

## Management Problems in Implementing Development Works as Perceived by the NGOs: A Case Study in Nagaland, India

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### ABSTRACT

This study aims to report on management problems in implementing development works as perceived by the NGOs' employees and measures suggested for improvement in Nagaland, India. In this study 45 NGOs were selected and from each NGO one higher level of employee was interviewed as respondent. The functional areas of development management of developmental organizations were taken into consideration in this study *viz.* Planning, Financing, Organizing and Leading. The respondents were asked open ended questions to mention most important problems for each of the functional area of management which they were facing and also to suggest measures for organizational effectiveness. Important identified problem(s) are donors terms of support and plan not matching properly, untimely and irregular fund flow, lack of technical staff and frequently relinquishing the organization, lack of proper office space and furniture, lack of coordination between NGO and Govt. development functionaries, lack of regular supervision of daily activities in different areas and language problem, and suggestion(s) against the problems are - Flexibility in plan and scope of modification as per requirement, regular and timely fund flow, consultancy service from resource personnel, GO-NGOs collaboration, Popularization of Nagamese Language to address the language and communication problem

**Key words:** NGOs, development management, planning, financing, organizing and leading

### INTRODUCTION

Development refers to the activities required to bring the changes about; it implies a value judgment, a standard against which things are compared – the implication being that the South is undeveloped, while the North has already reached a state of development. Development can refer to both conscious and deliberate attempt at progress through intervention, or to the efforts of people to improve their quality of life through their own efforts.

If we consider the tradition of development administration, policy would be formulated and implemented by Government functionaries and which was initially very much a top down approach. Gradually bottom up and both Government and Non-Government Organization involvement have been taken place in development sector. Side by side wide spread up and acceptability of management in every organized and unorganized sector of the society enforced the development sector to adopt and accept the idea and concept of management in development sector. As a result drastic changes have been taken place in development

research which has accepted application of management in development sector, and is totally different from general management. As a result paradigm shift in development management which is a relatively new field of management and intended to correlate the private and public effort in all round development is very much focused on the achievement of social upliftment.

In the context of development by NGOs, then this is the new interest field of development management. Management is one of the most important activities of human and animal kingdom. In simple way, management is the process of optimum and efficient use of all available human and natural resources. In general it includes and denotes a special group of people who are pursuing their job by directing, mobilizing, motivating and influencing others for accomplishment of individual or organizational goal.

In this study, researcher tried to identify the management problems of the NGOs during implementation of development activities and running the organization proper way, and suggested measures against

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each identified problem for enhancing the efficiency, as perceived by the higher level of employees of NGOs in Nagaland, India.

### METHODOLOGY

Nagaland State was inaugurated as the sixteenth State of India on 1st December, 1963. It is bounded by Assam in the West, Myanmar on the East, Arunachal Pradesh and part of Assam on the North and Manipur in the South. The State approximately lies between 2506' and 2704' latitude; North of Equator and between the longitudinal lines of 93020' and 95015'E., the geographical area is 16527 sq km and total population is 1,980,602 (as per 2011 census). The density of population is around 120 per sq km., and the average annual rainfall ranges from 2000-3000 mm and temperature ranges from 40 to 310C. The topography of the State is undulating, full of hill range which breaks into wide chaos of spurs and ridges. The altitudes vary between 194 to 3840 meters above the mean sea level. The State of Nagaland has a beautiful landscape and consists of 11 administrative districts *viz.*, Kohima, Dimapur, Kipheri, Longleng, Mokokchung, Mon, Peren, Phek, Tuensang, Wokha and Zunheboto. Out of the total 11 districts, 6 districts have been selected purposively for the present study, namely, Dimapur, Kohima, Mokokchung, Peren, Tuensang and Wokha.

In this study 85 NGOs have been identified by obtaining list from various sources. Out of the total identified NGOs, 45 NGOs were finally selected for those which have completed more than four years from the date of their inception. From every selected NGO, one respondent from the higher level of employees were considered for this study. Higher level of employees of NGOs includes the top level of functionaries, like Director, Secretary, Topmost functionaries of sub-office of the large NGOs. Accordingly, 45 higher levels of employees were interviewed and considered as the final respondents. The basic and fundamental areas of management, as envisaged by Koontz *et. al.* (1984) are Planning, Organizing, Staffing, Leading and Controlling. Each of the management function has some constraints. The functional areas of development management of developmental organizations in Nagaland were taken into consideration in this study *viz.* Planning, Financing, Organizing and Leading. The respondents were asked open ended questions to mention most important problems for each of the functional areas of management, which they were facing and also suggest measures for organizational effectiveness. Identified problem(s) and suggestion(s) against the problem of each functional area were presented in tabular form accordingly. In this study, total 45 numbers of higher levels of employees were

considered as respondents but in each functional area, number of respondents were varied in nature (from number of respondents and from identifying the particular problems point of view), as a result, researcher ranked all the problems in each area according to the number of respondents considered and identified the problem. The items and sub-items of the specific management functions covered in this study were planning, financing, organizing, staffing, infra structural facilities and coordinating leading, supervision and people's participation.

