

## **An Anatomy of the NGO sector**

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A series of studies, documents and proclamations have resulted in the emerging theorization of the growing importance of the third sector. In popular parlance, the Government is branded as the 'First Sector', the Business Corporations as the 'Second Sector' and the Non Governmental Organizations as the 'Third sector'. This conceptualization tends to emphasize the importance of recognizing the contributions of the third sector to the society. While such numeric branding demonstrates the significance of NGOs, they adequately explain the underlying reasons for the same. There is a need to take a closer look and hence this article will make an anatomy of the NGO sector. The article is segmented into five sections which will start with a conceptual discussion followed by an investigation for the alarming rise of the NGOs. The third section will study the evolution of NGOs in India and thereafter take an insight into the multifarious roles played by the NGO sector. The fifth section will culminate with an assessment of the situation.

### **I**

The evolution of Non-Governmental organisations has a chequered history throughout the world. If we illuminate the dim corridors of history we may find that in 1910, 132 international NGOs decided to cooperate with each other under the label of the Union of International Associations. The League of Nations officially referred to its "liaison with private organizations", while many of these bodies at that time called themselves as International Institutes, International Unions or simply International Organizations. The term non-governmental organization or NGO was not even in vogue before the United Nations came into existence. The first draft of the UN Charter did not make any mention of maintaining co-operation with private bodies. A variety of groups lobbied to rectify this at the San Francisco conference, which established the UN in 1945. Not only did they succeed in introducing a provision for strengthening and formalizing the relations with private organizations previously maintained by the League, they also greatly enhanced the UN's role in economic and social issues and upgraded the status of the Economic and Social Council (ECOSOC) to a "principal organ" of the UN. Unlike much UN jargon, the term, NGO, passed into popular usage, particularly from the early 1970s onwards. Unlike the term "non-governmental organization" these types of organization are often referred to as "civil society" (CSO) or referred to by other names like Private Voluntary Organizations (PVs), Third Sector Organization, Non State Actors, Volags ( Voluntary Agencies) and Action Groups (AG). The name "nongovernmental organization" is perhaps unfortunate. It conveys a negative meaning. We do not call governments "non-private organizations" or "non-governmental organizations"..... We refer to voluntary, private organizations that mobilize the commitment and enthusiasm of volunteers to the objectives of relieving suffering and of development.<sup>1</sup>

However, the term non-governmental organisation or the voluntary sector has been perceived differently by different scholars at different point of time. An insight on the following definitions would help us in this understanding. The term "Voluntary" finds its origin from the Latin word "voluntas" which denotes will or freedom. The term 'voluntary' means serving or acting in a specified function of one's own accord and without compulsion or promise of remuneration; arising from natural impulse; acting or done without any legal compulsion.<sup>2</sup> Voluntary membership in an NGO not just psychological readiness of individuals, but, in general, is patterned by a complex social, structural, value consideration that embodies a statement of explicit purpose of the group and of the way in which the association will be organized to pursue its purpose. Due to these determinants of social and structural values that shape the nature, form, structure and membership, voluntary organizations exhibit dissimilar but not fundamentally different characteristics.<sup>3</sup> A Voluntary Organization is a group organized in pursuit of one or several interests in common.<sup>4</sup> The uniting link between the individuals who form a voluntary association is some common purpose that can be achieved through group action.

It is usually initiated spontaneously, at least at the level of persons who form it, and governed by its members without any external control.<sup>5</sup> A World Bank key document working with NGOs adds, "In wider usage, the term can be applied to any non profit organization which is independent from government. NGOs are basically value based organization which depend on charitable donations and fund channeled by the government. It works for the

