



Certified NGO Manager Sample Material

V-Skills Certifications

**A Government of India
&
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V-Skills



1. NON-GOVERNMENTAL ORGANIZATION

1.1. Basics

A non-governmental organization (NGO) is the term commonly used for an organization that is neither a part of a government nor a conventional for-profit business. Usually set up by ordinary citizens, NGOs may be funded by governments, foundations, businesses, or private persons. Some avoid formal funding altogether and are run primarily by volunteers. NGOs are highly diverse groups of organizations engaged in a wide range of activities, and take different forms in different parts of the world. Some may have charitable status, while others may be registered for tax exemption based on recognition of social purposes. Others may be fronts for political, religious or other interest groups. The number of NGOs in the United States is estimated at 1.5 million. Russia has 277,000 NGOs. India is estimated to have had around 2 million NGOs in 2009, just over one NGO per 600 Indians, and many times the number of primary schools and primary health centres in India.

NGOs are difficult to define, and the term 'NGO' is rarely used consistently. As a result, there are many different classifications in use. The most common focus is on 'orientation' and 'level of operation'. An NGO's orientation refers to the type of activities it takes on. These activities might include human rights, environmental, or development work. An NGO's level of operation indicates the scale at which an organization works, such as local, regional, national or international.

The term "non-governmental organization" was first coined in 1945, when the United Nations (UN) was created. The UN, itself an inter-governmental organization, made it possible for certain approved specialized international non-state agencies—i.e., non-governmental organizations—to be awarded observer status at its assemblies and some of its meetings. Later the term became used more widely. Today, according to the UN, any kind of private organization that is independent from government control can be termed an "NGO", provided it is not-for-profit, non-criminal and not simply an opposition political party.

One characteristic these diverse organizations share is that their non-profit status means they are not hindered by short-term financial objectives. Accordingly, they are able to devote themselves to issues which occur across longer time horizons, such as climate change, malaria prevention or a global ban on landmines. Public surveys reveal that NGOs often enjoy a high degree of public trust, which can make them a useful - but not always sufficient - proxy for the concerns of society and stakeholders

1.2. History

International non-governmental organizations have a history dating back to at least 1839. 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. It has been observed that the number of INGO founded or dissolved matches the general "state of the world", rising in periods of growth and declining in periods of crisis.

Rapid development of the non-governmental sector occurred in western countries as a result of the processes of restructuring 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 centered mainly on the interests of capitalist enterprises. 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. In terms of environmental issues and sustainable development, the Earth Summit in Rio in 1992 was the first to show the power of international NGOs, when about 2,400 representatives of NGOs came to play a central role in deliberations. Some have argued that in forums like these, NGOs take the place of what should belong to popular movements of the poor. Whatever the case, NGO transnational networking is now extensive.

1.3. Types

NGO/GRO (governmental related organisations) types can be understood by their orientation and level of operation.

By orientation

- ✓ Charitable orientation often involves a top-down paternalistic effort with little participation by the "beneficiaries". It includes NGOs with activities directed toward meeting the needs of the poor.
- ✓ Service orientation includes NGOs with activities such as the provision of health, family planning or education services in which the programme is designed by the NGO and people are expected to participate in its implementation and in receiving the service.
- ✓ Participatory orientation is characterized by self-help projects where local people are involved particularly in the implementation of a project by contributing cash, tools, land, materials, labour etc. In the classical community development project, participation begins with the need definition and continues into the planning and implementation stages.
- ✓ Empowering orientation aims to help poor people develop a clearer understanding of the social, political and economic factors affecting their lives, and to strengthen their awareness of

their own potential power to control their lives. There is maximum involvement of the beneficiaries with NGOs acting as facilitators.

By level of operation

- ✓ Community-based organizations (CBOs) arise out of people's own initiatives. They can be responsible for raising the consciousness of the urban poor, helping them to understand their rights in accessing needed services, and providing such services.
- ✓ City-wide organizations include organizations such as chambers of commerce and industry, coalitions of business, ethnic or educational groups, and associations of community organizations.
- ✓ National NGOs include national organizations such as the YMCAs/YWCAs, professional associations, Samriddhi Foundation etc. Some have state and city branches and assist local NGOs.
- ✓ International NGOs range from secular agencies such as Ducere Foundation and Save the Children organizations, OXFAM, CARE, Ford Foundation, and Rockefeller Foundation to religiously motivated groups. They can be responsible for funding local NGOs, institutions and projects and implementing projects.

Apart from "NGO", there are many alternative or overlapping terms in use, including: third sector organization (TSO), non-profit organization (NPO), voluntary organization (VO), civil society organization (CSO), grassroots organization (GO), social movement organization (SMO), private voluntary organization (PVO), self-help organization (SHO) and non-state actors (NSAs).