### RESULTS AND DISCUSSION

In this section, endeavours were mainly confined to explore the problems and constraints involved in each of the functional areas of development management of developmental organizations *i.e.* NGOs and remedial measures for rectification and for organizational effectiveness of the same. Identified problem(s) and suggestion(s) against the problem of each functional area were presented accordingly.

**Planning:** Planning is a pre-determined course of action to accomplish the goal. It is also considered as a decision making process for future action and key management function of any developmental work. The problems in planning at NGO level were perceived by the higher level of employees of NGOs and measures suggested by them for improvement are presented in table 1.

**Table 1. Identified planning problems at NGO level and suggested measures for improvement as perceived by higher levels employees of NGOs**

Item	Frequency	Rank
<b>Perceived problems</b>		
Donors terms of support and plan not matching properly with target group and work area	22	I
Lack of knowledge and awareness about planning	16	II
Lack of participation from beneficiaries and lower level staff	14	III
Lack of database for planning	8	IV
<b>Suggested Measures</b>		
i. Flexibility in plan and scope of modification as per requirement		
ii. Implementation planning after target group and project area identification		
Awareness training regular basis		
Mobilization of beneficiaries and lower level staff and training about importance of planning		
Government and NGOs may take care for database		

Table 1 showed the planning problems in NGO sectors and suggested measures perceived by the higher level of employees of the NGOs. Here 86 per cent of the respondents identified problems and suggested measures for rectification as per their experience and realization. Four major problems ranked and enlisted with suggested measures. Donors' terms of support and plan did not match properly, as reported by 49 per cent of respondents,

and ranked 1st most important problem. Lack of awareness and knowledge was the second most important problem in planning and 36 per cent of respondents perceived the same. Further, lack of participation from lower levels of employees and beneficiaries was the 3<sup>rd</sup> most important problem in planning, and lack of database and information was the 4<sup>th</sup> important problem in planning in NGO sector, as perceived by 31 per cent and 18 per cent of respondents respectively. Flexibility in plan and scope of modification for implementation planning according to the target group and project area identification was the desirable expectation and suggestion. Similarly, proper training about the planning, its importance in regular basis and mobilization of beneficiaries and lower level of staff were suggested to address the problems of lack of awareness and participation. Database or information is an essential requirement for planning but in Nagaland, information or database is relatively insufficient. So proper database development and restoration is urgently needed and both the Government and Non-government organization should be taken care for the same.

**Financing:** Financing is an act or process of raising and arranging fund for smooth running of all activities and enterprises as per planning of an organization. As a result, sound financial resources are an utmost important for an organization. But sufficient financial arrangement does not indicate that organization will run smoothly, rather sound financial management may be fundamental for success.

Here, researcher tried to know the financial problems present in NGO sector and 46 per cent of them perceived the financial problems in NGO sector and suggested possible measures accordingly. All the considerable and valid problems were ranked only on the basis of the number of respondents perceived the same as problem which presented in table 2.

**Table 2: Identified problems related to financing at NGO level and suggested measures for improvement as perceived by higher levels employees of NGOs**

Item	Frequency	Rank
<b>Perceived problems</b>		
Untimely and irregular fund flow	19	I
Difficulty to get Govt. grants-in-aid	14	II
Insufficient fund to cover all activities of project	12	III
Lack of fund for office management and infrastructure development	9	IV
<b>Suggested Measures</b>		
Should be regular, timely and avail core banking		
Proper initiative may be taken by Government functionaries for smoothness		
Cost of implementation is high in North East, so additional allocation should be included for this area		
Office maintenance allocation or institutional charge in each sanction		

Here, 4 major type of problems have been ranked and enlisted with suggested measures. Untimely and irregular fund flow was ranked 1st and most important problem in financing as perceived by 42 per cent respondents. Difficulties in getting Grant-in-Aid from government was the second most important problem in financing and 31 per cent of respondents perceived the same.

