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## A STUDY ON SUSTAINABILITY OF NON-GOVERNMENTAL ORGANIZATIONS IN TAMILNADU

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### **Abstract:**

*The responsibility of non-governmental organizations (NGOs) is more significant and more deliberate in the process of global human development in all nations. It is imperative to understand the changing roles of NGOs, connotations for construction NGO capacity, and how NGOs can move forward the next pace from capacity building to bringing sustainable roles in the expansion of a lively and free communal society. The eventual accountability for determining the societal improvement lies with the non-governmental organizations (NGOs). Determining does not propose that NGOs should or even could reform the entire under developed sector on their own. Plenty of groups have a role to play in the betterment of society; politicians, professionals, the scientific community, the private sector, local government and the civil society organizations. The responsibility of community development that is entrusted to NGOs is exclusive and is entrenched in righteous politics as well as in widely held prospects. The sustainability factors are come up with three ways like financial sustainability, functional sustainability and formational sustainability. Financial sustainability covers financial aspects, functional sustainability surrounds operational aspects and formational sustainability envelops constructive aspects of NGOs. Sustainability of NGOs covers ten more interrelated factors: political policies, governmental regulations, economic fluctuations, social recognition, deliver of service, employee integration, international relations, tax implications and contingent issues. The organization officials are asked to rate the factors favoring for the sustainability and the scores for each dimensions are tabulated to predict the results.*

### **KEY WORDS:**

Sustainability, NGOs, Financial Sustainability, Functional Sustainability, Formational Sustainability.

### **INTRODUCTION**

India has a sturdy and steady culture of private philanthropic initiatives for the uplift of the society. Thousands of schools, colleges, medical houses and other voluntary initiatives for the betterment of public have its origin in the real altruistic values of sharing resources and caring society. The same humanitarian strength of caring and sharing is continued most after the independence of India. Large number of dedicated individual undertook welfare initiative in the form of relief, rehabilitation and restructuring for the neglected and underprivileged sector, which subsequently transformed into NGOs and now working in wide array of areas for development and social change. It is the new innovation and complimentary force to

the country, NGOs have contributed great coverage to public wellbeing, in many circumstance becoming national and international innovations which being simulated in the developed countries of the world. Rural development, women empowerment, health, micro-finance, environmental protection, creating awareness, social security, education, secured life are the important undertakings which NGOs are actively and aggressively involved in India.

Sustainability is the major disquiet of NGOs to accomplish its mission and provide service to its beneficiaries over a period of time. In other words, sustainability consists of an NGO's ability identify a pertinent task, pursue sound management practices and to build up diversified sources of income that assure permanence of excellence actions and services and coverage of focused populace. Sustainability is a never ending process; it is not going to end. Sustainability occupies all the essentials and functions of NGOs and every major decision has been made within the NGOs. This study seeks to provide beneficiaries, academicians and policy makers with the fundamental tools required to enhance the sustainability of their concern. NGOs have generally relied on financial support from donor agencies, multilateral lenders, charitable institutions, and government ministries for its own management and for arranging multitude of programs to develop society. In earlier period, these donor and NGO relationships usually worked well for non-profit, non-governmental organizations. However, in recent years, NGOs in countries like India have been witnessing a marked decrease in available grants and other funding from both overseas and local donors. It is assumed that this trend will continue and that focus needed to change the system accordingly.

#### STATEMENT OF THE PROBLEM

Recognition of the changing and important role of NGOs for the development of society is inevitable. Sustainability intends financial precautions; delivering services at a balanced or emergent intensity and maintaining the recipients. Conversely, a corrosion of services and social benefits led to a marked low-down in the organization's image. It is not astonishing that the NGOs required being in the attention of social deed on enduring basis. Sustaining benefits are not essentially supporting the organization. It is also promising for the NGOs to go on with while the benefits get worse. So it is significant to be obvious as to whether the organization or the benefits are the principal focal point of the efforts for communal development affiliation. This caused NGOs to reconsider its policies and reassert the leadership role. NGOs deliver multitude of services to the underprivileged community, it generates resources from its own from the donors in domestic and abroad. Fund generation is the main concern and survival of the organizations is depending upon the accumulation of funds.

