational climate depends on various factors such as organizational context, organizational structure, company customs and values,

physical environment, communication, reward system, employee encouragement, performance evaluation system, training and development programs, supervision, etc.

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16. Social environment and its impact

Social environment can be defined as an attribute of the organization, composed of behavior, attitudes and feelings which are the characteristics of the organization. It also means the way the members behave towards one another, how they react to the goal of the organization, and how they express their feelings and attitudes.

Impact on organization is the changes that affect individuals, groups, communities and populations as well as the interactions between them. They are alterations in the way people live, work, play, relate to each other and organise their communities and institutions to meet their needs and guide their collective actions, as well as changes in their characteristic values, beliefs, norms, traditions and perceptions of quality of life and well being of the members in the organization.

Social impacts can be divided into four main types:

- **Demographic impacts:** This includes changes in population numbers and characteristics, such as sex ratio, age structure, in-and-out migration rates and resultant demand for social services, hospital beds, school places, housing etc.
- **Cultural impacts:** This includes Changes to shared customs, traditions and value systems, archaeological, historical and cultural artifacts and to structures and environmental features with religious or ritual significance. e.g. language, dress, religious beliefs and rituals
- **Community impacts:** This includes changes in social structures, organizations and relationships and their accompanying effect on cohesion, stability, identity and provision of services.
- **Socio-psychological impacts:** This includes changes to individual quality of life and well being, sense of security or belonging and perceptions of amenity or hazard.

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17. Political environment and its impact

The organization and its political environment share a closed loop interaction. These may be the laws and regulations passed by local, regional or central government bodies which at times can affect the operations of such organizations.

The critical concern Political environment has a very important impact on every operation of an organization no matter what its size, its area of operation. Whether the organization is domestic, national, international, large or small political factors of the country it is located in will have an impact on it. And the most crucial & unavoidable realities of international organizations are that both host and home governments are integral partners.

Reflected in its policies and attitudes toward organizational aspects are a governments idea of how best to promote the national interest, considering its own resources and political

philosophy. A government control's and at times restricts an organization's activities by encouraging and offering support or by discouraging and banning or restricting its activities depending on the functioning and services provided.

International law recognizes the right of nations to grant or withhold permission to run organizations within its political boundaries and serve its citizens.

Importance of political environment:

- It was a political environment that gave birth to the organizational doctrine and that gave rise to the world we live in today.
- Political environments can only hope to regulate organizations.
- Strengthens the capacity of the organization to effectively manage and monitor public funds.

Holistic table summarizing the major political risks and their effects:

TYPES	IMPACT ON ORGANIZATIONS
Expropriation (to take property or money from somebody, either legally for the public good or illegally by theft or fraud)	Loss of future profits
Confiscation	Loss of assets
Kidnappings, terrorists threats, and other forms of violence	Disrupted functioning
	Increased security costs
	Increased managerial costs
	Lower productivity
Civil wars	Destruction of property
	Disruption of production
Repatriation (to send money that has been earned or invested abroad back to its owner's country of origin)	Inability to transfer funds freely
Currency devaluations	Reduced value of repatriated earnings

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18. Management process; Vision of Planning, Organizing, Directing Staff

- Management process is a planning and controlling the performance or execution of any type of activity, such as: a project or a process. Organization's senior management is responsible for carrying out its management process.
- It is a process of effective coordination of all functions of the organization under the able leadership.

Planning: Determination in advance of a policy or program that will contribute to goals established for the organization. It is a process for accomplishing purpose. It is blue print for

growth and a road map of development. It helps in deciding objectives both in quantitative and qualitative terms. It is setting of goals on the basis of objectives and keeping in view the resources.

Organizing: After planning, organization must implement its plans for which it must organize staff's, materials, money and programs.

Directing: After planning and organizing, the plan should be executed, for which the manager should motivate, command, lead and activate and direct the employee properly to execute the activities.

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19. Management Process (Cont.) Cooperation, Evaluation

Cooperation: Since there are different people at different levels within an organization, cooperation from all the people are required for effective functioning. If there is no enough cooperation among the staff and other members of the organization it will be very difficult to reach its goal. Eg. foot ball team, if all of them cooperate well the team can win the match.

Principles of cooperation

- General agreement about the nature and activities of the organization.
- Mutual giving and taking support among the entire members to work in its maximum.
- Methods and procedures will be helpful in reaching the target.
- Regularity to be maintained properly

Evaluation: Effective evaluation of all the activities paves way for correcting the present problems and functioning better in the future. It is usually associated with word judgment or appraisal of the work of the organization. It is a process of judging values on what a project or program has achieved particularly in relation to activities planned over all objectives. Eg. Evaluation after the cricket match, how each one performed, what were the mistakes and gains.

Purpose of evaluation

- To know the strength and weaknesses of the organization.
- To check up the effectiveness of the program or project undertaken by the agency.
- To identify the relationships between other organizations.
- To check the policy's efficiency.
- To check the skills and techniques.

Process of evaluation

- Before the implementation of the project.
- During the project.
- After the implementation.

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20. Establishments; Registration, Types of legislations, Legal status

1. Registration as a trust: A trust is defined as an obligation annexed to the ownership of property and arising out of a evident reposed in and accepted by the owner or declared and accepted by him for the benefit of another or of another and the owner.

Types of NGOs Acts

- The Indian Trust Act, 1882
- The Societies Registration Act, 1860
- The Companies Act, 1956

Process of Registration

- Two or more individuals can come together and create a trust and they are called as Founder Trustees

Trust Deed (Document, legal paper): It is an instrument by which the trust is declared and is also known instrument or trust or trust deed. A trust deed can be declared orally or in writing but it is advisable to create a written trust deed.

Content of Trust Deed: A trust deed may be created in any language and no technical words are necessary. The contents of trust deed are:

- Name of the author and the trust
- Name of the trustees
- Name of the beneficiaries or public at large
- Name by which the trust shall be known
- Name where its principle office shall be situated.
- Objects of the trust
- Procedure for appointment , removal or replacement of a trustee
- The rights power and its duties of a trustee
- The rights and duties of beneficiaries

2. Societies: An NGO may be formed as a society and is defined as a company or an association of persons united together by mutual consent to deliberate, determined and act jointly for some common purpose. A society can be formed by a minimum number of 7 persons for following purposes:

- Charitable assistance
- Creative of military orphan funds
- Promotion of science and literature or the fine arts, instructions and --- or useful knowledge, political education, formulation and maintenance or library or reading rooms for general use of members or public, creation of public museums and galleries of paintings and other works of art, collection of natural history, mechanized and philosophical inventions, instrument or designs

Individuals (excluding minors but including foreigners) partnership firms, companies and registered societies are eligible to form a society

Documents required for registration:

- **Memorandum for association**

- **Rules and regulation**

Memorandum for association: It depicts and describes the objects of a society's existence of its operation. The document should be drafted carefully and meticulously as to confer all powers on the society which will be reasonably required for total attainment of the objects.

Content of a memorandum for association

- Name of the society
- Place of principle office of society
- Objects of the society
- Name and address and occupation of the members for the governing body
- Name and address of the persons (minimum 7) subscribing to the memorandum

Rules and regulation: The rules and regulation of a society are framed to guide the members of the governing body and to regulate the functions of the society and its internal management. The rules and regulations generally focus on:

- Conditions for admission of members
- Liability as members for fines under certain circumstances
- Termination of membership by resignation or expulsion or upon death
- Appointment and removal of trustees and power
- Appointment and removal of members and governing body
- Requirement for holding meeting and passing body.
- Investment of funds keeping of accounts and for audit of account
- The procedure for attaining the object the object and rules
- The motto to be provided in by- laws
- Dissolution of society and the manner of utility or upon their dissolution.
- Any other matter with reference or nature and object of the society

Subsidiaries to the rules and regulations and focuses on

- Business hours on the society
- Activities of the society
- Matters relating to enrolment of members
- Their removal, rights, application and privilege
- The manner in which the society shall transact its business
- The mode of custody, application and investment of funds of the society are the extend and conditions of such investment
- Arrangements for day to day transaction the expenditure to be incurred the staff to be employed and conditions of services of such employees
- The conduct of the general meeting and its procedure
- Any other matter incidental to the organization and working of the society and the management of this business

Procedure for registration: An NGO constituted as a society is required to be registered under the Societies Registration Act, 1860. After the memorandum of association and rules and regulations of organization have been drafted and witnessed. The members should obtain the registration the society. For the purpose of the registration following documents are required:

- Covering letter: requesting the registration and an annexure of all documents are required. It has to be signed by memorandum
- Memorandum of association in duplicate tied and pages should be serially numbered. It should be typed and two copies in no.
- Rules and regulations by laws in duplicate
- Affidavit of the president or secretary on a stamp paper of prescribed values stating the relationship between the subscribers
- Duly attested by notary public or a magistrate.
- Documentary proof or no objection certificate from the land lord of the premises
- An authority duly signed by all members of managing committee
- A declaration by the members of the managing committee that the funds of the society shall be used only for the purpose of furthering the aims and objects of the society.

3. Companies Act, 1956:

It is permissible to register a Voluntary Organization under the Companies Act 1956. The Central Government can grant license to a voluntary Organization under Section 25 of the Companies Act 1956. Such license is granted allowing limited liability for the members. A Company may be formed for "promoting commerce, art, science, religion, charity or any other useful object, " provided that no profits, if any or other income derived through promoting the company's objects may be distributed in any form to its members.