Whereas, insufficient fund to cover all the activities of the project was the 3<sup>rd</sup> most important problem in financing, which was perceived by 27 per cent of higher level of employees, and lack of fund for maintenance of office and infrastructural development was the 4<sup>th</sup> important problem in financing in NGO sector, as perceived by 20 per cent of the respondents.

‘Fund flow should be regular and timely’ was the expectation and suggestion, and for that purpose use of facility of core banking system was also suggested by the respondents, and regarding Grant-in-Aid, proper initiative by Government sector for immediate release of the amount was the expected suggestion.

A suggested measure to overcome the problem of insufficient fund flow was the special attention during allocation of fund for the North Eastern Region where, cost of living and cost of implementation of any work was high; whereas, allocation of office maintenance allowances and institutional charge in each sanction must be included by funding agency when sanctioning the project to NGOs, was the suggested measure for lack of fund for maintenance of office and infrastructural development.

**Organizing:** Organizing is the method or process of developing and establishing formal relationships among the people and resources to accomplish the specific goal and objective. Organizing is determining, assembling and arranging the resources by function and in relation to the whole to meet the planned objectives (appley 1954). In the present study, staffing, infrastructural facilities and coordinating at the NGO sector have been investigated.

**Staffing :** The aspect of managing an organization is to find the right people for the right assignment or job. The staffing function consists of several elements like selecting, maintaining and developing personnel in such a way that organization is able to accomplish its objectives.

In this connection, identification of the existing staffing problems in NGO sector was taken into consideration and which has been depicted in table 3.

**Table 3: Identified staffing problems at NGO level and suggested measures for improvement as perceived by higher level employees of NGOs**

Item	Frequency	Rank
<b>Perceived problems</b>		
Lack of technical staff and frequently relinquish the organization	22	I
Lack of public spirited people and only few people are interested to work in NGO sector	18	II
Lack of posting of right person for right job based on skills	12	III
Difficult to recruit competent personnel whose are capable to handle specific assignments, due to lack of fund	11	V
<b>Suggested Measures</b>		
Consultancy service from resource personnel and training for the existing staff		
Educational institutes may take initiative to motivate the student.		
Posting and recruitment accordingly		
Need to enhance the salary structure of staff as per their competency and funding agency may take care		

Table 3 showed the staffing problems in NGO sectors and suggested measures, as perceived by the higher level of employees of the NGOs. Out of 45 of higher level of employees, 25 respondents mentioned problems and suggestions related to staffing. Where, 4 major types of problems ranked and enlisted with suggested measures; 'lack of technical staff and frequently relinquish the organization' was ranked 1st and most important problem in staffing and lack of public spirited or philanthropic bend of people to do the work in NGO sector was the 2<sup>nd</sup> important problem, which was perceived by 49 per cent and 40 per cent of respondents respectively. Similarly, placement or posting of right person at right place was another problem, which was ranked as 3<sup>rd</sup> and 27 per cent of the respondents viewed the same. Further, a considerable number of respondents *i.e.* 24 per cent perceived 'difficult to recruit competent personnel for specific assignment due to lack of fund' as the 4<sup>th</sup> important problem under staffing in NGO sector.

Sufficient human resources were not available in this region, and if available, they were not interested to do work. If they were interested to work, then they were not interested to work where financial benefit was not up to the mark. In this situation, consultancy service from expert group or people, and capacity building of existing staff to overcome the problem was suggested by respondents. Owing to socio-cultural changes in the society, present generation is relatively less interested to impart themselves in public spirited or philanthropic works and suggested measure was that educational institution may take initiative to motivate the new generation. Similarly, proper recruitment, posting and enhancement of salary structure of the employees were suggested measures to overcome other related problems.

**Infrastructural facility:** Without proper and adequate

infrastructural facilities like office space, training hall, hostel for accommodation of trainees, computer, internet, training equipments and *etc.*, the organization *i.e.* NGOs are unable to perform properly. All the considerable and valid problems related to infrastructure were ranked on the basis of the number of respondents considered and perceived the same as problems and measures suggested by the for improve-ment are presented in table 4.

