

Organization Development Process in Social Organization

Perspectives & Challenges: Experiential Learnings
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1. Understanding Social Organization/Non Profit Organization

Today Organizational development in social sector has assumed a great significance as more and more we move from Survival syndrome to look and search of sustainability .A non profit organization or so called A non-governmental organization (NGO) or association that acts outside of institutionalized political structures and pursues matters of interest to its members by lobbying, persuasion, or direct action. The term is generally restricted to social, cultural, legal, and environmental advocacy groups having goals that are primarily non-commercial.

Hence a great deal is being struggled how a non-commercial attempt can look like entrepreneurial in nature. ASEED-Asian Society for entrepreneurship education and development , one of the leading social organization with 15 years of experience at the grassroot as well as intermediary role holder, is one of an example which has evolved products and services which is struggling the make a difference in the OD process in the development sector. The Genesis of IDMAT-International Institute of Development Management- An Academy of ASEED is one of the attempt in fostering the Institutional Building processes in the country and beyond in the sector.

If we see the total universe of development sector, its growing, its huge. A decade old UN report on global governance estimated that there are nearly 29,000 international NGOs. National numbers are even higher: The United States has an estimated 2 million NGOs, most of them formed in the past 30 years. Russia has 65,000 NGOs. India has more than 2 million NGOs. Dozens are created daily. In Kenya alone, some 240 NGOs come into existence every year. We can just examine the numbers now!! Hence there is demand for OD but has its own challenges. Before we get into the core of the matter, lets reflect on the journey the social sector has experienced.

2. Journey towards Institutional development process: Dev. Sector.

Though voluntary associations of citizens have existed throughout history, NGOs along the lines seen today, especially on the international level, have developed in the past two centuries. One of the first such organizations, the International Committee of the Red Cross, was founded in 1863. International Red Cross and Red Crescent Movement is the world's largest group of humanitarian NGOs. The phrase "non-governmental organization" came into 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 that are neither governments nor member states.

Globalization during the 20th century gave rise to the importance of NGOs. Many problems could not be solved within a nation. International treaties and international organizations such as the World Trade Organization were perceived as being too centred 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.

Evolutionary stages of development NGOs & Institution Building

Three stages or generations of NGO evolution have been identified by Korten's (1990) *Three Generations of Voluntary Development Action*. First, the typical development NGO focuses on relief and welfare, and delivers relief services directly to beneficiaries. Examples are the distribution of food, shelter or health services. The NGO notices immediate needs and responds to them. NGOs in the second generation are oriented towards small-scale, self-reliant local development. At this evolutionary stage, NGOs build the capacities of local communities to meet their needs through 'self reliant local action'. Korten calls the third generation 'sustainable systems development'. At this stage, NGOs try to advance changes in policies and institutions at a local, national and international level; they move away from their operational service providing role towards a catalytic role. The NGO is starting to develop from a relief NGO to a development NGO.

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

The primary purpose of an operational NGO is the design and implementation of development-related projects. One categorization that is frequently used is the division into 'relief-oriented' or 'development-oriented' organizations; they can also be classified according to whether they stress service delivery or participation; or whether they are religious and secular; and whether they are more public or private-oriented. Operational NGOs can be community-based, grass root, national or international.

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 events. The institution needs and demands of each category may be different, though with large similarity.

3 . Organization & Institution Building - Needs & demand: Experiential reflections

OD is commonly applied to the various aspects of an organization. In social sector, in particular *Five key points of OD use can be articulated:*

- i) Defining/repositing organizational Purpose*
- (ii) Evolving management strength & capabilities*
- (iii) Strategic Interventional & Management*
- iv) Value Creation as social change agents.*
- vi) Partnership and Convergence*

4. A Social Sector Facilitator for Organizational development:

It may be a news for the corporate and other world that many Non-profit organizations do not establish a formal Human Resources (HR) function due to having a small number of staff and /or trying to achieve efficiencies. Rather, organizational staffs, whose responsibilities lie within other areas are responsible for performing HR activities – such as recruitment, training, performance reviews, design and delivery of benefit programs and termination. Most typically, the finance staff, office manager or other administration staff performs HR duties.

While this may be the best option for small organizations, at a certain point the size of the organization necessitates a separate, dedicated Human Recourse function. HR services is key to creating a sense of cohesion and identity in order to bring Organizational development. Hence, the organizational development process has to be seen as a strategic partner in the work of the institutes in order to develop balance systems needs and people concerns. To achieve this, focus should be on demonstrating the three essential values that an effective OD facilitator must embody;

- A) Authenticity,
- B) Competence
- C) Compassion;

Authenticity is grounded in honesty, openness and follow-through -in other words by “walking the talk”. Through this OD facilitator builds relationships and its reputation. This takes time.

Competence is doing something well and exhibiting knowledge and skill. To be effective facilitator must demonstrate competence in everything it does.

Compassion is showing care and concern for the organization, its employees and stakeholders. Facilitator must exhibit unwavering compassion and care in all situations specially in the social sector.

5. Challenges and Way ahead:

Areas for development in current **OD** practice in social sector can be summed up in five themes:

1. Setting Context
2. Authority & Power balance
3. Enhancing role in developmental intervention
4. Strengthening NGO structures and enhancing accountability to the Community
5. Creating a experimentation driven organization