Legal Status: An NGO is perceived to be an association of persons or a body of individuals who have a definite name and objective and which may be registered or unregistered organization. NGO's are registered under the following Indian acts

- Charitable Trust Act, 1882
- Societies Registration Act, 1860
- Companies Act, 1956

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21. Establishments (Cont.) Constitutional rules and procedure, Goals

Constitutional Rules

The objects if an organization are to be broadly indicated in the constitution which also indicates the duties, power, and functions of the various limbs of the organization. Apart from the constitution the agency also prepares bye-law or details rules and regulation governing the day-to-day working of an agency. A constitution is a brief statement setting forth the general organization of an agency without giving the details of procedures to be followed which are contained in the bye-laws. Every staff members in the agency and the members of the board must have copies of constitution and bye-laws for read reference.

Procedure

Secretarial services play an important role in the Social work agencies.

1. On receiving letters

All the letters received from outside in an office should be entered suitable in a diary register maintained for this purpose which should include the following columns:

- Date of entry
- Serial number allotted to al setter
- Number and the date of the letter diarized
- From whom received
- Brief subject matter
- Final disposal

a. Action on letters

- Answer the urgent letters immediately
- Use simple language in communications
- Acknowledge all the letters immediately
- Use letter-heads for writing letters
- Make a copy for office records
- Avoid abbreviations, long sentences, superlatives, repetitions, humor etc.
- Give all the letters a number, file number etc.

b. Letters

- Letter-head (name, address, phone nos. etc)
- Number and date of communication
- Name and designation of the sender
- Subject
- Salutation
- Main text
- Signature and designation of the sender

c. Memorandum

It is used (1) in replying to applications for appointments, (2) for acknowledging receipt of communication and (3) for conveying information.

d. Demi-Official Letters

D.O letters are used when it is desired that a matter should receive personal attention of the addressee.

e. Endorsement

This form is used when the paper is to be returned in original to the sender or passed on to another department respectively.

f. Resolutions

Resolutions are used generally to announce certain decisions of the agency on important matters.

2. Files

Letters received from outside and copies of the letters issued from the office should be filed in proper files which should be arranged according to the subjects.

- **Correspondence** is one of the main and important parts of a file.
- **Notes** are the record of written remarks on a particular paper under consideration to facilitate its disposal
- **K.W.** (Keep with the file) the copies of the drafts, manuscripts, big enclosures, booklets, reports, maps, schedules, old files may be kept in K. W. file, so that the main file does not become bulky.

3. Records

Every Agency should maintain, regulate and preserve the following records:

- Minute Books
- Budget file
- Accounts books
- Personal files
- File index register
- Attendance register
- Leave register
- Diary register
- Dispatch register
- Reminder register
- File movement register



LET YOUR LIGHT SHINE

Goals

The Meaning

- A **goal** or **objective** is a projected state of affairs that a person or a system plans or intends to achieve a personal or organizational desired end-point in some sort of assumed development. Many people endeavor to reach goals within a finite time by setting deadlines.
- A desire or an intention becomes a goal if and only if one activates an action for achieving it
- It is roughly similar to purpose or aim, the anticipated result which guides action, or an end, which is an object, either a physical object or an abstract object, that has intrinsic value.

Types of Goals

- **Consumer goals:** this refers to supplying a product or service that the market/consumer wants
- **Product goals:** this refers to supplying a product outstanding compared to other products perhaps due to the likes of quality, design, reliability and novelty
- **Operational goals:** this refers to running the organization in such a way as to make the best use of management skills, technology and resources
- **Secondary goals:** this refers to goals which an organization does not regard as priorities

Goal Setting

Goal-setting ideally involves establishing specific, measurable, attainable, result-oriented, realistic and time-targeted objectives.

Timeframe of goals

- **Short-term goals** are ones that you will achieve in the near future (e.g., in a day, within a week, or possibly within a few months).
- **Long-term goals** are ones that you will achieve over a longer period of time (e.g., one semester, one year, five years, or twenty years).

How to manage goals

- Make a list of sharp, clearly defined goals you want to achieve.
- Decide what you want to do with your organization then break these down into the smaller and smaller goals that you reach your long-term goals.
- Set priority of your goals according to their urgency or importance.
- Consider possible time your organization needs to achieve the goals and set due date and time for each goal.
- Set reminders to be notified of the goals you planned by desktop message, sound or email.
- Track the status of goal work till successful achievement

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22. Financial resources; Organizational budget, Sources of finance, Fundraising

Budget

A budget is a complete financial forecast based on available data, about the financial condition of the agency during the coming year.

The purpose

- To assess the financial requirement
- To plan a fund-raising campaign
- To plan how to spend the money
- To exercise financial control
- To be transparent to the society

Who will prepare the budget?

- CEO

Methods

- Average income/expenditure of last three years
- Last year's budget
- Actual income/expenditure of last year
- Proposed budget for coming year

Principles

- Compare income and expenditure of previous years
- Keep balance between the income and expenditure
- Make budget for 12 months
- Prepare budget well in advance (Dec.)
- Be realistic and accurate
- Reduce the cost of raising funds
- Keep minimum administrative expenses
- Foresee increments new appointments
- Calculate the depreciation values

Sources of Finance

- Central Government
- State Government
- Local Bodies; municipality, Corporation etc.
- Grants; organisations
- Donations; general public
- Subscriptions from the members
- Interest; banks
- Fees
- Sale-proceeds
- Sponsorship
- Campaigns; (Ex.)Rs.1 per day, Rs. 1 per a child etc
- Donation in kind
- Shows; cinema shows, variety shows etc.

- Medias

What Is Fundraising?

It is the process of soliciting and gathering contributions as money or other resources, by requesting donations from individuals, businesses, charitable foundations, or governmental agencies.

A Good Fund Raiser:

Must believe in the cause
Should be Innovative
Should be an Effective Communicator
Should be Persistent and Determined

Types of Donations/Grants

Corpus/Endowment:

It is a “capital receipt” and therefore not treated as income. Donor must express the intent in writing that the donation is towards corpus. Corpus donation should preferably be invested in long-term deposit and only the interest used.

General Purpose:

For general activities of the organization, including establishment expenses, programming, etc.

Earmarked:

For specific programs/projects only. It could be earmarked by the donor as corpus or otherwise

Matching or Challenge Grant:

Donor agrees to give 50% of the amount required for a program/project provided the organization raises the balance

Returnable Grant:

It is like a loan for two or three years to be returned after the program becomes self-sustaining.

Useful tips

- Fund-raising is an art, not a science. Bring your own creativity to it and remain flexible.
- Recruit staff with commitment first, techniques second. Say what you mean; mean what you say.
- Make the donor feel he is an insider - that he owns the organization. He will defend and support his institution.
- Write copy as if from one person to another person; not from an organization to a donor.
- Make sure you see and read mail from donors. It is the way to know what they are thinking about you.
- In every piece of mail and all publications, including Annual Reports - always provide the opportunity to give.
- Tell the truth and facts always - credibility is important in fund-raising.
- Tell your donors how their money helped to make a difference.
- Induce action; always use a reply envelope.
- Be specific; speak of specific cases or individuals - avoid generalities.

- Long words put donors to sleep and sleepy people cannot write cheques.
- Use more photographs – one picture is worth a thousand words.
- Do not write about a huge problem, which an individual cannot solve through his donation.
- Aim for something within the reach of an individual.
- Talk about sponsoring a child and not 10,000 children.

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23. Financial Resources (Cont.) records, audit

Record:

Record is a document or a phonograph record or a photograph, and permanent evidence of the past or about information of past events.



To Maintain a Systematic Record, the following contents are to be included:

1. Treasurer's roles and responsibilities:

The treasurer is the person on the board or committee who takes overall responsibility for the financial management of an organisation on behalf of its governing body. The amount of work involved for the treasurer will depend on the size and type of organisation.

The treasurer should have:

- A copy of the group's constitution or the rules.
- Copies of previous annual financial accounts.
- Had a discussion with their predecessor (successor) to obtain any relevant information or advice.
- Had a discussion with the group's auditor on any issues, if any.

2. Financial records:

Many of the major problems for organisations arise from poor record keeping of financial transactions. The treasurer must be able to provide documentary evidence of every transaction made in order to prove the validity of his or her records and to satisfy the auditor.

The treasurer should maintain the following records:

- Members Lists.
- Receipt book for money received.
- A file for keeping your income invoices and paid accounts.

3. Computerised accounting system:

A computerised accounting system makes things a lot easier using Tally, etc.

4. Cash book accounting systems:

A cash book accounting system is very helpful to keep track of financial position of any organisation, either using a computer spreadsheet (e.g. Microsoft Excel) or a manual multi-column cash book.

Audit:

An **audit of financial statements** is the review of the financial statements of a company or any other legal entity resulting in the publication of an independent opinion on whether or not those financial statements are relevant, accurate, complete, and fairly presented.

Types

- Internal (concurrent)
- External (Annual)

Necessary Data of Information's for an Audit:

1. The organization should be registered under Government body, and the particular Act must be mentioned for further proceedings.
2. By-law or constitution of the organization should be submitted.
3. List of Paid Staffs should be mentioned.
4. Details regarding the movable and immovable properties should be mentioned.
5. Bank statement should be enclosed.
6. Details of funds received and funds utilized by the organization.
7. Updated Ledger, Cash Book and Diary of the organization.

Who can audit?

Chartered Accountants recognized by the Indian Institute of Chartered Accountants are authorized to audit the accounts of an agency.

Contents of Audit Report

1. Receipts and payments accounts
2. Income and expenditure accounts
3. Balance sheet
4. Comments of the auditors
5. Auditor's certificate

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24. Physical; All activities related to acquiring, hiring and maintaining importable structure and infrastructure, Maintenance of premises, Daily upkeep, enhancing the involvement and the potential of people in organizations

In order to provide efficient services, every welfare organization should be equipped with adequate physical facilities. The infrastructure facilities will help the organization to achieve its goals.