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development and empowerment of the unorganized and marginalised. For attaining this end, the NGOs have to perform multifarious role like that of the advocate, educator, catalyst, monitor, whistle blower, service contractors, mediators, lobbyist, activist, mobilizers, protector of human rights, conscientizers, animators and conciliators. Historically, the NGOs have acted as catalyst of social change and performed the role of administrator, experimenter, motivators, impact evaluators and harbinger of silent revolutions national constructors as conscientizers as “friend, philosopher and guide” of the people in general and of the weak, poor, needy, illiterate, ignorant, downtrodden and disposed section of the society in particular. Fortunately, the emergence of indigenous NGOs over the last three decades is a positive addition to the political mix in the Third World. Indeed, NGOs strengthen the institutions of civil society that mediate between the individual and the state, both on their own and in conjunction with governments.<sup>6</sup> The Non-Governmental Organization exists somewhere between the family, market and the Government. Emphasizing the importance of the Voluntary Organisation in his address to NGOs in Sep 1994, the UN Secretary General Boutros Boutros-Ghali said that the ‘Non-Governmental organizations are a basic form of popular representation in the present day world. Their participation in international organizations is, in a way, a guarantee of the political legitimacy of those international organizations.... NGOs are an essential part of the legitimacy of those international organizations..... NGOs are an essential part of the legitimacy without which no international activity can be meaningful.’ The secretary-general renewed this declaration of faith when he spoke to the World Economic Forum in Davos in January 1995. There he said, ‘I should like non-governmental organizations to occupy an increasingly significant place within the United Nations itself. From the standpoint of global democratization, we need the participation of international public opinion and of the mobilizing powers of Non-Governmental organizations.’<sup>7</sup> After gaining certain level of conceptual understanding, it is significant to know about the reasons for the emergence of the third sector in today’s world.

## II

In today’s world we see a sudden mushrooming of the NGOs in the nook and corner of the country. Several reasons may be attributed for the recent uprising like

**Firstly**, in the cold war era, state sovereignty was the ultimate word. The state which was the political sovereign used to control every aspect of the life. There was hardly any room for pluralism. But after the end of the cold war, the NGOs have come out of all shackles of restrictions and imposition and could operate more spontaneously. “... financial institutions like the World Bank, the IMF and the ADB who are on the one hand twisting the arms of the state to force its retreat from the public sector are the ones to use the language of ‘beneficiary participation’ and ‘capacity building’ to set up, fund and collaborate with all kinds of NGOs. At a time when the word ‘development’ is no more than a euphemism for the unregulated plunder of natural resources and the transfer of public assets to private hands, NGO increasingly present the so-called human face of this process.”<sup>8</sup>

**Secondly**, the triumph of Information technology has fostered the strengthening of the voluntary organisations. Communication advances, especially the internet have created new global communities and bonds between like-minded people had grown stronger as they now could share their views and opinion in the e-forum. This cross ventilation of intellect and ideas had transcend the state boundaries and strengthened the non state actors like the NGOs. The media’s ability to inform more people about global problems leads to increased awareness where the public may demand that their government take action of the some kind. In this way, the NGO s became successful in coaxing the government by the global citizens from taking or retreating from any step which is antithetical to the interest of the common people.

**Thirdly**, the NGOs now-a-days has added glamour and glory to the sector and has become renowned for its professionalism. It is no longer an informal institution with scarce resources. Many NGOs are pumped with enormous dose of foreign aid, as a result young professionals get attracted for good salary, perks and flamboyant lifestyle. Intelligent, idealistic and highly qualified university pass out youngsters are joining the NGO sector as well.

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**Fourthly**, in the neoliberal era, the style of politics has transformed itself and security is seen not only from the parlance of military threats but from the angle of soft threats like ethnicity, problems emanating from linguism, regionalism, tribalism, displacements etc. In order to combat these problems, the NGOs get adequate support both financial and non-financial from the Government and International agencies. Money is the life blood for the survival of any organisation. An increasing use of public, bilateral and multilateral resources has resulted in a rapid multiplication of the NGOs at the local, regional, national and international level.

**Fifthly**, during the fiscal Crisis there was an abrupt budget cut, and economy became victimized with slow growth and recession. The voluntary organisation stood firmly beside the poor and the downtrodden who was suffering from the anti-poor postures of the state. The dedicated activities of the NGO workers championed the cause of the common people with whose support NGOs germinated through out the country.

**Sixthly**, there is a growing demand of the more and more associations where the people can come forward and pent up their emotion and concern. Consequently, the Third Wave of Democracy put forward the non-government, non-profit organisation where the people can take refuge and participate in the welfare of the people.

**Seventhly**, the mushrooming of the NGOs have emerged as a reckoning force owing to their involvement in contemporary socio-economic development process and also for filling in the void created by the apathy and recalcitrance of two prime sectors i.e., public and private. They concentrate on diverse issues of contemporary importance like ecology, human rights, women empowerment and so on. They mobilize people and encourage to raise their voice against government policies taken arbitrarily, local nexus of power and vested interest, malpractices and so on. The accelerated role of the NGOs is synchronised with the increased the role of the civil society as well. The duo has generated a new equation in the development perspective.

**Lastly**, the growth of the educated middle class has resulted in the proliferation of the NGO sector. How-so-ever, it is to be borne in mind that although the NGO sector is proliferating in the national as well as international arena in today's world, but NGO in the form of Voluntary sector has a long origin in the history of our country. If we illuminate the corridors of history of our country, we can very well understand the fact and can make a discussion on it.