In numerous circumstances, NGOs engaged more practical and original techniques to absorb the public and the media in their performance of services, from sourcing and employing volunteers for environmental clean-ups to arranging non-governmental organization carnival to holding events on conventionally slow news days. Besides to making healthier efforts to connect stakeholders, NGOs also took steps to be more responsible to its beneficiaries. Even as authorities in several places expressed greater support for non-governmental organization service provision, this was seldom come with by required levels of political support or financial support. The economic catastrophe made it more complicated for NGOs to pull through overheads and rivalry surrounded by service providers augmented. The sustainability of organization is studied in three ways, which includes financial aspects, functional aspects and formational aspects. It is largely disturbed by ten more factors and favored by fifteen more points in the sustainability of the organization.

#### NEED FOR THE STUDY

Non-governmental organizations offers several services to the society, educational support to the poor and unprivileged community, medical care and treatment, destitute child care and elder care, poverty alleviation programmes, women empowerment, rural development, creating employment opportunities to neglected sector, adoption of village and children, social welfare are the few important services. NGOs are a social service initiation, facilitated by national and international corporate bodies and individuals. It doesn't have funds on its own; it raises money from national and international donors. In today's world, NGOs are raising money by appointing work-force. Offering service without money is big questionable fact, but social service needs social support rather the any other forms support. Hence, non-governmental organizations are delivering social service with the social support in the form of donations. Obtaining donations is not a simple task; at the same time collecting donations from the unknown person is a challenging assignment to the non-governmental organizations. Offering permanent service with the help of temporary financial support raises big doubt in the minds of academicians and societal well wishers. Hence this study has been carried to test the sustainable aspect of Non-Governmental Organizations.

## REVIEW OF LITERATURE

This study concentrates on the embryonic role of NGOs and the way of the atmosphere in which they work crashes on its role. It draws on research from a multiplicity of sources, and sees management in the meticulous cultures and contexts in which NGOs operate. One thing is clear from this research that not only do individual personalities play a essential role in determining the fortune of many NGOs, but that their position and usefulness is in part determined by the environment in which they work (Kelleher & McLaren, 1996, Fowler, 1997, Smillie & Hailey, 2001, Hailey & James, 2004, James et al. 2005). Mintzberg (2006) refers to what he calls their 'engaging' management style, while Jackson (2004) highlights the importance of a 'humanist' style in the cultural context to conduct of NGOs. Sustainability requires a shift both in a way NGOs view their relationship with their donors and beneficiaries and in the way it operates (Kotler and Andreasen, 2003).

Supporters have argued that micro-finance institution and NGOs can't only have a major impact in the fight against poverty but can do so on a sustainable basis (Paul and Conroy, 2000). However, one of the serious limitations of these traditional MFIs and NGOs including GB is their high interest rate (Rahman, 1999, Bhuyan, 2006). The rigid design of traditional micro-credit programmes and the limited range of financial services offered have made the arena of the micro credit project a difficult terrain to negotiate for poorer sections (Jain and Moore 2003). Guiding principle of the said micro-finance institution and NGOs are to become sustainable, side by side with promoting entrepreneurship amongst financially disadvantaged segment of the population with the sole objective of creating enabling environments for them to fully participate in the economic process and build up assets of their own (Khatoon, 2007).