- It is better to have a separate committee to take care of the infrastructure
- It is better to have a separate building for administrative purpose and separate building for the programs.
- In large NGOs they will have separate building for each program or activity.
- Infrastructure should be according to the types of various programs; spastic children, visually impaired, physically challenged etc.
- The location of the infrastructure plays important role too; recreation centers in the heart of the city, old age homes away from the city etc.

Need for building

- To provide effective services
- To develop proper public relations
- To maintain staff morale
- To operate with efficiency and economy

Standards of a sound building

- Cleanliness
- Good sanitation
- Orderliness
- conveniences
- attractiveness
- safety
- efficient use and maintenance of equipment
- easily approachable

- adequate space
- fulfillment of legal requirements

Maintenance

- Adequate facilities for maintenance and inspection of the buildings are necessary.
- Separate fund must be allotted for maintenance
- A well experienced staff must be in-charge of it
- Necessary equipments should be available
- Constant monitoring must be done

Kinds of building

- Should follow the specifications given by the government
- Buildings should be built according to the types of programs
- Aged homes should have more spacious rooms, handles everywhere, special bathroom facilities etc.
- Day-care centers should have indoor and outdoor recreational facilities
- Home for physically challenged should have ramps and rails.

Equipments

- Equipments should be available according to every professional service
- Different program of the organization needs different equipments
- Proper record of the equipments must be maintained
- Mark the names of the organization on the equipments
- Give the equipments code numbers
- Periodical repairs must be done
- Proper storing facilities must be available
- Periodical check ups to be conducted
- Proper replacement of equipments to be done

Purchase

- A sound purchasing is necessary for good budgeting and administration
- Purchasing should be done by a honest and competent person
- Buying in bulk will be economical
- Requisition must be prepared by each department of the organization
- Large purchase must be done on the basis of quotation
- Large purchase must be done only after approval by the managing committee

Storage

- The supplies should be checked at the time of delivery
- Make entries before storing them
- Things must be properly stored in the proper place
- The quantity must be marked every time we remove from the store
- Stock register must be maintained

- The inventory should be properly maintained and updated periodically

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25. Physical (Cont.) Executive board and committees, Professional and other staff, Relationship, Communication

Executive board and committees:

- Consists of President, Vice President, Treasurer and other important members.
- The role of the Executive Board is to manage the company, which means, among other things, that it is responsible for achieving the company's aims, strategy and results.
- The Executive Board is accountable to the Supervisory Board and to the General Body members. In discharging its role, the Executive Board is guided by the interests of the company and its affiliated enterprises, taking into consideration the interests of the company's stakeholders (beneficiaries). The Executive Board provides the Supervisory Board with all information necessary for the timely exercise of its duties.
- Role of Chief Executive Officer(CEO)
 - Initiates policies
 - Selection of board members and staff
 - Execution of policies
 - Responsible for direction and supervision of the programs
 - Render secretarial services to the board
 - Assist the office business
 - Prepare Budget
 - Submits reports of programs and accounts to the board
- Qualities of CEO
 - Leadership
 - Knowledge of understanding of individual, groups and institution
 - Knowledge of history and philosophy of organization
 - Skill in human relationship
 - Pleasant and approachable person
 - Understanding of self, staff, board, and organization and beneficiaries
 - Good in coordination and cooperation
 - Initiator

Other Types of Committees

- Group 1
 - Standing committee: Functions for the current issues
 - Advisory committee: Gives its expertise/advice to the organization
 - Executive committee: Executes the policies
 - Special committee: Performs special tasks

- Group II
 - Managing committee: Includes the office bearers for day to day activities
 - Finance committee: Fundraising, budgeting, accounting
 - Public Relation committee: Building a professional relationship with beneficiaries, govt. and society.
 - Personnel committee: Recruitment, promotion
 - Volunteer committee: Render volunteer services
 - Legal committee: Legal advice
 - Evaluation committee: Evaluates the functioning of the organization

Professional and other staff:

A professional Staff is a member of a vocation founded upon specialized educational training. The word professional traditionally means a person who has obtained a degree in a professional field. The term professional is used more generally to denote a white collar working person, or a person who performs commercially in a field typically reserved for hobbyists or amateurs



Main criteria for professional include the following:

1. Academic qualifications
2. Expert and specialized knowledge in field which one is practicing professionally
3. Excellent manual/practical and literary skills in relation to profession
4. High quality work in (examples): creations, products, services, presentations, consultancy, primary/other research, administrative, marketing or other work endeavors
5. A high standard of professional ethics, behavior and work
6. Reasonable work moral and motivation

Relationship:

Customer relationship management (CRM) is a method that companies use to interact with customers. The methods include employee training. There is an emphasis on handling incoming customer phone calls and email, although the information collected by CRM software may also be used for promotion, and surveys such as those polling customer satisfaction. Initiatives often fail because implementation was limited to software installation, without providing the context, support and understanding for employees to learn. Tools for customer relationship management should be implemented "only after a well-devised strategy and operational plan are put in place".

CRM includes many aspects which relate directly to one another:

- **Front office operations:** Direct interaction with customers, e.g. face to face meetings, phone calls, e-mail, online services etc.
- **Back office operations:** Operations that ultimately affect the activities of the front office (e.g. billing, maintenance, planning, marketing, advertising, finance, manufacturing, etc.)
- **Business relationships:** Interaction with other companies and partners, such as suppliers/vendors and retail outlets/distributors, industry networks (lobbying groups, trade associations). This external network supports front and back office activities.
- **Analysis:** Key CRM data can be analyzed in order to plan target-marketing campaigns, conceive business strategies, and judge the success of CRM activities (e.g., market share, number and types of customers, revenue, and profitability).

Communication:

- It is the process of passing information and understanding from one person to another
- No organization can exist without communication because it is necessary to have a cordial relationship between the different employees working at different levels.
- **Importance of Communication:**
 - Smooth running of the organization
 - Quick decisions and implementation
 - Planning and Coordination
 - Maximum productivity
 - Morale building and democratic management
- **Types of communication:**
 - Vertical communication- Upward and Downward
 - Horizontal communication
 - Grape Vine communication

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26. Team work, Facilitative, Team building, Supervision, Participation in training

Team work

Definition: Team work can be define as a group of people who have different background, skill, abilities, share a common goal to achieve the goal, highly communicative and celebrate together.

Features of team work

- Trusting and supporting one another.
- Group of people committed to accomplish a common goal.
- Co-operation and flexibility.
- Offering suggestions and giving feedback to one another.
- Contributions of individual to team members make the team success.

Facilitative

The facilitator provides the routine activity interventions required to help the team stay focused on its appropriate activities. Facilitative teams often prefer to solve major issues and address the most significant opportunities, ignoring the practical day-to-day requirement of their work.

Typical facilitator intervention

1. Meeting dynamics

The facilitator assists the leader and team members and support conventionally.

2. Activity focus

The facilitator provides feedback to the team regarding its place and direction given, the timing needs of activity.

3. Primary deliberation analysis

The facilitator assists the team with its initial attempts at decision making and organizational skill.

4. Preliminary team diagnosis

The facilitator is trained to be an observant for diagnostic behavior those trigger behavior or event that may reflect a significant issue to the team.

Team building

It is a method of improving organizational effectiveness at the team level by diagnosing the barriers to the team performance and thereby improving the inter relationship and task accomplishment.

Process of team building

- Identification of the problem.
- Gathering information.
- Diagnosing the problem.
- Planning and implementation of the intervention strategy.
- Evaluation.

Supervision

Supervision is a process of assessing and evaluating the functions of an organization.

Purpose of supervision

- To check if the work is carried out as per objective.
- To assist the staff at grass root level.
- To bring best service from staff.
- To evaluate the capacity and performance of the staff.
- To bring harmonious team work.
- To improve the standard of service.
- To help and guide the staff.

Types of supervisor

- Technical staff supervised by administrative staff.
- Administrative staff supervised by technical staff.
- A national organisation supervising the state level organisation.

Participation in training

- Training is very essential requirement of the employees.
- It is required to develop competencies for new assignments.
- It is required for personal development of individual.
- It is required in problem solving.
- It is required in group participation.

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27. Program Development

What is a Program?

A program is a portfolio of projects and activities that are co-ordinated and managed as a unit such that they achieve outcomes and realize benefits.

Plan of action aimed at accomplishing a clear objective, with details on what work is to be done, by whom, when, and what means or resources will be used

Program management

It is the process of managing several related projects, often with the intention of improving an organization's performance.

Key factors

Governance

The structure, process, and procedure to control operations and changes to performance objectives. Governance must include a set of metrics to indicate the health and progress of the Program in the most vital areas.

Alignment

The program must support a higher level vision, goals and objectives.

Assurance

Verify and validate the program, ensuring adherence to standards and alignment with the vision.

Management

Ensure there are regular reviews, there is accountability, and that management of projects, stakeholders and suppliers is in place.

Integration

Ensure that component parts fit together properly to make the intended whole. Optimize performance across the program value chain, functionally and technically.

Finances

Track basic costs together with wider costs of administering the program.

Infrastructure

Allocation of resources influences the cost and success of the program. Infrastructure might cover offices, version control, and IT.

Planning

Develop the plan bringing together the information on projects, resources, timescales, monitoring and control.

Improvement

Continuously assess performance; research and develop new capabilities; and systemically apply learning and knowledge to the program.

Steps for Program Development

STEP 1 - Program Overview

What is your program idea?

STEP 2 - The Statement of Need or Opportunity

What do you hope to achieve with your program?

STEP 3 - Program Goals and Objectives

How are you going to do what you say?

STEP 4 - Evaluation Plan

How will the success of your program be measured?

STEP 5 - Organizational Information

Who are you and why can you be successful with this program?

STEP 6 - Attachments

Program budget, Resumes of key personnel, a Project plan, Letters of support, Cooperative agreements

Steps to be taken in program Development:

Step 1: Establish the need's analysis.