Governmental related organizations / non-governmental organizations are a heterogeneous group. As a result, a long list of additional acronyms has developed, including:

- ✓ BINGO: 'Business-friendly international NGO' or 'Big international NGO'
- ✓ TANGO: 'Technical assistance NGO'
- ✓ TSO: 'Third-sector organization'
- ✓ GONGO: 'Government-operated NGOs' (set up by governments to look like NGOs in order to qualify for outside aid or promote the interests of government)
- ✓ DONGO: 'Donor organized NGO'
- ✓ INGO: 'International NGO'
- ✓ QUANGO: 'Quasi-autonomous NGO,' 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.)
- ✓ National NGO: A non-governmental organization that exists only in one country. This term is rare due to the globalization of non-governmental organizations, which causes an NGO to exist in more than one country.
- ✓ CSO: 'Civil Society Organization'

- ✓ ENGO: 'Environmental NGO,' such as Greenpeace and WWF
- ✓ NNGO: 'Northern NGO'
- ✓ PANGO: 'Party NGO,' set up by parties and disguised as NGOs to serve their political matters.
- ✓ SCO: 'Social change organization'
- ✓ TNGO: 'Transnational NGO.' The term emerged during the 1970s due to the increase of environmental and economic issues in the global community. TNGO includes non-governmental organizations that are not confined to only one country, but exist in two or more countries.
- ✓ GSO: Grassroots Support Organization
- ✓ MANGO: 'Market advocacy NGO'
- ✓ NGDO: 'Non-governmental development organization'

USAID refers to NGOs as private voluntary organizations. However, many scholars have argued that this definition is highly problematic as many NGOs are in fact state- or corporate-funded and -managed projects and have professional staff.

GRO/NGOs exist for a variety of reasons, usually to further the political or social goals of their members or founders. Examples include improving the state of the natural environment, encouraging the observance of human rights, improving the welfare of the disadvantaged, or representing a corporate agenda. However, there are a huge number of such organizations and their goals cover a broad range of political and philosophical positions. This can also easily be applied to private schools and athletic organizations.

Development, environment and human rights NGOs

NGOs are organizations that work in many different fields, but the term is generally associated with those seeking social transformation and improvements in quality of life. Development NGOs are the most highly visible sector, and includes both international and local organizations, as well as those working in humanitarian emergency sector. Many are associated with international aid and voluntary donation, but there are also NGOs that choose not to take funds from donors and try to generate funding in other ways, such as selling handicrafts or charging for services.

Environmental NGOs are another sub-sector, and sometimes overlap with development NGOs. An example is Greenpeace, an environmental NGO. Just like other NGOs networks, transnational environmental networks might acquire a variety of benefits in sharing information with other organizations, campaigning towards an issue, and exchanging contact information. Since transnational environmental NGOs advocate for different issues like public goods, such as pollution in the air, deforestation of areas and water issues, it is more difficult for them to give their campaigns a human face than NGOs campaigning directly for human rights issues. Some of the earliest forms of transnational environmental NGOs started to appear after the Second World War with the creation of the International Union for the Conservation of Nature and Natural Resources (IUCN). After the UN was formed in 1945, more environmental NGO started to emerge in order to address more specific environmental issues.

In 1946, the UN Educational, Scientific, and Cultural Organization (UNESCO) was created with the purpose of advocating and representing scientific issues and collaboration among environmental NGOs. In 1969, the Scientific Committee on Problems of the Environment (SCOPE) was funded to increase and improve collaboration among environmentalists. This

collaboration was later reinforced and stimulated with the creation of UNESCO's Man and the Biosphere Program in 1971. In 1972, the UN Conference on the Human Environment in Stockholm, tried to address the issues on Sweden's plead for international intervention on trans-boundary pollution from other European industrialized nations.

Transnational environmental NGOs have taken on diverse issues around the globe, but one of the best-known cases involving the work of environmental NGO's can be traced back to Brazil during the 1980s. The United States got involved with deforestation concerns due to the allegations of environmentalists dictating deforestation to be a global concern, and after 1977 the U.S. Foreign Assistance Act added an Environmental and Natural Resources section.

Human rights NGOs may also overlap with those in development, but are another distinct category. Amnesty International is perhaps one of the best-known.

During the early 1980s the Brazilian government created the Polonoreste developing program, which the World Bank agreed to finance. The Polonoreste program aimed at urbanizing areas of the Amazon, which were already occupied by local indigenous groups. Rapid deforestation in the Brazilian Amazon called the attention and intervention of UNESCO, who utilized its Program on Man and the Biosphere to advocate against the Polonoreste program, on the grounds of violating the rights of the indigenous groups living in the Amazon. In the case of deforestation of the Brazilian Amazon, the environment NGOs were able to put pressure on the World Bank to cancel the loans for the Polonoreste program. Due to the leverage that the U.S. has over the bank, in 1985 the World Bank suspended the financial aid to the Polonoreste Program. The work of environmental NGOs in the Brazilian case was successful because there was a point of leverage that made the targeted actor vulnerable to international pressure.