According to Schiavo-Campo et al. (2001), some NGOs do not have the time and expertise to manage all of the funded programs, or even to ensure full involvement by all of the communities, as is normally claimed. In some cases, where there are many departments trying to deal with the NGOs, the problems may be created by the governments themselves. Civil society emerged in Africa, particularly in the 1980s when international financial institutions, donor agencies and Western governments shifted some their aid from African governments to civil society (Molomo and Somolekae, 1999). According to Maundeni (2005), civil society in Botswana is very weak and organizations usually lobby bureaucracy rather than politicians as a result. Furthermore, he asserts that civil society is characterized by ad-hoc ways of organizing. That is, civil society organizations are temporary in nature as they address particular issues in the society and then go into a state of decline. Lekorwe (1999) argues that one of the factors that impede the growth of a strong civil society in Botswana is a shortage of citizens knowledgeable in the management of NGOs.

## OBJECTIVES OF THE STUDY

This study was undertaken to draw out an overall depiction of the nature, extent and problems in the sustainability of the NGO sector. It also puts forward certain suggestions as a way out for encouraging responsibility, transparency and precision in the sector. Sustainability is the major debatable concept in the present day context to the NGOs. This study is carried out with the following objectives, these are:

- 1.To check the sustainability issues surrounded on the survival of Non-Governmental Organizations in Tamilnadu.
- 2.To study the factors favoring to the existence of Non-Governmental Organizations in Tamilnadu.
- 3.To examine the relationship between services offered by non-governmental organizations and sustainability.

## METHODOLOGY

This is qualitative research work combining desk research with field work along with the seminal work of fact finding on selected NGOs. Indirect source consists of review of research reports, published papers and books, project reports, evaluation reports, audit reports, monitoring reports and website resources. Direct source consists of personal interviews with the authorities at the various levels like senior officials, executives, key informants and other employees. Focused group discussion with the authorities helped to conclude proper results in this study. In Tamilnadu thousands of NGOs are getting annual donations of more than 25 lakhs per annum. From the countless population of non-governmental organizations, this study consists of 25 NGOs selected on the basis of type, geographical variations and presence, type of formation and nature activities to analyze the collected data in terms of sustainability. The organizations operating at national presence have the largest number of stakeholders the state or local

presence organizations. This study considers the organizations having the stakeholder base of over ten thousands and having presence in multiple places. The main services of the NGOs are involved in education, micro-finance, agriculture and allied activities, medical care, human rights and protection, social protection and so on. The organizations are provided pertinent information through the questionnaires to collect the data and other relevant information in the sustainability substance.

## **SUSTAINABILITY ISSUES**

### **Types of Sustainability**

The sustainability of NGOs can be studied in three forms, such as financial sustainability, functional sustainability and formational sustainability. Financial sustainability is the critical among all and existence of strong financial soundness can lead to build a broad range of organizational, technical and managerial capacities and capabilities. Financial sustainability can be determined by a NGOs net income, liquidity aspects, solvency capacity. Formational sustainability of an organization is largely depends on the available financial resources, despite this, it can't bring directly strong structural existence. In order to establish good managerial personnel or setting up of technical capacity, creating valuable organization for generating revenue or capturing donor funding, it largely needs proper and efficient structural sustainability. It deals with the ability of the organization to make safe and administer enough resources to facilitate it to accomplish its mission efficiently and constantly over time without unwarranted dependence on any single funding resource. The functional sustainability deals with the services provided to its beneficiaries. Taking efforts to improve functional sustainability lay focus on maintaining and developing the provision of service, quality of service with the available financial and structural sustainability.

### **Factors that Influence Sustainability**

There is a large number of factors influence the sustainability of an organization, it covers the operating environment, national and local political changes and its policy, the activities and influence of other organization, the presence of available technology and skilled personnel and so on. However, it is also imperative to distinguish between those controllable factors and non-controllable factors. There are varying degrees of sustainability, and therefore some organizations are more sustainable than others, the main reason is starting period is different for each organization. NGOs have to enhance its strength and improve from its weakness to attract both domestic and international donor funding along with generation of sufficient funds. Governance of the organization is subjected with the problem of the relations between board members and employees. These stemmed largely from the boards inability or unwillingness to carry out their responsibilities of governing the organizations. Board members often lacked the time to handle organizational problems effectively for the development of organization. Employee recruitment and assigning responsibilities leads several problems for the betterment of the organization. Similarly fund raising activities were often the source of much problem to the livelihood of organizations. The strategy and techniques used to raise funds from the public is incapable and failed to attract the donations from the domestic and international. There are large number of issues are surrounding on the sustainability of the organization. Each NGOs in the sample are provided the list of issues in sustainability and asked to rate the impact of different types of issues. Average of each issue is summarized below:

**Table – 1: Impact of different types of Issues in NGOs Sustainability**

S. No	Issues of NGOs	Financial Sustainability	Functional Sustainability	Formational Sustainability
1.	Political Policies	88%	65%	83%
2.	Governmental Regulations	86%	74%	91%
3.	Economic Fluctuations	82%	59%	34%
4.	Fund Generation	98%	92%	95%
5.	Social Recognition	71%	53%	47%
6.	Deliver of Service	89%	68%	53%
7.	Employee Integration	94%	82%	73%
8.	International Relations	91%	66%	12%
9.	Tax Implications	70%	78%	42%
10.	Contingent Issues	56%	23%	29%

Source: Primary data

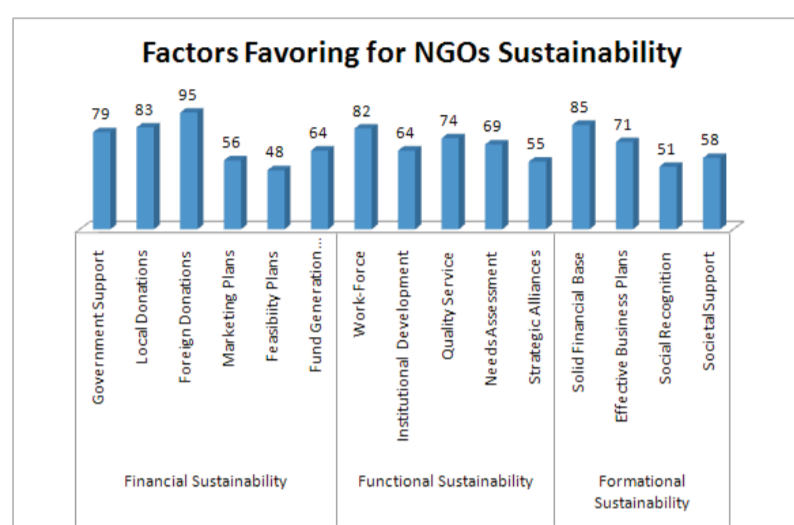
It is clear from the table 1, the sustainability of the NGOs are classified into three forms financial sustainability, functional sustainability and formational sustainability. The issues are bifurcated into ten ways and its impact is measured and presented in percentage. Financial sustainability affected more on the issues like fund generation, employee integration, international relations, delivery of service, political policies than the remaining issues. Functional sustainability is also highly affected in fund generation, followed that employee integration, tax implications and governmental regulations plays a significant role in the functional sustainability issues. Formational sustainability revolves in the areas like new permissions, opening branches and other formational work. Fund generation and governmental regulations plays a pivotal role in the formational sustainability of NGOs than the remaining issues in this category.

#### FACTORS FAVORING FOR THE NGOs SUSTAINABILITY

The issue of sustainability is common to all stakeholders that are worth exploring in more detail and unpacking some the interrelated issues. During two decades, India has seen unparalleled growth in the number of energetic non-governmental organizations. This augmentation resulted from the aspiration of people to maintain their civilization and surroundings in conjunction with the newborn autonomy of mounting democracies. After a long-imposed quiet, populace were all over again able to articulate their belief freely. Additionally, the state was distressing diverse environmental and social tribulations that governments were reluctant or powerless to take in hand. Finally, the incursion of overseas money to support a mushrooming communal culture fostered the additional expansion of civil society organizations and Non-Governmental Organizations. Increased attention of individual citizen in the social welfare activities is manifold to great extent in the development of NGOs. Voluntary contributions from domestic and overseas concerns supported lot to the setting up of new organizations, enlarging services to new areas, come-up with new services and more.