Step 2: Plan the program or a Program Proposal.

Step 3: Identify the sources of funds.

Step 4: Plan out the budget and allot the purposeful amount to each distribution.

Step 5: Implementation of the program

Step 6: Evaluation of the progress.

Step 7: Implementing or rectifying the suggested opinion (if any).

Things to be kept in mind while developing a program :-

1. A high level of drive and energy
2. Enough self-confidence to calculate moderate risk

3. A clear idea of generating money for future too.
4. The ability to get other people to work with you and for you productively
5. High but realistic, achievable goals
6. Belief that you can control your own destiny
7. Readiness to learn from your own mistakes and failures
8. A long-term vision of the future of your business
9. Intense competitive urge, with self-imposed standards

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28. Program Management, Project Planning, Short term and long term, Documentation, Project proposals based on the needs

Project Planning

The key to a successful project is in the planning. Creating a project plan is the first thing you should do when undertaking any kind of project.

Step 1 Project Goals

A project is successful when the needs of the beneficiaries have been met.

Step 2 Project Deliverables

Using the goals you have defined in step 1, create a list of things the project needs to deliver in order to meet those goals.

Step 3 Project Schedule

Create a list of tasks that need to be carried out for each deliverable identified in step 2

Step 4 Supporting Plans

This section deals with plans you should create as part of the planning process. These can be included directly in the plan.

1. Human Resource Plan

Identify by name the individuals and organizations with a leading role in the project. For each describe their roles and responsibilities on the project.

2. Communications Plan

Create a document showing who needs to be kept informed about the project and how they will receive the information.

3. Risk Management Plan

It is important to identify as many risks to your project as possible and be prepared if something bad happens.

4. Short term

- has an obvious beginning and end
- is realistic and achievable in the time frame
- does not attempt to pick up an old project
- does not address a long term need for a service

5. Long term

- may not have an obvious beginning and end
- may be realistic but need not be achievable in the time frame
- addresses a long term need for a service

Documentation

- To make & maintain documents about work undertaken is documentation.
- To keep record of the work done is documentation.
- Documents are proof of the work done.

Importance of documentation

It helps us:

- in future planning
- in assessing the quality of our work & improving the same

- in confirming the proper direction of our efforts
- in finding out the strengths & weaknesses,
- in strengthening our skills
- in mobilizing resources for our work.
- It is an authentic source for those who wish to know about our work.

6. Project proposal based on needs

When seeking funds, a specific problem area or need should be addressed. This is a critically important section of the proposal. Information based on objective research, not subjective impressions, should be provided to justify the need or problem. This data, however, should not be voluminous, but sufficient to demonstrate that a problem or need exists.

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29. Program Management (Cont.) Nature of resources, Eligibility criteria, Records, Evaluation, Research

What is a program?

It is a system of projects and services intended to meet a public need.

Nature of Resources:

- **Internal Sources:**
 - Membership contribution
 - Sponsorship fees
 - Sales of Goods, Products prepared
 - Through Interest
 - Community Philanthropists
 - Individual Donations.
- **External Sources:**
 - Grants from state and central government
 - Donations in cash and kind
 - Private institutional donations which includes, parent NGOs, corporate bodies, industrial houses, organizing events, advertisements, souvenir, box collections, tourist and visitors.
 - Only registered organizations can receive grant in aid from overseas.
 - To obtain foreign funds the organizations has to be registered by Foreign Contributions Regulations Act (FCRA).

Eligibility Criteria:

Each funding agency has its own goal and objectives. It will fund only for those purposes which will meet its objectives. In order to facilitate the fund seeking NGOs, the funding agencies will have eligibility criteria to apply for fund. Funding agencies will entertain only those NGOs that

meet its demands. The government, the local bodies and even individual donors will have their formal or informal eligibility criteria.

Records:

Practicing records management

The practice of records management may involve:

- Planning the information needs of an organization
- Identifying information requiring capture
- Creating, approving, and enforcing policies and practices regarding records, including their organization and disposal
- Developing a records storage plan, which includes the short and long-term housing of physical records and digital information
- Identifying, classifying, and storing records
- Coordinating access to records internally and outside of the organization, balancing the requirements of business confidentiality, data privacy, and public access.
- Executing a retention policy on the disposal of records which are no longer required for operational reasons; according to organizational policies, statutory requirements, and other regulations this may involve either their destruction or permanent preservation in an archive.

Evaluation:

It provides guidance toward planning and implementing, an evaluation process for profit or nonprofit programs, there are many kinds of evaluations that can be applied to programs, for example, goals-based, process-based, outcomes-based, etc. Nonprofit organizations are increasingly interested in outcomes-based evaluation. Outcomes evaluation looks at impacts or benefits or changes to your clients, as a result of your program efforts during or after their participation in your programs. Outcomes evaluation can examine these changes in the short-term, intermediate term and long-term

Research:

The ordered set of activities focused on the systematic collection of information using accepted methods of analysis as a basis for drawing conclusions and making recommendations.

Research can be defined as the search for knowledge or any systematic investigation to establish facts. The primary purpose for applied research is discovering, interpreting, and the development of methods and systems for the advancement of human knowledge on a wide variety of scientific matters of our world and the universe.

Need for Research:

- Commencing a research according to the needs and requirement of the program.
- To check whether the research project is applicable and useful to the group.
- To Implement the program and evaluate according to the suggestions of the members.

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30. Program Management (Cont.) SWOT Analysis, Project monitoring, Project evaluation, Impact analysis : Qualitative & Quantitative

SWOT analysis (Albert Humphrey) is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project. It involves specifying the objective of the project and identifying the internal and external factors that are favorable and unfavorable to achieving that objective.

- **Strengths:** attributes of the person or company that are helpful to achieving the objective(s). They should be utilized
- **Weaknesses:** attributes of the person or company that are harmful to achieving the objective(s). They could be solved or managed
- **Opportunities:** *external* conditions that are helpful to achieving the objective(s). They should be properly made use of
- **Threats:** *external* conditions which could do damage to the objective(s). They should be overcome.

Monitoring

Monitoring is the systematic, regular collection and occasional analysis of information to identify and possibly measure changes over a period of time

Why to monitor?

- To assess project results
- To improve project management and process planning
- To promote learning
- To understand stakeholders' perspectives
- To ensure accountability

Evaluation

Evaluation is the analysis of the effectiveness and direction of an activity and involves making a judgment about progress and impact

Why to evaluate?

- To make the best possible use of funds
- To measure the accomplishment
- To avoid weakness and future mistakes

Impact Analysis

Definition

Assessment of the pros and cons of pursuing a course of action in light of its possible consequences, or the extent and nature of change it may cause

Purpose

An impact analysis looks at the outcome(s) of a project and its (their) potential effect on the environment around the project (business environment, physical environment, financial environment, political environment, and so on). An impact analysis will highlight the differences in the environment between the status quo and the environment after the project has been implemented.

Qualitative Analysis explores attitudes, behavior and experiences through such methods as interviews or focus groups. It attempts to get an in-depth opinion from participants. As it is attitudes, behavior and experiences which are important, fewer people take part in the analysis, but the contact with these people tends to last a lot longer.

Quantitative Analysis generates statistics through the use of large-scale survey research, using methods such as questionnaires or structured interviews. If a market analyst has stopped you on the streets, or you have filled in a questionnaire which has arrived through the post, this falls under the umbrella of quantitative research.

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31. Public Relation; The need of public relation, The promotion of public relation by all in the organization

Public relation is the management function that evaluates public attitudes, identifies the policies and procedure of an individual or an organization with the public interest and executes a program of action to earn public understanding and acceptance.

Objectives

- To inform the community about the social problem the agency is trying to solve and the services it offers
- To inform the donors how their money is utilized
- To inform the beneficiaries of the available benefits
- To find out the criticism of the public
- To promote the agency and increase the number of the donors

Methods

- **Personal contacts**
- **Visual means;** news papers, magazines, reports, folders, pamphlets etc.
- **Spoken words;** radio, community meetings, lectures etc.

Principles

- Focus on various groups whom you are trying to approach
- Be very clear about the theme of your agency
- Your attitude towards beneficiaries and donors should be courteous

- Have good relationship with influential people
- Public relationship is a continuous process
- Appoint a separate committee

The needs of Public Relation:

- To establish contact with civic group, consumer organizations and other concerned citizens to learn their views of the organization, to answer their question and to provide information or education.
- To open line of communication with customers, Government agencies, education, beneficiaries and community leaders.
- To conduct studies to find the economic environment and social consequence of organisational practice.
- To provide any assistance needed to adjust the goals, policies, practices, personal policies and programs of the organization to meet the needs of the changing markets.
- To answer public complaints promptly and take corrective measure.
- To train employees and volunteers to provide prompt, friendly and helpful service to anyone who contacts the organization in person by phone or by written correspondence.
- To demonstrate to the society that the organization is listening reacting and progressing in its attempt to provide public service.
- Public Relations are responsible for establishing and maintaining open two-way communication with the public and for certain favorable public opinion about the organization.

The Promotion of Public Relation by all in the Organisation:

The public relation is the function designed to organisation through the adoption and continuing communication. Promotion of the public police and procedures acceptable or beneficial to all concerned, the public relation function in many non profit organization is almost similar or synonymous with marketing, most non-profit organization do not have a marketing department, public relation is the responsible for market research, personal selling, sales promotion and all other market activities, public relation is the critical aspect of the relations program of an organization, internal relations should involved two-way of communication use as external materials to employees like , Magazines etc but do little to get information and suggestions from employees, employee relation must be give serious attention so that everyone in the organization is working together in the common,

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32. Representing the organization

The Executive Board representing

One of the main roles of the board is representation of the NGO in the larger community. It represents views of the NGO in various constituencies, or within the NGO community in relation to outside organizations. It is frequently asked to coordinate with outside agencies, as well as advocate for the NGO, and mobilize resources. Often, the Board is the first contact that an NGO's target audience has, and in some cases it is the first contact where peoples' concerns are actually heard - due to the high standing of Board members in the community.