## III

India can boast of a very rich heritage of voluntarism. In epics and Hindu mythology, the kings and the individuals practised “Dana” for the sake of attaining ‘moksha’. Such charities in the social and public domain were highly revered as they open the door to heaven. However in ancient and medieval India, the form of voluntarism changed. Voluntarism was conceived as the delivery of service for meeting the immediate need of the people. For instance, the people who were imbued with the sense of serving the people who were in distress and got affected from natural calamity like earthquake, flood, famine, disaster of any kind, shortage of food and other basic necessities. These sensitive minds showed determination and extraordinary qualities in bringing a qualitative change in the life of the vulnerable. Such communitarian attitude and way of life had the essence of voluntarism. The philanthropist gave the betterment of neighbourhood and community high priority. Hence food were offered to the people dying out of hunger, wells were dug to fulfill the thirst, shelter was given to the homeless, nomads and traders by building dharmshalas. Moreover, the philanthropists collected funds to built schools, hospitals, places of worship and orphanages.

However, this continued for long and in the nineteenth century a new style of voluntarism was noticed. The simple charity not got the vigour of a reform movement. Social reformers and intellectuals tried to bring an upliftment in the condition of people by fighting against the age old evil customs and superstitions. These reformers were the philosophers and men of extraordinary capacity who wanted to free their brethren from the chains of social and physical domination. Raja Ram Mohan Roy, Ishwar Chandra Vidhyasagar, Devendrenath Tagore, Kesav Chandra Sen, Ram Krishna Paramhansa, Swami Vivekananda, Syed Ahmed Khan were some of them. In the early 20<sup>th</sup> C,



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Gopal Krishna Gokhale established the Servants of India Society which was formed for the cause of national development in rural areas after five years of study under his supervision. These visionaries made voluntary effort for the welfare of the subjects by directing their effort in the relief work and different welfare service for the ignored and neglected. A band of committed followers were imbued with the spirit of voluntary service. Various bodies, Sabhas and societies were formed to translate the vision of the reformers to a success like Brahmo Samaj, Prarthana Samaj, Arya Samaj, Manohar Dharma Sabha of Gujrat, Hindu Dharma Sabha of Maharashtra, National Council for Women in India, National Council of Young Men's Christian Association of India. These organizations spearheaded many far reaching reforms for ameliorating the sufferings of the millions. At this point of time, even the Christian Missionaries complemented their effort. They pioneered in voluntary work through relief, rehabilitation and charity. The Missionaries were imbued with the spiritual Christian order by virtue of which they tried to spread education, health service, eradication of untouchability, protection of the old and disabled, and efforts for tribal development through out the length and breadth of the country. The contributions of the missionary were immense in this respect. All these endeavours collectively resulted in the Societies Registration Act of 1870 which legalised the position of voluntary organization in India. Coupled with these, the contribution of Mahatma Gandhi, Rabindranath Tagore are unforgettable in the growth of voluntary organisation. Rabindranath Tagore's Sriniketan Experiment in 1920, the Rural Reconstruction Centre set up in 1932 in Baroda and the Bombay Experiment launched by the Bombay Government along the lines of Gandhi's constructive programme of rural development successfully send thousands of volunteers to work among the poor section. Gandhi's strong adherence to high social ideals and his pragmatic approach inspired sincere and conscientious workers to follow him with a genuine sense of dedication.<sup>9</sup> Gandhiji's vision was rural development of India and for the said purpose, he created a band of social workers who were famously known as Constructive Worker who introduced programmes of charkha (spinning mill), khadi (hand woven cloth). These volunteers spread the mantra of rural development and promoted the cause of Gramodyog and empowerment. Gandhi proposed that his volunteers, who were known as Constructive Workers take eleven vows before transforming into real construction workers: non-violence, truth, non-stealing, celibacy, non-possession, manual labour, control of the palate, fearlessness, equal respect for all religions and spirit of brotherhood.<sup>10</sup> Apart from this, the sevaks led the foundation of voluntary organisation like Adim Jati Seva Sangh and Bhil Seva Mandal in Gujrat. Gandhiji established twenty one institutions in different states. These voluntary actions opened new vistas and avenues for the service minded people and resulted in the genesis of many voluntary sectors in the nook and corner of the country. At this juncture, another visionary who made a genuine effort to transform rural India and strengthened the voluntary organisation was Vinoba Bhave. The reformer popularised the concept of distributing land of the landholder to the landless so that an equitable distribution of land property could be ensured. To broaden the scope of such reforms, certain doctrines were included like Sharamdan (gift of labour), Samptidan (gift of money, income or wealth), Bhudhidan (gift of mental abilities for realization of Sarvodaya ideals) and Jeevan Dan (dedication of life). To translate these goals to a reality, the Shantisena or the Peace Army was launched in 1957. However, after the death of Mahatma Gandhi and attainment of independence, these voluntary organisation formed on Gandhian lines went to a back foot. Many members of such organisations went to join the Congress Party and entered into the parameters of politics. These organizations moved closer to the state and became instrumental in implementing the programmes initiated by the government like community development, panchayati raj and rural development. The Social Welfare Ministry even approached the NGO for the implementation of these programmes. Many a time, the Government began to establish a good rapport with voluntary sector for including them in the process of development. This was manifested in the First Five Year Plan (1951-1956) when Rs 40 million was allocated for the development and functioning of the Voluntary Organisation. Subsequently, in every plan the role and status of voluntary sector has been increased by channelling more funds and accepting their credibility. In 1960, the government introduced small and marginal farmer dev programme for alleviating the poverty and Indian NGOs were called upon by the government to garner the support of the local people for the implementation of these programmes. The period in late 60s and early 70s witness the rise of Naxalite movement in various part of the country. The movement criticized the way in which land reform programme was being implemented in the country. These developments paved the emergence of NGOs who were found to be working on issue based struggle like social action groups. These social action groups focused upon issues such as price rise, emergency rule, corruption, deficiency in the implementation of land reforms and inability of the government to enforce minimum wages. However, the arrival of Janata Party to power in 1977 crushed all the hopes raised among the poor. The