The Non-Governmental Organizations revealed the following factors are favoring for the conduction of their social welfare activities and sustainability is possible because of the following factors. A questionnaire consists of 15 string on the factors favoring for the sustainability in three dimensions have been provided to the NGOs authorities with maximum of five marks for each substance. The total marks of all organizations have been added and presented in the following figure.

Figure – 1: Factors Favoring for NGOs Sustainability



Source: Primary data

The above figure 1, represents the favoring factors for NGOs sustainability, financial sustainability enlists six factors like government support, local donations, foreign donation, marketing plans, feasibility plans and fund generation. Foreign donations and local donations are most important scored as 95 and 83 respectively and favorable for financial sustainability. Both factors have significant task in bringing up of sustainability. Government support followed to that scenario. All other factors are having least important on financial sustainability. Work-force is primary input for the developing functional sustainability. It explains another four factors quality service, needs assessment, institutional development and strategic alliance. Formational sustainability highly supported by solid financial base and effective business plans which scored as 85 and 71 respectively. Social support and social recognition are also favoring for developing formational sustainability.

#### RELATIONSHIP BETWEEN SERVICES OFFERED BY NGOs AND SUSTAINABILITY

Service deliverance is having big impact in the livelihood of non-governmental organizations, fund requirement, driving force and further development of services to the newer sections and newer services. It is a long debatable logic how the NGOs are sustaining their services on the basis of non-permanent financial resources. The challenge of sustainability is to ensure perpetuation of appropriate national and international arrangements. Monetary resources are primary need for the successful conduction of communal activities to the non-governmental organizations. Sustainability means monetary protection; providing services at a sturdy or growing level and maintaining the stakeholders. Measurement of sustainability is extensively documented as an enormously complicated problem, as conservative monitoring and assessment methods, typically using economic analysis, are measured inadequate to notice or enumerate sustainability. The sustainability query, as a result, poses a vast dilemma on one side of whether a particular definition be supposed to be adopted and used in a normative sagacity and on the other, having catch on one description or other, whether sufficient and decided procedures or assessment frameworks are, definitely, existing to check it. It is not astonishing that the NGOs required being in the public interest of deed on ongoing basis. Sustaining benefits are not essentially supporting the organization. It is also promising for the NGOs to persist while the benefits depreciate.

NGOs are intriguing painstaking effort on the collection of monetary resources and providing service to the target populace. Most important tactics of managing resource canalization and resource mobilization is done through the active and aggressive strategies deployment. Recruiting marketing professionals to source donations, obtaining financial support from individuals, government and foreign donors, increased awareness about social welfare from the society are imperative variables on the successful sustainability of NGOs.



## CONCLUSION

During the past two decades, Non-Governmental Organizations construct a precious contribution to deliverance of high-class reasonable reproductive medical care, educational care, destitute child and elder care, poverty alleviation, women empowerment and more. NGOs obtain the direct in mounting information, education and communication programs that persuade vigorous behavior and are repeatedly an energetic power behind service deliverance as too. Furthermore, numerous NGOs have the managerial elasticity to create changes to meet up the health requirements of the people. Sustainability of NGOs revolved under three forms, such as financial sustainability, functional sustainability and formational sustainability. There are several issues are largely affect the sustainable factors of non-governmental organizations. Political policies, governmental regulations, economic fluctuations, social recognition, deliver of service, employee integration, international relations, tax implications and contingent issues are the major factors having influence in the sustainability of the organization. Despite these issues in the sustainability of NGOs, several factors are adding fuels for the improvement of the society. Financial sustainability is preserved with the factors like government support, local and foreign donations, marketing and feasibility plans and fund generation techniques. Functional sustainability is largely supported by work-force, institutional development, quality service, needs assessment and strategic alliances. Formational sustainability is mainly supported by solid financial base, effective business plans, social recognition and societal support.

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