Board Members are expected to have the ability to represent and promote the NGO publicly, as a Board member representing the NGO community; ability to act within a team setting; be gender sensitive; possess diplomatic and strategic political skills, including capacity to think and work strategically; possess the ability to work in international and local languages; and also have linkages to an organization that can facilitate communication and liaison; and provide consultation and support.

All the members of the organisation representing

- Know the goal and objectives of the organisation very well
- Know all the details of the organisation
- You may be called to speak about your organisation and so be prepared
- Be rehearsed
- Be gracious
- Be appropriate
- Be professional
- Be genuine
- Engage in discussion
- Build relationship
- Provide valuable content
- Provide fresh content
- Follow the dress code
- Be neat and clean

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33. Networking; Public, Corporate, Voluntary Sector

The Meaning

It is an action (a verb), a process that involves a number of actors and brings a dynamic relationship between and among the various actors of civil society

General Principles of networking

NGOs will network with other entities only when there is:

- Mission consistency
- Shared values
- Mutual benefit
- Transparency

Why Networking is needed?

Networks, although a late 20th century phenomenon has become part and parcel of development scenario all over the world today. The word 'network' is defined as formal and informal institutional frameworks, with loose or structured parameters and with detailed tasks and responsibilities of its members. Networks help to link individuals, groups and organizations of various walks of life and provide greater strength to people working for a common cause.

The Functions

- Sharing and disseminating information
- Acting as a pressure group to influence policies
- Lending valuable support to each other and help its members in perspective building or developing innovative approaches to developmental activities

Three main reasons

- First, because most organizations, working at the grassroots level (often in small, limited and remote areas) over a period of time, remain focused on their socio-political context. As social change agents, they find themselves more and more isolated and alone in the larger socio-political context.
- Voluntary organizations come together because of the need of protection.
- To associate, to federate, in order to protect the space, the role, the legitimacy and credibility of the voluntary organizations.

Why network?

- To provide space for individuals to interact freely with other organized entities
- To encourage their members to interact, exchange information, dialogue, and act together
- To create the possibility of individuals and organizations working on a similar issue, with somewhat different perspectives, to meet, share information, knowledge base, expertise, skills, resources, capacities and work together on specific issues.
- To create environment that is favorable to meet their objectives.
- It ensures people's involvement, provides a mechanism to influence policy-makers and also provides a forum to take-up major issues concerning voluntary organizations.

What networking does?

- To communicate across parties with whom we like to establish linkages with that are necessary to overcome isolation.
- Networking provides free flow of experiences and ideas across individuals and groups.
- Solidarity across parties and support during crisis are very important for the existence of any network.
- To influence others—the public at large, the political parties, media, corporate sector, etc.

A network may act as:

- A vehicle for identifying, articulating and discussing issues of major concerns, which are difficult to deal with in an existing institutional framework.
- An alternative arena for elaborating and sharpening newer ideas, visions, and perspectives.
- To provide support to grass-root organizations at the time of their hardship or retaliation from vested interests, especially to organizations working for awareness building, organizing people for their rights and for social change.

- A relevant strategy for resisting the increasingly diminishing democratic space and functioning at various levels in a given local, national, regional and international situation.
- To utilize and identify, encourage and revitalize individuals and small groups to support the cause of social transformation
- To exchange information, experience and vision across the cultures, systems, countries and continents.
- To be the most efficient and flexible mechanism for sharing information, experience and ideas across people, from various ideologies, groups and organizations spread geographically and working on diverse issues.
- A network of voluntary organizations and people's organizations can play a major role in the collection and dissemination of information, highlighting people's analysis and viewpoint to build public opinion, to lobby with (or advocacy directed towards) policy makers and elected representatives of the people thereby building solidarity among voluntary/people's organizations and preparing a strategy for putting pressure on the Government.

Types of networks that exist in India

- Issue-based networks; health, environment, women
- Area-specific networks; district level, state level
- Ideological networks; Gandhian, Marxist, Hindus, Muslims, Christians
- Funder-led or funder-driven networks; funding agencies to monitor, to support...
- Broad-based networks; all the problems are interrelated and so different issue based networks coming together

NGOs in India, queried on their opinion on why NGOs should network among themselves, brought forth the following replies:

1. A good platform to express solidarity among NGOs. Helps to share experiences and expertise to work for common action programmes to create an impact on the policies of the government"
2. Helps to share problems of development works and solve them. It also helps the groups to be better informed"
3. Important for collective action for social justice and common causes"
4. Networking is good and needed to think on similar lines. It supports each other"
5. It is a positive structure which promotes smooth running of the organization."
6. Given the critical context in which India is today and the way the voluntary sector has plunged itself into a water-less ocean, there is a need for immediate networking of a genuine nature."
7. Working together for common causes"
8. Can achieve change in government policies in favor of low-income groups"
9. Essential for developmental activities which implies adoption of technologies, implementation of developmental activities and those which involve procedural implications."

Role of the Government (Public)

- a. Nature and quality of governance (pluralism, accountability, etc.).
- b. The legal framework (registration, reporting requirements, etc.).
- c. Taxation policies (on imported goods, local philanthropy, etc.).
- d. Collaboration with NGOs (when? sector? nature of partnership?).
- e. Public consultation and information (policy impact of NGOs).
- f. Coordination (role for governments in coordinating NGO activities).
- g. Official support (government funding, official contracts).

Role of the NGOs

1. encouraging official aid agencies and government ministries to adopt successful approaches developed within the voluntary sector;
2. educating and sensitizing the public as to their rights and entitlements under state programs;
3. attuning official programs to public needs by acting as a conduit for public opinion and local experience;
4. operational collaboration with official bodies;
5. influencing local development policies of national and international institutions; and
6. helping government and donors fashion a more effective development strategy through strengthening institutions, staff training and improving management capacity.

A Healthy State-NGO Relationship

There should be genuine partnership between NGOs and the government to work on a problem facing the country or a region, based on mutual respect, acceptance of autonomy, independence, and pluralism of NGO opinions and positions.

Barriers to a Healthy State-NGO Relationship

- a. NGOs join with the opposition parties.
- b. NGOs preference for isolation hence unwillingness to dialogue with government, and poor coordination with one another.
- c. Jealousy of civil servants towards the NGOs' access to resources.
- d. Pressure on successful NGOs from major donors to receive more funds, leading to a decline in performance.
- e. Government is concerned with many issues whereas the NGOs are concerned with a few problems
- f. NGO's poor strategic plan
- g. Corrupt or weak Government
- h. Government will crush the NGOs because of their alliance with opposition parties
- i. A government might be more suspicious of NGOs which are highly dependent on foreign funds and therefore might impugn their motives as "guided by a foreign hand."

Fostering an Enabling Environment

- a. Factors of governance (encouraging public debate and consultation, and the right to organize interest groups);
- b. NGO regulations and the legal framework (for example, regarding registration and reporting, auditing and accounting requirements);

- c. NGO incentives (including taxation policies on income or local fund-raising, duties on imports, subsidies for NGOs, etc.);
- d. Collaboration (use of NGOs in program/project implementation);
- e. Involvement in policy-making (serving on committees, assisting with public consultations);
- f. Public disclosure of information (NGOs serving as a conduit to inform the public about development schemes which effect them);
- g. Coordination requirements within the NGO sector; and
- h. Direct expenditure, including official support (grants, contracts, etc.), and research benefitting the NGO sector.

Networking with government

- NGO objectives and independence must be respected
- Appropriate and mutually beneficial
- Mission of the NGO must be the central point
- The policies of NGO cannot be changed for political motives

Networking with the corporate

- NGO objectives and independence must be respected
- Mission of the NGO must be the central point
- The policies of NGO cannot be changed for market advantages of corporate

Corporate-NGO partnerships are capable of enhancing the efficacy of the social development initiatives of both. While the NGOs can gain from the corporate sector's organizational, financial and professional resources, the corporate can use the expertise of NGOs in working on social causes. But the corporate would show interest in striking such a partnership only when they are convinced about the benefits such partnerships could bring in. As the corporate sector is increasingly under pressure to maximize owners' economic welfare, the non-profit sector can hope to strike a symbiotic relationship in social development only by convincing that it makes 'business sense' to have 'social sense'. As the corporate sector talks about strategic philanthropy, the NGOs must also learn to strike strategic partnerships with out causing a goal conflict.

Networking with other NGOs

- Common objectives
- Competition and service duplication
- Information sharing
- Support for other NGOs

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34. Resource building

Introduction:

. The term **Resource Building** denotes building up or finding the resource needed to carry out the activities. Resource building can also be termed as **Capacity Building**. The most fundamental definition is "actions that improve nonprofit effectiveness". Some other discussions about capacity building refer to the concept as actions that enhance a nonprofit's ability to work towards its mission.

Aim of Resource Building:

The basic aim of Capacity Building is to reorient the thinking of the CEOs of the NGOs towards long term vision based organizational building and sustainable development.

How to Fund Raise Effectively for a Nonprofit Organization?

1. Assess the needs and goals of your non-profit organization. What do you want to accomplish.
2. Review the federal and state limitations set for non-profit fundraising.
3. Review your existing fundraising programs. Assess their strengths and weaknesses
4. Brainstorm for original fundraising ideas. One-of-a-kind ideas attract a lot of attention
5. Decide if you want to solicit funds face-to-face, through mailers, by phone, online, through special events, or through a combination of these
6. Cultivate existing relationships. A well-known saying says "fundraising is not raising funds, it's raising friends."
7. Solicit large corporations for philanthropic funds through their public relations department. Think like a business when approaching corporations.
8. Solicit funds from corporations that are moving to the area and want to establish a "presence."
9. Solicit donations of equipment and supplies from local companies. Even food or flowers can be obtained for small events.
10. Consider establishing a partnership with a local corporation. Determine what your organization might be able to offer the company, then contact their marketing department.
11. Seek government grants and donations.
12. Consider hosting special events. Considerable expenses are involved, and profits may be minimal, but events generate visibility and name recognition.