Even though NGOs might have common goals relating to development or environment issues, interests and perspectives are diverse. A distinction can be made between the interests and goals among those NGOs located in industrialized countries—often referred to as the states of the North—and NGOs from nations located in developing countries—referred to as states of the South. There is sometimes tension between them. Southern states blame the developed nations for over-consumption and pollution resulting from industrialization, and for sustaining inequalities in the international economic system

There is also a distinction among groups that take on particular and specific socio-economic issues. The Women's Environment and Development Organization was created in 1990 with the purpose to advocate for gender inclusion in work related to the Earth Summit. Other groups might focus on issues that include racial minorities and individuals from lower income backgrounds.

Track II diplomacy

Track II dialogue, or Track II diplomacy, is a transnational coordination that involves non-official members of the government including epistemic communities as well as former policy-makers or analysts. Track II diplomacy aims to get policymakers and policy analysts to come to a common solution through discussions by unofficial figures of the government. Unlike the Track I diplomacy where government officials, diplomats and elected leaders gather to talk about certain issues, Track II diplomacy consists of experts, scientists, professors and other figures that are not involved in government affairs. The members of Track II diplomacy usually have more freedom to exchange ideas and come up with compromise on their own.

1.4. Activities

There are also numerous classifications of NGOs. The typology the World Bank uses divides them into Operational and Advocacy:

NGOs vary in their methods. Some act primarily as lobbyists, while others primarily conduct programs and activities. For instance, an NGO such as Oxfam, concerned with poverty alleviation, might provide needy people with the equipment and skills to find food and clean drinking water, whereas an NGO like the FFDA helps through investigation and documentation of human rights violations and provides legal assistance to victims of human rights abuses. Others, such as Afghanistan Information Management Services, provide specialized technical products and services to support development activities implemented on the ground by other organizations.

NGOs were intended to fill a gap in government services, but in countries like India and China, NGOs are slowly gaining a position in decision making. In the interest of sustainability, most donors require that NGOs demonstrate a relationship with governments. State Governments themselves are vulnerable because they lack economic resources and potentially strategic planning and vision. They are therefore sometimes tightly bound by a nexus of NGOs, political bodies, commercial organizations and major donors/funders, making decisions that have short term outputs but no long term affect. In India, for instance, NGOs are under regulated, political, and recipients of large government and international donor funds. NGOs often take up responsibilities outside their skill ambit. Governments have no access to the number of projects or amount of funding received by these NGOs. There is a pressing need to regulate this group while not curtailing their unique role as a supplement to government services.

Operational

Operational NGOs seek to "achieve small-scale change directly through projects." They mobilize financial resources, materials, and volunteers to create localized programs. They hold large-scale fundraising events and may apply to governments and organizations for grants or contracts to raise money for projects. They often operate in a hierarchical structure; a main headquarters being staffed by professionals who plan projects, create budgets, keep accounts, and report and communicate with operational fieldworkers who work directly on projects. Operational NGOs deal with a wide range of issues, but are most often associated with the delivery of services or environmental issues, emergency relief, and public welfare. Operational NGOs can be further categorized by the division into relief-oriented versus development-oriented organizations; according to whether they stress service delivery or participation; whether they are religious or secular; and whether they are more public or private-oriented. Although operational NGOs can be community-based, many are national or international. The defining activity of operational NGOs is the implementation of projects.

Campaigning

Campaigning NGOs seek to "achieve large-scale change promoted indirectly through influence of the political system." Campaigning NGOs need an efficient and effective group of professional members who are able to keep supporters informed, and motivated. They must plan and host demonstrations and events that will keep their cause in the media. They must maintain a large informed network of supporters who can be mobilized for events to garner media attention and influence policy changes. The defining activity of campaigning NGOs is holding demonstrations.

Campaigning NGOs often deal with this issues relating to human rights, women's rights, children's rights. The primary purpose of an Advocacy NGO is to defend or promote a specific cause. As opposed to operational project management, these organizations typically try to raise awareness, acceptance and knowledge by lobbying, press work and activist event.

Both Operational and Campaigning

It is not uncommon for NGOs to make use of both activities. Many times, operational NGOs will use campaigning techniques if they continually face the same issues in the field that could be remedied through policy changes. At the same time, Campaigning NGOs, like human rights organizations often have programs that assist the individual victims they are trying to help through their advocacy work.

Public Relations

Non-governmental organizations need healthy relationships with the public to meet their goals. Foundations and charities use sophisticated public relations campaigns to raise funds and employ standard lobbying techniques with governments. Interest groups may be of political importance because of their ability to influence social and political outcomes. A code of ethics was established in 2002 by The World Association of Non Governmental Organizations.

Project Management

There is an increasing awareness that management techniques are crucial to project success in non-governmental organizations. Generally, non-governmental organizations that are private have either a community or environmental focus. They address varieties of issues such as religion, emergency aid, or humanitarian affairs. They mobilize public support and voluntary contributions for aid; they often have strong links with community groups in developing countries, and they often work in areas where government-to-government aid is not possible. NGOs are accepted as a part of the international relations landscape, and while they influence national and multilateral policy-making, increasingly they are more directly involved in local action.