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failure of the Janata Government to uplift the condition of the downtrodden resulted in the latter's loss of faith in the formal political process to bring about the transformation of the society. Nonetheless, in the Fifth Five Year Plan (1974-1979) the grant-in-aid of Rs 830 million was provided. In the Sixth Five Year Plan (1980-1985), it was admitted that "Voluntary Organisations have an important role to play in the mobilisation of support to various programme and their effective implementation. Their participation in creating consciousness among backward classes for their developmental needs will be essential. It will be necessary to develop leadership at different levels so that their urge for betterment is constantly sustained. In the seventh plan, it was recognized that the role of voluntary sector "have been known to play an important role by providing a basis for innovation with new models and approaches, ensuring feedback and securing the involvement of families living below the poverty line. empowerment in poverty alleviation as well as the need to take the diversity among the poor on the basis of class, caste, gender, ethnicity etc in account. Actually, in the post emergency period people came out of the influence of Church, the Left, Gandhian and Lohiate movements getting converged as the development of the grassroot level was concerned. Although many social groups did not want to carry on the mobilizational work with the external (foreign) support, a large number of NGOs started availing external support. The need of the poor shook the activists from different backgrounds who talked of development frequently in the mid 1980s. Thereafter, the fragmented compartmentalized development models was replaced by the integrated models. The gender justice, environmental concern, human rights became the essential concern. Development NGOs sought to work on specific sector like agriculture, watershed, environment, off-farm and non-farm income generation activities. These NGOs tend to be participatory and innovative in approach. By late 80s, there were mainly four types of NGOs like welfare NGOs, development NGO, empowerment NGO, and social action groups. While the first two groups enter with collaboration with the government, the last two often confronted state policies, legislation, practices. Support and network NGOs also emerged during the late 1980s to lend capacity enhancement support to grassroots NGOs and create a platform for NGOs and create a platform for NGOs to meet, share experience and coordinate actions. The developmental NGOs are called upon by the international aid agencies and the government to supplement the basic need programme. The advantages of the NGOs are reaching the poor, eliciting and enabling people's participation, promoting innovative and cost effective approaches, makes the government system accountable.