Important areas of Resource Building

1. The NGOs are required to view their position in comparison with the other organizations, the Govt Departments, and the People Institutions and carve out a niche which is in harmony with several institutions so as to focus on long term and sustainable development.
2. Planning is one of the very important areas of Capacity Building of the NGOs. The NGOs are required to prepare long term plans based on their vision, matched with short term plans as well as annual action plans.

3. The planning process may be taken in to account, the Local Resources available both Human, and Natural Resources as well as the Financial Resources and evolve long term plans from which short term plans and annual plans can be prepared.
4. It is advisable to prepare Annual Action Plans on participatory basis, through Micro Planning so as to prepare Integrated and Holistic Plans taking in to the view of the Govt Schemes, People Resources, Voluntary Contributions, and programmes of local bodies and other NGOs.
5. There is need to focus on community based activities than institutions based activities.
6. There is need to bring in managerial principles in to the NGO work so as make the organizations professional in their work.
7. It is advisable to focus on integrated and holistic development than the sectoral approach being followed as of now.
8. It is advisable to diversify and expand the activities in many areas of integrated development than focusing on only in one or other areas of development.
9. The CEOs of the NGOs must be qualified professionals having academic knowledge, experience and expertise in more than one areas of the development.
10. Similarly the functionaries must also be trained professionals in the areas of their work.
11. There is need for training plans, HRD policy and plans for each NGO.
12. Based on the annual action plan the functionaries are to be trained professionally, and detailed job charts are to be given to them.
13. The NGOs are required to run their organizations like professional companies with their non profit motive intact
14. From the adhoc approaches of funding, they are required to reorient themselves, by introduction of managerial principles in the organization and making them as professionally run organizations.
15. GIS and GPS based approaches are required to be used for scientific functioning of the organizations.
16. Quality of delivery mechanisms and standards of services being provided are required to be improved.
17. Activities being implemented must be as per the Action Plans with all flexible mechanisms, on rolling dynamic plans and implementation approaches.
18. The donor service reporting must also be improved in a phrased manner.
19. Internal self assessment of the activities must be done.
20. The NGOs must be open to external evaluation and assessments
21. Communication skills of the functionaries must be improved.
22. IT enabled services must be introduced more so in Education, Training, IEC Financial Management and Monitoring & Evaluations
23. NGOs are required to work in close coordination with the officials, other NGOs social workers and other stake holders in their areas of operations.
24. They must make the information readily available, except professional secrecy more so in the areas of implementation of the Information Act.
25. They must also keep their activities for social audit and evaluations by the people.
26. Visits to the other projects, exchange of views, experiences sharing etc must he done aimed at Capacity Building.
27. Whenever opportunities arise it is advisable to participate in seminars, workshops etc., both in and outside the Country.
28. NGOs must use local resources; go for low-cost approaches followed by cost effective approaches and cost approaches.

29. There must be definite plan of action of mobilization of local resources, community resources, Govt. resources, and from the National and International donor agencies and Philanthropists.
30. Net working, with Self Help Groups, local bodies and village local institutions must be done.
31. NGOs must also work in close coordination with IT and other industries and utilize the resources of Corporate Social Responsibility.
32. The resources of Banks, World Bank, various trusts, insurance and other companies must also be used.
33. There should be more emphasis on need based, peoples based activities and fund based activities must succeed people based activities.

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35. Fund raising

Fundraising or fund raising (also development or advancement) is the process of soliciting and gathering contributions as money or other resources, by requesting donations from individuals, businesses, charitable foundations, or governmental agencies.

S.No.	The Reality	The Strategy
1	Easier to get money for <i>one</i> event than for a sustained long-term program	Develop a comprehensive long-term program, but break it into smaller chunk sized bits to seek funding for <i>each</i> part, from the same or sometimes different sources
2	More and more NGOs are seeking more money from traditional funding sources	Develop a more diversified range of donors who can provide different amounts at different points of a program/project's implementation. Seek both local as well as overseas donors.
3	Many donors are providing much less money than required, or simply do not have enough	A diversified fund-raising program is very important. An interesting thumb-rule - closer the donor, smaller the amount. A person walking on the street in your town may provide only small change that he currently has in his pocket. But a more 'distant' person or organization may provide more funding.
4	There are many conditions and terms imposed on funds provided by most donors that may restrict its use	Understand the <i>need</i> for these conditions/terms by looking at it from the donors' perspective; ensure that you have communicated your needs very clearly - the who, how, why and when; try to find a middle ground in negotiating with the donor - satisfy their needs without sacrificing your own

5	Technical knowledge and information (especially through consultants) is very expensive and takes up much of a funding request	Try to seek in-kind contributions from experts, especially from a corporation or company. This puts them in a good light, and enables them to be community-friendly. This can be done in the form of advice, work-time, equipment use etc. Note that this is different from a 'donation'. The relationship between the NGO and the expert is longer and stronger.
6	Misdeeds and fraud by some NGOs taint the sector as a whole, creating mistrust and misunderstanding	Get out of the 'charity' angle. Develop clear professionalism among the staff members. Always be willing to provide info on the NGO's goals and objectives, as well as programmes. Get third party organizations to write about the program and projects. Keep good relations with the media, and cultivate spokespersons among the staff members.
7	Donors based in high-income, OECD countries cannot, and will not, provide funds to smaller NGOs.	Where possible, bring together a coalition of partners - of other NGOs, universities, research institutions, etc. who contribute different expertise and knowledge, and larger target areas and beneficiary communities.
8	Sometimes it is so difficult to find a donor who is willing to finance a specific program or project.	Look in other places. Sometimes a local businessman or company may be willing to help - only if and when asked! Seek funding from 'non-traditional' sources that may exist in your own backyard.
9	It takes so much time, effort and money itself to find and secure funding	All staff members of an NGO should spend part of their time in fund raising - each catering to different aspects of the process - writing proposals, finding and networking with donors, negotiating, writing reports etc
10	Fund raising activities need skills and knowledge to be effective and successful - which most NGOs do not have	Creating NGO Networks, NGO service centers, information kiosks etc. help in pooling and developing the knowledge and skills needed for this purpose.
11	NGOs, in many cases, are in competition with each other to seek and find funds	Try to find the differences and uniqueness of your own program/projects. What new approach have you used? Usually, each NGO services a different aspect or a different community - with rare overlap. Develop a 'bigger picture' with other NGOs that illustrates comprehensive and diverse package of services and projects.

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36. Accountability

Meaning of Accountability:

NGO accountability covers issues such as organizational management, project implementation, financial management and information disclosure. It is related with issues such as answerability, responsibility, liability, dependability, conscientiousness, reliability, trustworthiness, legitimacy, and transparency.

Characteristics

- **Personal**, i.e. authority can only be delegated to one person.
- **Vertical**, i.e. from top to bottom, responsibilities and authority is delegated from supervisor to subordinate (Therefore, a supervisor holds the subordinate accountable).
- **Neutral**, i.e. it is neither a positive nor a negative concept. Excellent results are recognized but failure may involve sanctions, including the withdrawal or modifications of working systems.

What are the Principles of accountability?

1. Responsibility and the authority have to be clearly specified. The responsible person must be informed of the expected program results and resources (financial and human) allocated for the purpose, monitoring and evaluation system should be clarified, along with organizational values, policies, rules and regulations and the behavioral standards.
2. Guidance and support is given to the responsible person in the form of regular and timely management information, training and development, access to senior managers, and advice from financial and human resource management experts.
3. Monitoring and assessment of the need of responsibility and authority. This is done by an objective comparison of results against targets and standards covering such issues as delivery of programmes, cost and quality; management of human and financial resources; decision making authority fully exercised but not exceeds; and compliances with policies, values, rules and regulations and behavioral standards.
4. Taking appropriate action deals with issues such as excellence, satisfactory performance, unsatisfactory execution of responsibility and authority as a result of carelessness or ignorance, unacceptable execution of responsibility and authority due to deliberate flouting of policies, rules and regulations, or exceeding the limits of decision making authority.

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37. Transparency

Importance of Transparency in Organization

Transparency in an organization implies visibility into the functions of the organization for its stakeholders. It should be noted that transparency does not mean opening up the intellectual property files or company's classified documents. A Company's action impacts its stakeholders – employees, shareholders, customers and suppliers. To be a successful and a trusted organization it is necessary to build the confidence of its stakeholders. This is best achieved through institutionalizing transparency in its policies. It is essential that an organization articulates and practices transparency through its well defined processes.

Purposes for transparency:

- Enables informed decisions by internal and external stakeholders
- Empowers stakeholders to influence decisions that will affect their lives
- Shares critical information with customers
- Fulfills the public's right to know and right to understand
- Aids understanding of internal data processes, benchmarks, etc.
- Allows for consumer education and informed choice
- Allows for assessment of performance

Characteristics of credible, transparent information:

- Comprehensive and complete
- Credible and verifiable
- Consistent and comparable
- Proactive in assessing information and data needs, but also responsive to specific information needs, allowing the stakeholder to determine concerns and needs
- Timely data provided to the audience that has the concern
- Honest and open
- Accessible and understandable

The desired outcomes to be achieved through transparency

- Achieving equity, justice and basic human rights
- Improving lives of world consumers
- Contributing to a sustainable world
- Establishing sustainable economies
- Ensuring international equity of quality of life, not a transfer of impacts

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38. Use of media for publicity

The Meaning

Publicity is a tool to inform people in our community about our project or the organization through the Media. It's a great way to get public attention without paying for it.