**Table 4: Identified Infrastructural problems at NGO level and suggested measures for improvement as perceived by higher levels employees of NGOs**

Item	Frequency	Rank
<b>Perceived problems</b>		
Lack of proper office space and furniture	16	I
Lack of accommodation and Audio Visual Aids for trainees and trainers	15	II
Lack of basic facilities like hospital, post office and regular electric supply, and other amenities	13	III
Lack of proper road connection and communication	2	IV
<b>Suggested Measures</b>		
Initiative from funding agency may be needed		
Government initiative may be needed		

In this connection, 40 per cent respondents mentioned problems and suggestions related to infrastructural facilities. Where 4 major types of problems are ranked and enlisted with suggested measures, lack of proper office space and furniture was ranked 1st and most important problem in relation to infrastructural facilities and which was perceived by 35 per cent of respondents. Lack of accommodation and facilities of audio-visual-aids was the second important problem and was identified by 33 per cent of respondents. Similarly, 28 per cent of respondents perceived that lack of basic facilities like hospital, post office, regular electric supply and facilities for amenities was ranked as 3<sup>rd</sup> and lack of proper road connection and communication was the 4<sup>th</sup> important problem under infrastructural facilities and which was perceived by 26 per cent. All the identified problems related to infrastructural facilities were not possible to solve by them, because huge amount of financial involvement was required, as a result funding agency and Government support was only the suggested measures to overcome all the problems.

**Coordination:** Coordination means establishing harmonious relationship between the efforts of individuals and groups for the accomplishment of organization objectives. It is essentially important for smooth running of an organization. Coordination within the organization is not sufficient but combination of both *i.e.* inter and intra-coordination; obviously give synergistic effect to accomplish the same. All the development agencies and NGOs should build up and maintain close relationship, contact and maintain proper

coordination within and outside accordingly. The problems related to coordination at NGOs level was perceived by the higher levels of employees of NGOs and measures suggested by them for improvement are presented in table 5.

**Table 5: Identified coordination problems at NGO level and suggested measures for improvement as perceived by higher levels employees of NGOs**

Item	Frequency	Rank
<b>Perceived problems</b>		
Lack of coordination between NGO and Govt. development functionaries	23	I
Lack of coordination between higher up and lower level workers due to distance problems	18	II
Lack of coordination between NGOs and beneficiaries	15	III
Lack of team work	8	IV
<b>Suggested Measures</b>		
Government and NGOs functionaries may take initiative for GO-NGOs collaboration		
Good communication and transportation facilities		
Regular interaction with beneficiaries and local/opinion leader by NGO workers.		
Training on team building and team management		

Table 5 showed the coordination problems in NGO sectors and suggested measures as perceived by respondents. In this, 25 respondents have mentioned problems and suggestions related to coordination. Mainly, four major types of problems are ranked and enlisted with suggested measures. Lack of coordination between NGOs and Government development functionaries was ranked 1<sup>st</sup> and most important problem in coordination, which was perceived by 51 per cent of respondents. Suggested measures regarding the problem were Government and NGOs functionaries may take initiative for GO-NGOs collaboration. In recent years, many observers have suggested that agricultural and rural development strategies would benefit from increase in collaboration between government research and extension organizations and non-governmental development organizations, hereafter, called GOs and NGOs respectively (Carrol, 1992; de Janvry et al., 1989; Jordan, 1989; Korten, 1987); which were also suggested by the higher levels of employees of NGOs of Nagaland.

Lack of coordination between higher-up and lower level workers of NGOs and between NGOs-beneficiaries was the 2<sup>nd</sup> and 3<sup>rd</sup> most important problem in coordination, which were perceived by 40 per cent and 33 per cent of respondents respectively. According to the higher levels of employees of NGOs, infrastructural developments like good communication and transportation facilities and regular interaction with beneficiaries, local leaders and opinion leaders by workers of NGOs were the suggested measures. Similarly, lack of team work was the 4<sup>th</sup> important problems, and 17 per cent of respondents perceived the

same and proper training on team building and team management were the suggested measures.

**Leading :** The managerial function of leading is defined as the process of influencing people so that they will strive willingly and enthusiastically towards the achievement of organization and group goals (Koontz and Others, 1984). In the present investigation, supervising and people's participation were selected for study.

**Supervision:** Supervision is doing something to people in order to cause them to do their assigned task properly. The function of supervision is to close the gaps between desired performance and actual human performance (Appley, 1969). The purpose of supervision is not only to check that the personnel doing their work in a correct, timely manner; more important is the objective of assisting and guiding them to do their jobs effectively. The problems in relation to supervision at NGO level was perceived by the higher level of employees of NGOs and measures suggested by them for improvement are presented in table 6.