The Seventh Plan put emphasis on some of the features like professionalizing voluntarism, improving accountability, increasing competencies. The Department of Administrative Reforms and Public Grievances was formed in 1987 for dealing with the issue of financial assistance to the voluntary sector. However, in the same plan Rs 100 to Rs 150 million was reserved for the expenditure in the voluntary sector. In the Eighth Plan (1992-1997) an action plan was drawn for the collaboration and functioning of the Government-NGO duo. The Plan vows to create a nationwide NGO and thereby entrust on them the duty of creation, replication, multiplication and consultancy. Efforts will be made to evolve a system for providing one window service to NGOs working in the area of integrated development. The plan also envisaged in setting up a national grid of voluntary institutions at the central level to provide them with a forum. The extent and quality of support which the NGO received from the Government has changed from time to time. The blessing of Government has come in the form of allocation of more grant-in-aid and income tax exemption while the government had many a time been rude to the NGOs by quashing its overarching powers and functions. During the time of emergency (1975-1977), the Congress passed the Foreign Contribution Regulation Act by which the NGOs had to submit the financial statement of the funds they received from abroad and the sources and utilization of the donations which they receive from the foreign agencies. Moreover, the Kudal Commission was constituted in 1981 by Congress Government under Indira Gandhi to look after the misgivings and unutilization of funds by the Non Governmental Organization. Contrarily, the Janata Government(1977-1979) was favourable to the NGO sector and thereby gave income tax exemption for donations which are given to the voluntary organisations for rural development. However, in 1984, the Foreign Contribution Regulation Fund was amended in 1984 when a rule was made to register all the NGOs to the Ministry of Home Affairs before accepting foreign funds and made it mandatory to submit the audited account of the NGOs to the Ministry. In the 1990s, NGOs became popular with government and aid agencies in the changed political and economic environment. The development policy of the World Bank, bilateral and multilateral agencies have come to be dominated by 'New Policy Agenda' which gives a prominent role to the NGOs in the development of the civil society. The economic agenda was followed in India since 1991 due to liberalization, privatization and globalization of economy. The economic growth is the key strategy for poverty alleviation. This economic growth is different

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from the one of 1970s. It is market led rather than state led, export oriented rather than import oriented, labour intensive rather than capital intensive, women inclusive rather than women exclusive. The aid agencies prescribed that Indian Government should gradually reduce its role in the service provision and development and leave the task to the NGOs.

## IV

Although there is a sudden rise of voluntarism throughout the world but the conventional mode and attire of voluntarism has changed in recent times. In the past the voluntary activity was an informal affair which stressed more and more on charity, relief and social reforms. But in recent times, the voluntary activities have become much more right based approach where the betterment of the beneficiary and the empowerment of the target groups have become the main focus of reform. The role of voluntary organizations is to serve as watchdogs and create capacity among the people so that nobody dupes them. They can play pioneering roles in developing people's institutions and as catalytic agents make them self-reliant. They should empower people and create confidence in them to take care of themselves rather than depend on others<sup>11</sup>.

It is an undeniable that that the NGO Sector has mushroomed throughout the world. There are different categories of NGO differing in size, activities, approaches, ideologies, techniques and strategies. Some of the NGOs work at the grassroots level, whereas some perform at the policy making and changing level, some NGOs practice research, documentation and such other curriculum. Within this wide fold, the NGO's activities, approaches, ideologies, forms of organization, techniques and strategies differ widely. Some NGO s are big while some are small, some prefer to collaborate with the Government while some NGOs avoid doing so. Some NGOs implement concrete development activities while some NGO s play the role of conscientization, sensitization, promoting awareness of the people's rights and justice. Some try to replicate one programme which has been successful in one area to another while some NGO prefers to experiment and demonstrate new programmes. NGOs are seen as the 'logical purveyors of norms central to the decision-making process in matters where conflicts emerge between market-driven economic efficiency and ethically bound social efficiency considerations. The trend toward a greater role for NGOs in decision-making reflects an 'epochal power shift' that discounts centralized institutions in favor of broader-based, more representative social organizations.<sup>12</sup>

But, no matter how the NGOs functions, irrespective of its size, location, strategies, ideologies and approaches, the vision and mission of the voluntary organisation is social empowerment and transformation.

The multi-dimensional activities of the NGOs can be generalized under the six following categories:

- **Development and Operation of Infrastructure:**

Community-based organizations and cooperatives can acquire, subdivide and develop land, construct housing, provide infrastructure, operate and maintain infrastructure such as wells or public toilets and solid waste collection services. In many cases, they will need technical assistance or advice from governmental agencies or higher-level NGOs.

- **Supporting Innovation, Demonstration and Pilot Projects:**

NGO have the advantage of selecting particular places for innovative projects and specify in advance the length of time which they will be supporting the project - overcoming some of the shortcomings that governments face in this respect. NGOs can also be pilots for larger government projects by virtue of their ability to act more quickly than the government bureaucracy.