The Objectives

- To inform individuals of the community about the project's goals and its success.
- To ensure high participation levels for the project.
- Recruit volunteers.
- To create promotions that will raise awareness and funds for the project.

The Types

The media includes two general types: **print media** (newspapers, magazines, newsletters, journals) and **electronic or broadcast media** (television and radio). They may have many of the same audiences (readers, listeners and viewers), but they have different ways of reaching them and a different matter to say. There is also a third type of media that you may use: **outdoor media**. These are billboards, transit shelters, and most useful for the purposes - Posters. These include announcements from companies, government departments, research institutes and other bodies; material from national and international news agencies (Reuters, for example); and releases from public relations firms representing their clients' interests.

The Need

Effective publicity is essential to the success of any event or campaign of the organization. Since the power of community groups depends on people, getting the word out to the public is one of the most important things that we can do. It requires a well-thought-out strategy based on the guidelines.

Personal Contact and Word of Mouth -Personal contact is one of the best (and cheapest) means of publicity. Each of your members should be encouraged and helped in having a personal contact with the media.

Using the Media: The impact of any event or action of organization plans can be greatly increased by media attention. Larger events can reach audience of hundreds or thousands if covered by radio or TV or newspaper. Media attention can help the organization in contact with people in community working on similar issues. The organization can form an on-going media committee or an ad hoc one to handle a specific event. An organization often needs a well-spoken, informed spokesperson to make public statements and do interviews. Although this role can and should be shared, it is best to use members who have been most active, who know the details of the issues thoroughly so that they can respond accurately to spontaneous questions, and who know the history of the projects and the organization.

What the Organization should do

- Time the event for good media coverage - when some big issue related to the organization cause is in the news, when TV crews have slow news days, or when newspapers aren't tied up with their final deadlines.
- Keep an updated list of names, addresses, fax, contact no's, and email addresses of editors, reporters, and other contacts at newspapers, television stations, and radio stations, along with their usual deadlines.
- Include the News Editor at key publications, local weekly papers, radio stations with news departments, News Desk at the nearest offices of Associated Press (AP) and other press services.

- Get the names of any journalists specifically assigned to cover the specific Ngo's topic (environment, business and foreign affairs) or its geographic area.
- Send announcements for radio or cable TV PSA's (Public Service Announcements) two or more weeks in advance of the event and follow it up.

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39. Change and its management; Understanding change, Managing change

What is Change?

Change, in general, indicates any act of making something different.

Definition

Curtis.W.Cook, Philip.L.Hunsaker and Robert E. Coffey define change as “the coping process of moving from the present state to the desired state that individuals, groups and organizations undertake in response to dynamic internal and external factors.”

The forces that cause changes in organization are:

- Technology – tools, techniques, instruments
- Work Tools – knowledge, skills, ambitions
- Economy - liberalization, private, breaking of barriers
- Competition

Changes can be Social, Financial and Political.

- Evolution - when people are not prepared for changes.
- Revolution – when people reached a state of readiness to resolve conflicts.
- Planned Changes – experience the need of change and determine the ideal or
desired situation and striving to achieve the ideal manner of action.

Morilyn Ferguson- 4 changes

- Exceptional Change-a particular change is accepted as an expectation.
- Incremental Change-a gradual change, those who are affected do not experience it initially.
- Pendulum Change-change from one extreme point of view to the opposite.
- Paradigm Change-a new information about an event, object,, and behavior image is integrated and the picture shifts enlarges, emergence of new belief.

Managing Change

Organization adopts several approaches to manage change. One popular model is in the following:

Curt Lewin`s Three- Step Model

Curt Lewin (the founder of Modern Social Psychology) suggests that organization should use 3 steps to introduce permanent change:-

Unfreeze- a process for preparing system for change. Here, employees are educated about the external and internal factors that make change imperative. Those who are not willing to change in the first will be told about the benefits that change can bring so that the level of satisfaction will increase and they will be motivated to welcome change to enjoy the new benefits.

Movement to change/intervening- This involves doing away with old practices and adopting new methods. For example, advanced equipment is installed/production process or layout is changed or job duties are redefined.

Refreeze- After the implementation of the change, it has to be assimilated into the organizational process. It involves reinforcing change so that the org. does not revert back to old state

Successful change management requires:

- Effective communication
- Full and active executive support
- Employee involvement
- Organizational planning and analyzing
- Widespread perceived need for the change

Steps in managing change:

STEP 1- Determining the need for change

STEP 2- Preparing a tentative plan

STEP 3- Analyzing probable reactions

STEP 4- Making financial decisions

STEP 5- Establishing time table

STEP 6- Implementing the change

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40. Innovation in a rapidly changing social environment for policy programs and structures

Innovation In Rapidly Changing Social Environment

It means a new way of doing something. It may refer to incremental, radical, and revolutionary changes in thinking, products, processes, or organizations. A distinction is typically made between Invention, an idea made manifest, and innovation, ideas applied successfully. In many fields, something new must be substantially different to be innovative, not an insignificant change, e.g., in the arts, economics, business and government policy. The goal of innovation is positive change, to make someone or something better. Innovation leading to increased productivity is the fundamental source of increasing wealth in an economy.

Innovation is an important topic in the study of economics, business, technology, sociology, and engineering. Since innovation is also considered a major driver of the economy, the factors that lead to innovation are also considered to be critical to policy makers. Those who are directly responsible for application of the innovation are often called pioneers in their field, whether they are individuals or organizations.

What is the innovation in organisation?

A convenient definition of innovation from an organizational perspective is given by Luecke and Katz (2003), who wrote:

"Innovation . . . is generally understood as the successful introduction of a new thing or method . . . Innovation is the embodiment, combination, or synthesis of knowledge in original, relevant, valued new products, processes, or services.

"Innovation, like many business functions, is a management process that requires specific tools, rules, and discipline."

Sources of Resources

There are several sources of innovation. In the linear model the traditionally recognized source is manufacturer innovation. This is where an agent (person or business) innovates in order to sell the innovation. Another source of innovation, only now becoming widely recognized, is end-user innovation.

Innovation by businesses is achieved in many ways, with much attention now given to formal research and development for "breakthrough innovations." But innovations may be developed by less formal on-the-job modifications of practice, through exchange and combination of professional experience and by many other routes.

Work on social networks suggests that much of the most successful innovation occurs at the boundaries of organizations and industries where the problems and needs of users and the potential of technologies can be linked together in a creative process that Challenges both.

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41. Organizational conflict ; Understanding Conflict, Conflict resolution, Creating positive climate

Organizational conflict

It is a state of discord caused by the actual or perceived opposition of needs, values and interests between people working together. Conflict takes many forms in organizations. There is the inevitable clash between formal authority and power and those individuals and groups affected

Personal conflict refers to an individual's inner workings and personality problems

Social conflict refers to interpersonal, intragroup, and intergroup differences

Role conflict as the various roles interact with one another

Reasons for organizational conflict

1. Divisions and departments often have different objectives.
2. Employees are more comfortable being alone not as a member of a team

3. Employees are neither trained nor prepared to negotiate
4. Supervisors do not know how to state their expectations of employee job performance
5. Organizational problems and responsibilities are analyzed from individual or departmental viewpoints, rather than from that of the organization as a whole.
6. To motivate each employee to contribute maximum productivity, managers must demonstrate insight, dedication and flexibility.
7. Executives do not seek information from front-line employees to make good decisions.
8. Differences in personality, approach to tasks and individual values create friction and tension
9. Lack of Good communication
10. Lack of understanding the emotions of the members

Positive effects of group conflicts

1. Conflict fosters an awareness that problems exist.
2. Discussing conflicting views can lead to better solutions.
3. Managing conflict is quicker and more efficient than letting conflicts fester.
4. Challenging old assumptions can lead to changes in outdated practices and processes.
5. Conflict requires creativity to find the best outcomes.
6. Conflict raises awareness of what is important to individuals.
7. Managing conflicts appropriately helps build self-esteem.
8. Managing conflicts well is a sign of maturity.
9. Conflicts are challenging.
10. Conflicts are exciting.
11. Conflicts encourage people to grow.
12. Conflicts create opportunity.

Negative effects of group conflicts

1. Divert time and energy from the main issues
2. Delay decisions
3. Create deadlocks
4. Drive unaggressive committee members to the sidelines
5. Interfere with listening
6. Obstruct exploration of more alternatives
7. Decrease or destroy sensitivity
8. Cause members to drop out or resign from committees
9. Arouse anger that disrupts a meeting
10. Interfere with empathy
11. Leave losers resentful
12. Incline underdogs to sabotage
13. Provoke personal abuse
14. Cause defensiveness

Counseling : When personal conflict leads to frustration and loss of efficiency, counseling may prove to be a helpful antidote

Strategies for Managing Group Conflicts

1. **Avoidance** - a management strategy which includes nonattention or creating a total separation of the combatants or a partial separation that allows limited interaction^[7]

2. **Smoothing** - technique which stresses the achievement of harmony between disputants^[7]
3. **Dominance or Power Intervention** - the imposition of a solution by higher management, other than the level at which the conflict exists^[7]
4. **Compromise** - strategy that seeks a resolution which satisfies at least part of the each party's position^[7]
5. **Confrontation** - strategy featuring a thorough and frank discussion of the sources and types of conflict and achieving a resolution that is in the best interest of the group, but that may be at the expense of one or all of the conflicting parties
6. **Negotiation**; reaching agreement through discussion and compromise
7. **Mediation**; work with both the sides to reach an agreement
8. **Diplomacy**; skilled in managing relationship between nations
9. **Arbitration**; bringing in the third party
10. **Litigation**; legal action
11. **Ombudsman**; Govt. official who solves problems of the people

