



NGO Management

Dr. Asif Naveed Ranjha

Non Governmental Organizations

Dr. Asif Naveed Ranjha



Non Governmental Organizations

- NGOs are increasingly becoming an important force
- They claim as efficient and effective, because they are innovative, flexible, independent, and responsive to the problems of poor people at the grass-roots level.
- The growth of such NGOs over the past two decades has given them an increasingly important role.
- They have been engaged in all sectors of social life, such as relief, rehabilitation, health, education, development programs, peace, human rights, and environmental issues, using finance raised from voluntary, private sources, and donor agencies, and managing themselves autonomously at local, national and international levels.

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Non Governmental Organizations

- Difficult to talk about the structure and place of NGOs in society, because there are wide variations among the countries they operate in and in the structure of NGOs.
- Each country has NGOs within its own legal structures
- NGOs are also shaped by agreements with international organizations
- NGOs can be defined in terms of their functions in the social system. These functions and services could be 'expressing and addressing the complex needs of society', 'motivating the individuals to act as citizens' and 'promoting pluralism and diversity'.

Dr. Asif Naveed Ranjha



Non Governmental Organizations

- These variations can affect organizational structure.
- Some describe NGOs as 'community based voluntary organizations that help themselves and serve others at local level, national and international levels'; others as vehicles for 'democratization' and essential components of a thriving 'civil society' or as 'formal organizations
- According to Korten (1991) they were the earliest form of human organizations 'long before there were governments'. People organized themselves into groups for mutual protection and self help.
- It is difficult to provide precise and commonly accepted definition. An organization should fulfill the following criteria; firstly, it should be autonomous, neither depending substantially on the state for its funds (though it may be-and often does receive a proportion of its funds from public sources nor being beholden to Government in the pursuit of its objective; secondly, it should be non-profit making, thirdly, the major part of its funds should come from voluntary contribution.

Dr. Asif Naveed Ranjha



NGO Definition

Non-governmental organizations (NGOs) are generally considered to be “non-state, non-profit orientated groups who pursue purposes of public interest”, excluding the private sector (Schmidt and Take 1997).

NGO Definition

“Private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development” (World Bank 2001)

NGO Definition

NGOs are “value-based organizations which depend, in whole or in part, on charitable donations and voluntary service,” and in which “principles of Altruism (fact of caring needs of others) and voluntarism remain key defining characteristics”.(World Bank)

NGO Definition

It is an organization of private individuals who believe in certain basic social principles and who structure their activities to bring about development to communities that they are servicing.

Dr. Asif Naveed Ranjha



NGO Definition

Social development organization
assisting in empowerment of people.

Dr. Asif Naveed Ranjha



NGO Definition

An organization not affiliated to political parties, generally engaged in working for aid, development and welfare of the community.

NGO Definition

Organizations established by and for the community without or with little intervention from the government; they are not only a charity organization, but work on socio-economic-cultural activities.

Dr. Asif Naveed Ranjha



NGO Definition

An organization that is flexible and democratic in its organization and attempts to serve the people without profit for itself.

Dr. Asif Naveed Ranjha



Source

- *How the World Bank works with Non-Governmental Organizations.* The World Bank, 1990
and
- Workshop notes: "NGO Workshop" organized at the Asian Institute of Technology, Bangkok, October 17-21, 1988.

Historical Development of NGOs

- NGOs became strongly associated with the world of international aid during the last decades of the twentieth century
- History speaks that NGOs are a far from recent phenomenon.
- NGOs' ideas emerged from longer-term traditions of both philanthropy and self-help common to all societies.
- Philanthropy means 'the ethical notions of giving and serving to those beyond one's immediate family', has existed in different forms across most cultures throughout history, often driven by religious tradition.
- Lot of local organizations and initiatives have operated in most societies for generations in the form of religious organizations, community groups and organized self-help projects in villages and towns.



Historical Development of NGOs

- The colonization by European powers of large areas of the less developed world brought missionaries whose activities often included **prototypical** (typical example or form) NGO initiatives that attempted to bring about improvements in the fields of education, health-service provision, women's rights and agricultural development.
- Both 'welfare' approaches that stressed charity and relieving of hardship, and more 'empowerment' approaches that focused on community organizing and bottom-up community development work.
- Many renowned NGOs had existed for many years before they became large, internationally known organizations from the 1980s onwards, and had been focused on relief work in Europe.
- International Committee of the Red Cross, was founded in 1863.
- Save the Children Fund (SCF) was founded in 1919 after the trauma of the First World War.
- Oxfam, which was originally known as the Oxford Committee Against the Famine was established in 1942 in order to provide famine relief to victims of the Greek Civil War.
- The US agency CARE was originally engaged in sending US food food packages to Europe in 1946 after the Second World War.



Historical Development of NGOs

- The history of Western NGOs begins with the growth of many national-level issue-based organizations during the late eighteenth century
- Those organizations focused on the abolition of the slave trade and the peace movements
- By 1900, there were 425 peace societies active in different parts of the world, and debates over labour rights and free trade were creating new types of interest group which were background of what today we would term NGOs.
- For example, in the US the first national labour union was the International Federation of Tobacco Workers, which was set up in 1876.
- In the UK, between 1838 and 1846, the Anti-Corn Law League campaigned in favour of free trade and against unfair tariffs.