- **Facilitating Communication:**

NGOs use interpersonal methods of communication, and study the right entry points whereby they gain the trust of the community they seek to benefit. They would also have a good idea of the feasibility of the projects they take up. The significance of this role to the government is that NGOs can communicate to the policy-making levels



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of government, information about the lives, capabilities, attitudes and cultural characteristics of people at the local level. NGOs can facilitate communication upward from people to the government and downward from the government to the people. Communication upward involves informing government about what local people are thinking, doing and feeling while communication downward involves informing local people about what the government is planning and doing. NGOs are also in a unique position to share information horizontally, networking between other organizations doing similar work.

- **Technical Assistance and Training:**

Training institutions and NGOs can develop a technical assistance and training capacity and use this to assist both CBOs and governments

- **Research, Monitoring and Evaluation:**

NGOs play a significant role in documenting the innovative activities need to be carefully documented and shared - effective participatory monitoring would permit the sharing of results with the people themselves as well as with the project staff.

- **Advocacy for and with the Poor:**

In some cases, NGOs become spokespersons or ombudsmen for the poor and attempt to influence government policies and programmes on their behalf. This may be done through a variety of means ranging from demonstration and pilot projects to participation in public forums and the formulation of government policy and plans, to publicizing research results and case studies of the poor. Thus NGOs play roles from advocates for the poor to implementers of government programmes; from agitators and critics to partners and advisors; from sponsors of pilot projects to mediators.

## V

In an era of privatization and democratization, international policy makers hypothesize that NGOs can articulate political liberalism, complement private sector initiatives and extend a social safety net to supplement or replace government services. However, it is an undeniable fact that philanthropy from the rich and voluntarism from the poor cannot undo all the root causes of human sufferings. This requires radical solutions. To rectify the repression and undo the wrongs, International development aid agencies like the World Bank, the United Nations, the European Union and bilateral donors extends grants and loans to national governments, and at the same time transfer commodities, consultants and credit to NGOs. Towards this end, Social Funds for Development have been established by the World Bank and other donors to ameliorate the admittedly deleterious effects of structural adjustment on vulnerable groups in poor countries by giving small loans to women groups, farmers associations, municipal leagues and the like. These policies are consistent with the privatization orthodoxy of macroeconomic reforms advocated by the IMF and global bankers, especially regarding public services. These steps are collectively progressive ones. However, to conclude it can be said that "Over the last 15 years or so the development NGO sector has been transformed. Notwithstanding their global diversity, the Southern 'NGOs' of the 1960s and 1970s often emerged from earlier social movements which had been founded in opposition to the state. They tended to be high in motivation and low in formal organisation to the state. They tended to be high in motivation and low in formal organisation. Some were supported by ideological and/or humanitarian organisations in the north, which provided funding and occasionally technical assistance. Often these relationships were highly personal in nature, and finances and procedures tended to be more informally regulated at present. .... During the 1980s, and 1990s, the growth of donor interest in the 'third sector' led to an explosion in funding. One outcome has been the emergence of a new generation of Southern NGOs, most of which employ middle-class, educated, and urban-based men and women in their offices, while the scope of NGOs has widened from relief and disaster response to service delivery, and most recently to advocacy and policy-analysis. As the NGO sector has expanded in terms of funding and functions, there has been a growing concern with the dual issues of professionalism (organisational development and capacity building) and accountability (financial probity and transparency). In part, this can be attributed to the 'good governance' agenda – NGOs are now widely taken to be key constituents of 'civil society' (as well as vehicles of its wider development) and therefore as targets of intervention and reform. A new 'support industry' has arisen around capacity building and training to improve the organisational development of Southern NGOs. Some argue that this has robbed NGOs of their autonomy, as they have lost their radical origins and been co-opted into serving

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the neo-liberal project. For others, this professionalism has allowed NGOs to work more effectively, and to act as ‘authorized critical voices’ that have the ability to stir governments and global institutions to more positive change.”

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In a globalized world, the interest of the First, Second and the Third Sector are locked up together. In the existing pattern of interaction the governments, businesses, and civil society actors can appreciate of each other’s concerns and aspirations, recognize each other’s resources, and negotiate an agreement which all the parties would accept as fair and justified for good. Public-private partnership doesn’t necessarily mean a decline in the power and spending of the government in social and physical infrastructure. But it does mean leveraging available government resources with private resources where possible and also partnering with NGOs to achieve better mobilisation of the community.....NGO efforts of this type will always be small compared to the efforts of the government can mount, but NGOs often achieve better results and the involvement often improves the quality of governance and the degree of community participation.<sup>14</sup>

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