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42. General information

	Trust	Society	Section 25 Company
Statute/Legislation	Indian Trusts Act 1882	Societies Registration Act of 1860	Companies Act of 1956
Jurisdiction of the Act	Concerned state where registered	Concerned state where registered	Concerned state where registered
Authority	Charity Commissioner	Registrar of Societies	Registrar of Companies
Registration	As Trust	As Society (and by default also as Trust in Maharashtra and Gujarat)	As Section 25 Company
Main Document	Trust deed	Memorandum of Association and Rules & Regulations	Memorandum and Articles of Association.
Stamp Duty	Trust deed to be executed a non-judicial stamp paper of prescribed value	No stamp paper required for Memorandum of Association and Rules & Regulations	No stamp paper required for Memorandum and Articles of Association
Number of persons needed to register	Minimum two trustees; no upper limit	Minimum seven, no upper limit	Minimum seven, no upper limit
Board of Management	Trustees	Governing body or council/managing or executive committee	Board of Directors/Managing Committee
Mode of succession on board of management	Usually by appointment	Usually election by members of the general body	Usually election by members of the general body

Tax Exemptions

1. **12A** Registration means Income of the society shall not be taxable. This is one time registration.
2. **80G** Registration means Donor can claim 50% tax exemption. This is periodic registration.
3. **35AC**: Registration means donor can claim 100% tax exemption. This is for certain projects approved under this section.
4. **FCRA** (Foreign Contribution Regulation Act) permits NGO to get money from foreign countries

Specimen of Project Proposal (Format)

Section A: - General Information

It includes:

- Title of the project
- Organization details :- name, address, contact-person, legal status, bankers, the activities
- Project details: - problem, size of the problem, project area, existing facilities in the project area etc.
- Budget: - resources requirements and availability of funds.

Section B: - Organization

- Organizational background
- Organizational structure
- Area covered
- Activities in the previous three year
- Participants
- Beneficiaries

Section C: - Propose Project

- Target area
- Objectives (specific , general)
- Activities and plan
- Implementation strategy at central level, inter-mediate level and grass root level
- Staffing
- Training and development
- Survey and evaluation
- Project co-ordination and management

Section D: - Budget

- Resource requirement for staff, transport, infrastructure and finance
- Source of funds

- Sustainability of project without outside support. That is internal generation of funds, maximum utilization of volunteers, voluntary donation in kind, sale of project services, and investment of surplus.

Section E:-

- Procedures for monitoring and evaluation of project activities
- Indicators year wise
- Expected impact of the project on target beneficiaries, community and society at large
- Conclusion.

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Tips for writing Successful Proposals

- Building credibility goes a long way in getting that grant. Use your board members and advisors to 'advertise' your proposal (and set up an advisory board if you don't have one already!).
- Funding organizations work in grant cycles, disbursing grants one to three times a year. So, if you fail for the current grant, you can always apply for the next round.
- It is important that the requested budget is within the limits of the funding organization's limits. Check their annual reports or similar documents to see the average size of funding made available.
- Make sure to write a proposal that is within the limits of your organization's capacities and competencies. And within the limits of the budget requested.
- Make sure you have clearly outlined exactly what is intended - do not use grand language without the substantial details of the exact impact that is intended, or benefits for the target groups. Ask friends and advisors to check the proposal.
- Make sure you have fully studied and understood the priorities of the funding organization, and the reasons they are providing funds.
- Many times, key wordings and well articulated proposals help convince the funders of its viability and impact. Again, link it strongly to the priorities of the funding organization, but don't quote it verbatim!
- Most funding organization have clear guidelines, instructions and guides on their funding procedures. Many times they are targeted at a particular group, for a particular purpose or a region.
- Since many organizations apply for funding make sure your proposal and application form is correct in all respects and follows the procedures properly.

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Meanings

- **Sustainability;** diversifying revenue streams so as not to become overly dependent on a limited number of funding sources
- **Capacity Building** of the NGOs can be defined as improving the skills, (managerial & technical) infrastructure, physical and financial resources of the organizations so as to

make them as professionally run organizations providing high quality and standards of the services with sustainable funding and delivery mechanisms on a long term basis with improved results of the Integrated Natural and Human Resources Development.

- **Information dissemination** In simple terms, the term dissemination of information is defined as the process of making information available to the public. The government must not only regulate the quality and quantity of information that it can disseminate to the public, but it must also be systematically disseminated to a select group of people. For example, sensitive information, such as secrets of the armed forces or the ministry that looks after defence, must not be divulged to the public
- **bottom-up approach** emphasizes local decision making, community participation and grassroots mobilization/movements
- **Top-down approach** focuses on lobbying and bargaining with the decision-making authorities such as government agencies, building up of pressures through various campaign mechanisms, advocacy activities, etc.
- **Community-based rehabilitation (CBR)** Its aim is to help people with disabilities, by establishing community-based programs for social integration, equalization of opportunities, and rehabilitation programs for the disabled. The strength of CBR programs is that they can be made available in rural areas with limited infrastructure, as program leadership is not restricted to professionals in healthcare, education, vocational or social services. Rather, CBR programs involve the people with disabilities themselves, their families and communities, as well as appropriate professionals
- **Corporate Social Responsibility** is making socially responsible products, engaging in socially responsible employee relations and making a commitment to the community around it.
- **Social entrepreneurship** is the work of a social entrepreneur. A social entrepreneur is someone who recognizes a social problem and uses entrepreneurial principles to organize, create, and manage a venture to make social change.
- **Advocacy** is active support of an idea or cause etc.; especially the act of pleading or arguing for something
- **Citizen engagement** refers to a process of involving citizens in the development of public policy. It is described as "interactive and iterative processes of deliberation among citizens Its purpose is to contribute in meaningful ways to specific public policy decisions in a transparent and accountable manner
- **Conflict transformation** is the process by which conflicts, such as ethnic conflict, are transformed into peaceful outcomes. It differs from conflict resolution and conflict management approaches in that it recognizes "that contemporary conflicts require more than the reframing of positions and the identification of win-win outcomes. The very structure of parties and relationships may be embedded in a pattern of conflictual relationships that extend beyond the particular site of conflict. Conflict transformation is therefore a process of engaging with and transforming the relationships, interests,

discourses and, if necessary, the very constitution of society that supports the continuation of violent conflict

- **Community Driven Development** is an approach that gives control over planning decisions and investment resources to community groups and local governments. CDD programs operate on the principles of local empowerment, participatory governance, demand-responsiveness, administrative autonomy, greater downward accountability, and enhanced local capacity.
- **Social capital** is a sociological concept used in business, economics, organizational behavior, political science, public health and the social sciences in general to refer to connections within and between social networks
- Livelihood comprises the capabilities, assets (including both material and social resources) and activities required for a means of living' (Carney, 1998:4). Ellis (2000) suggests a definition of livelihood as 'the activities, the assets, and the access that jointly determine the living gained by an individual or household'.
- **Microfinance** is the provision of financial services to low-income clients, including consumers and the self-employed, who traditionally lack access to banking and related services.
- **Organizational learning** is an area of knowledge within organizational theory that studies models and theories about the way an organization learns and adapts.
- **Adult education** is the practice of teaching and educating adults. This often happens in the workplace, through 'extension' or 'continuing education' courses at secondary schools, at a college or university.
- **Community colleges** are a network of educational institutions whereby vocational and technical skills training could be provided at all levels for school leavers before they entered the workforce. The community colleges also provide an infrastructure for rural communities to gain skills training through short courses
- **Social Legislation;** laws that seek to promote the common good, generally by protecting and assisting the weaker members of society, are considered to be social legislation. Such legislation includes laws assisting the unemployed, the infirm, the disabled, and the elderly.
- **Juvenile delinquency** refers to children who act against the law
- **Panchayat raj** is a South Asian political system mainly in India, Pakistan, and Nepal. "Panchayat" literally means assembly (yat) of five (panch) wise and respected elders chosen and accepted by the village community. Traditionally, these assemblies settled disputes between individuals and villages. Modern Indian government has decentralised several administrative functions to the village level, empowering elected gram panchayats
- **Parole**, is granted to people who are in jail. With many crimes, sentencing has a maximum amount of years imposed. These years in jail, however, can be shortened if the

person convicted of a crime behaves well in prison. After a time, a person in prison “comes up” for parole.

- **Probation** is part of a sentence for committing a crime. Essentially a judge decides how much time a person must serve in jail, guided by the laws of the state, and how much time after incarceration is spent on probation. Sometimes a judge will only sentence a person convicted of a minor crime to one to several years of probation.
- **Bullying** is a form of abuse. It comprises repeated acts over time that involves a real or perceived imbalance of power with the more powerful individual or group abusing those who are less powerful.^[2] The power imbalance may be social power and/or physical power. The victim of bullying is sometimes referred to as a target
- **Censorship** is the suppression of speech or deletion of communicative material which may be considered objectionable, harmful, sensitive, or inconvenient to the government or media organizations as determined by a censor
- **Discrimination** is a sociological term referring to the treatment taken toward or against a person of a certain group in consideration based solely on class or category. Discrimination is the actual behavior towards another group. It involves excluding or restricting members of one group from opportunities that are available to other groups
- **Social exclusion** is a multidimensional process of progressive social rupture, detaching groups and individuals from social relations and institutions and preventing them from full participation in the normal, normatively prescribed activities of the society in which they live
- **Social rejection** occurs when an individual is deliberately excluded from a social relationship or social interaction.
- **Sex education** is a broad term used to describe education about human sexual anatomy, sexual reproduction, sexual intercourse, reproductive health, emotional relations, reproductive rights and responsibilities, abstinence, contraception, and other aspects of human sexual behavior. Common avenues for sex education are parents or caregivers, school programs, and public health campaigns.