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Historical Development of NGOs

- From the opening of the twentieth century, NGOs now had associations to help them promote their own identities at national and international levels.
- For example, at the World Congress of International Associations in 1910, there were 132 international associations represented, dealing with issues i.e. Transportation, property rights, narcotics control, public health issues, agriculture and the protection of nature.
- A growing level of involvement of NGOs continued during the League of Nations period in the 1920s and 1930s.
- International Labour Organization (ILO) was founded in 1919 as part of the League of Nations.
- From 1935 onwards, the League became less active as growing political tensions in Europe led towards war. NGO participation in international affairs began to fade into a phase of 'disengagement', until in 1945 the newly established United Nations led to a new stage of post-war 'formalization'.

Dr. Asif Naveed Ranjha



Historical Development of NGOs

- Article 71 of the UN Charter formalized NGO involvement in UN processes and activities, and there were even NGOs contributing to the drafting of the UN Charter.
- Among the various UN organizations, UNESCO and WHO both clearly provided for NGO involvement in their charters.
- However, the reality was that Article 71 only codified 'the custom of NGO participation' and constituted very little advance from the relatively low levels of participation that NGOs had experienced under the League of Nations.
- Although they were active, NGO influence was hampered by Cold War tensions and by the institutional weakness of the UN Economic and Social Council (ECOSOC), the body that was to coordinate with NGOs under Article 71, with the result that NGOs were rarely contributing much more than 'nuisance value'.



Dr. Asif Naveed Ranjha

Historical Development of NGOs

- The 1970s, however, marked the beginning of a big change in which there was an increased 'intensification' (to become more stronger) of NGO strengths and activities.
- This was evident from the role NGOs played in a succession of UN conferences, such as the Stockholm Environment Conference in 1972 and the World Population Conference in Bucharest in 1974.
- NGOs played a key role in drafting the UN Convention on the Rights of the Child. Since 1992, NGO influence at the international level has continued to grow. The Rio conference approved a series of policy statements relating to the role of NGOs.
- In Agenda 21, the need to draw on the expertise and views of non-governmental organizations within the UN system in policy and programme design, implementation and evaluation was formally stated as never before.
- For Charnovitz (1997) the era of NGO 'empowerment' had begun. More recently, Martens (2006) argues that NGOs now form an integral part of the UN system.

Dr. Asif Naveed Ranjha



Seven stages of Western NGOs evolution traced by Charnovitz (1997)

Stage	Example
1. Emergence (1775–1918)	Anti-Corn Law League founded in 1838 in Britain to campaign against unfair tariffs
2. Engagement (1918–1935)	International associations given representation in the newly established League of Nations
3. Disengagement (1935–1945)	The League of Nations falls into decline as Europe falls into authoritarianism and war
4. Formalization (1945–1950)	Article 71 codifies selected NGO observer status at the new United Nations under ECOSOC
5. Nuisance value (1950–1972)	NGOs generally marginalized as UN processes dominated by governments and Cold War tensions
6. Intensification (1972–1992)	NGOs play ever higher profile roles in a succession of UN conferences from Stockholm 1972 onwards
7. Empowerment (1992–?)	The Rio Environment Conference marks the new ascendancy of NGOs in development and international affairs

Source: Constructed from Charnovitz (1997)

Dr. Asif Naveed Ranjha



Historical Development of NGOs

Three generally accepted characteristics

- An NGO will not be constituted as a political party;
- It will be non-profit-making
- It will be not be a criminal group, in particular it will be non-violent



Types of NGOs

World Bank Typology

Operational NGOs

- Designing and implementation of development-related projects
- relief-oriented or development-oriented organizations
- Stress service delivery or participation

Dr. Asif Naveed Ranjha



Types of NGOs

- Religious and secular
- More public or private-oriented
- Community-based, national or international

Advocacy NGOs

- Primary purpose is to defend or promote a specific cause
- Creating awareness, acceptance and knowledge by lobbying



Acronyms

Nongovernmental organizations are an heterogeneous group

- **INGO** stands for international NGO, such as CARE;
- **BINGO** is short for business-oriented international NGO;
- **RINGO** is an abbreviation of religious international NGO such as Catholic Relief Services;



Acronyms

- **ENGO**, short for 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
- **TANGO** means technical assistance NGO



Acronyms

- **CSO**, short for civil society organization;
- **DONGO**: Donor Organized NGO;

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Classifying NGOs

SIZE:

- Some (e.g. Greenpeace, Oxfam, International Committee of the Red Cross) are large, multinational bodies, with offices in many countries (and often multiple branches within a single country), and large full-time and salaried staffs. At the other extreme, I know of a number of "NGOs" that are in practice one- or two-person operations, dependent on and run by entirely voluntary (perhaps even part-time) effort.



Classifying NGOs

THEMATIC SCOPE:

- In other words the types of events or activities they are primarily concerned with - is it environment/human rights/social issues? Are they campaigning groups? Are they primarily concerned with education? Are they concerned with single and much focused issues, or do they have a broader, multi-issue range?

Dr. Asif Naveed Ranjha



Classifying NGOs

GEOGRAPHIC SCOPE:

- Compare large bodies such as Greenpeace, who take on issues from global to local (but anywhere in the world) scale, with, for example, a European NGO whose work focuses only on a specific country or region or issue overseas (e.g. there is an Irish NGO which focuses on development issues and human rights in East Timor); and then there are purely local NGOs, concerned with purely local "on our own doorstep" issues (e.g. protesting against a specific waste dump or factory).

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