**Table 6: Identified Supervision problems at NGO level and suggested measures for improvement as perceived by higher levels employees of NGOs**

Item	Frequency	Rank
<b>Perceived problems</b>		
Owing to lack of regular supervision of daily activities in different areas	17	I
Lack of vehicle facilities for supervision	14	II
Lack of time to supervise field levels staff	9	III
<b>Suggested Measures</b>		
Development of proper road connection and use of IT		
Government and funding agency's support for vehicle and two wheeler		
Minimize the work load at higher level		

About 44 per cent of the respondents have mentioned which are related to supervision which presented in (table 6), where 3 major types of problems were ranked and enlisted with suggested measures. Owing to lack of communication facilities for regular supervision of daily activities in different areas, lack of vehicle facilities for supervision and lack of time to supervise field level activities and staff were perceived problems and ranked accordingly. Government support was the suggested measures to overcome the 1<sup>st</sup> and 2<sup>nd</sup> problem with proper use of IT.

Minimize the work load at higher level was the suggested measure against the problem of lack of time for supervision of field level activities and staff. In this connection, regular recruitment of staff are also needed against the existing vacant post and proper time management at higher level may be needed with judicious use of information technology for supervision.

**People's participation:** People's participation may be defined as the process of giving priority to local people's perspective in identifying and analyzing their problems and opportunities, and improving the situation through their self mobilization. The problems in relation to people's participation at NGO level was perceived by the higher level Officials of NGOs and measures suggested by them for the improvement peoples participation are presented in table 7.

**Table 7: Identified problems and suggested measures for improvement of people's participation in development programmes of NGOs**

Item	Frequency	Rank
<b>Perceived problems</b>		
Language problem	25	I
Unbridled expectation of cash and kind	21	II
People are not interested to participate without immediate benefit	19	III
Afraid of discrimination and find hard to open up	11	IV
<b>Suggested Measures</b>		
Popularize Nagamese Language in interior areas		
Social mobilization and awareness about the development work		
Interaction with people and motivate them for long term work		
Regular interaction and maintain good rapport with villagers		

Accordingly, 58 per cent of respondents have mentioned problems and suggestions related to people's participation. All the identified problems and there suggestions are presented in table 7, where 4 major types of problems were ranked and enlisted with suggested measures. Language problem was ranked 1st and most important problem in relation to people's participation which, was perceived by 55 per cent of respondents. Nagaland is a tribal dominated state, and 16 major tribes are present with numbers of minor tribes. Each major and minor tribe has their own dialect, which are totally distinct from others and they are unable to follow others' dialect. As a result, this was the major problem in people's participation and a group of development workers considered this as the major problem for development. Nagamese (Common language of Nagaland, a mix up of various language; and interior area's illiterate or below qualified people also not able to understand and interact) language popularization was the suggested measures to overcome the problem. Unbridled expectation of cash and kind were the 2<sup>nd</sup> important problem in connection with people's participation, which was identified by 46 per cent of the respondents, where social mobilization and awareness about the development work were the suggested measures. 'People are not interested to participate without immediate benefit' was ranked as 3<sup>rd</sup> and 42 per cent of the respondents perceived the same. The suggested measure was interaction with them and motivating them for long term work. A considerable number of respondents *i.e.* 24 per cent perceived that

'afraid of discrimination and find hard to open up' was the 4th important problem, where suggested measure to overcome the problem was regular interaction and maintain good rapport with villagers/beneficiaries.

## CONCLUSION

On the basis of the study on the problems in planning, financing, organizing and leading, the management problems, as perceived by the employees of NGOs, explored various types of problems like Donor's terms of support not matching properly with plan; lack of knowledge and awareness about plan; lack of database for planning, untimely fund flow; difficulty to get grant in aid; frequently relinquishing the organization by staff; lack of public spirited people, lack of fund for office management and infrastructure development, lack of accommodation for trainees; lack of communication facilities; lack of vehicle facilities for supervision; lack of time for supervision; language problem; unbridled expectation of cash and kind by target group, lack of coordination between NGOs and Govt., & NGOs and beneficiaries; lack of team work *etc.*

On the other hand, large number of suggestions have emerged like popularizing Nagamese language in interior areas, initiative for GO-NGOs collaboration and consultancy service from resource personnel and training for the existing staff. These may be considered by the development organizations for adoption, to enhance the efficiency and effectiveness of development organizations. Where, some of the suggestions are directly under the jurisdiction of Government, the required initiative is sought accordingly from Government sector.

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