

NGOs' institutional Framework and their Performance; an evidence from Pakistan

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Abstract

NGOs' institutional strategic planning and actual field methodology regarding approaching beneficiaries with input and enhancing productivity been reviewed and studied anonymously behindhand their success or failure as compare to Public Sector. Along with this the role of NGOs and Public sector in the development of and parrot sight on both sectors' implementations and key characteristics and working flow of diverse businesses in Pakistan. GDP reviewed at Macro level of state and micro level the flow of development programs at community level with both sectors' variation as health, education, unemployment, good governance, transparency, inclusive and participatory development plans for the community. Observed gaps where both sectors differ with each other regarding practical tactics. Existence of diverse tier organizations and their taken steps imparted for the purpose of self-initiatives to develop the locality and leads to sustainability with vivid difference in Public and NGO sector.

Key Words: NGOs, Institutions, Performance, Strategy, TTOs, VOs, COs, Good Governance, Transparency, SAFWCO, TRDP, CMST, EDT, BRAC, SEWA, AKRSP, IET, SRSO, SAFCO, VDPs.

Introduction:

NGOs are defined as private organizations that pursue activities of relief suffering, promote the interest of the poor, protect the environment, provide basic social services, or undertake community development (Werker E & Faisal Z (2008, n.d & WB 2001).

Non-profit organizations came into being with the idea to develop and uplift the unprivileged people. This paper focussing the organizational working framework of Public and NGO sector along with performance comparison in perspective of productivity and resources trickle down to the targeted community, their signifying replications and reducing the omissions by both sectors. NGO Framework, Good governance, transparency, inclusiveness, mentoring and monitoring mechanisms also reviewed along with their impacts and observations for upcoming programs with present lesson learnings and cessation with sustainable strategic plan.

This research has been studied the working environments of both sectors' along with strategic and sustainable plans. Especially defined areas existed NGOs, their role in development national, international and local level also been discussed with focussing the study objective.

NGO working mechanism in the field as; NGOs are working for socioeconomic development; basically, they equipped with primary data where they are and having basic development plans as UCDPs or VDPs on that behalf the external donors attracted to leverage their funds with such realistic and

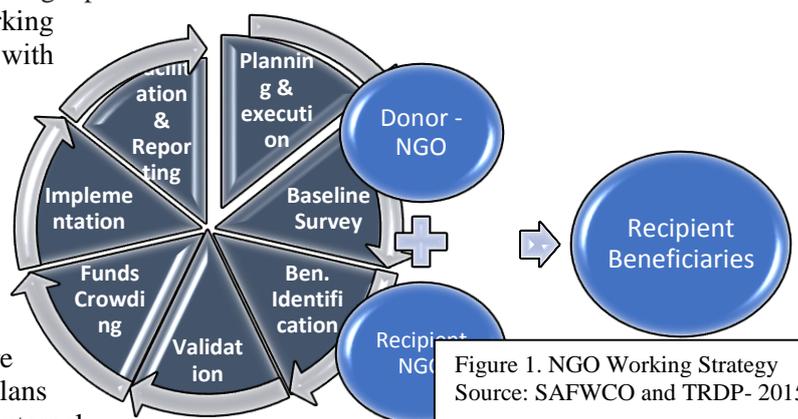


Figure 1. NGO Working Strategy
Source: SAFWCO and TRDP- 2015-16

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ground based organizations.

Figure.1 explains the working strategy at the organizational level and it further categorized according to the nature of project or program considering the donors aspirations from the field. This graph clearly urges on the data bank of basic survey what type of issues are there that are tracing back for specific project, second phase is identification of beneficiaries from primary surveyed area and identified ones would validate through different sources i.e 2nd line management or teams. When this process completed then reviewed all aspects of solution regarding fund crowding means which programs are running in the area and how specific problem would be resolved or required monetary assistance be gathered even internal or external “donor”. Once funds crowded or planned project with any funding agency that may be government or else planned to execute with settled targets accordingly.

Public Sector is known as state or the portion of an economic system controlled by national, state or provincial and local governments. Examples of organizations in the public sector included; Education, Electricity, Emergency services, Fire services, Gas and oil, Health care, Infrastructure and Law enforcement means the sub sections or departments under the control.

NGOs are highly diversified organizations, in Pakistan mostly organizations are doing projects rather they are long term or short term. The one common goal they are doing for the development of non-developed segment of the society. NGOs often have public trust because their working style is to mingle with community and sought out the solutions of their problems with their help which makes them a useful substitution for societal concerns (Hall-Jones, 2006). Except of this; four important roles of NGOs; these roles are; (1) social development, (2) sustainable community development, (3) sustainable development, and (4) sustainable consumption.

NGOs play vital role in global social development except of any or specific area of the people ; that helped facilitate achievements in human development as measured by the UN Human Development Index (HDI) (n.d.).

They also empower populations to regain control of their lives and can work with and strengthen local organizations. In addition, such NGOs can carry out projects more efficiently and at lower costs than government agencies promote sustainable development (Nikkhah & Redzuan, 2010).

In this vein, NGOs have main attention on the social and environmental impacts of business activity. However, other NGOs are willing to allocate some of their resources to working along with business to further corporate social responsibility (CSR) (Hall-Jones, 2006). Public Sector to work for the common interest of the people except of considering the specific as poor or unprivileged even its specific programs are available for them but doing well for the all citizens or dwellers. Public Sector always has been planned mostly long-term development programs rather than short term.

2. Role of Public Sector and Non-Government Organizations in Pakistan

NGOs perform a critical role in almost all areas of development. People and policy makers have been agreed on one thing that NGOs perform a very significant role in improvement and development, while the role of NGOs varies area to area, city to city over the years as the policies of government changes takes place. NGOs mostly depends on government’s strategic policies especially regarding social sector. In the socio-economic development both government and NGOs share their responsibilities, wherever they are working.

Prime role of a state is to make better conditions of the Socio-economic development and resource constraint for the countries like Pakistan, Bangladesh, India, Nepal and Bhutan, but this can be achieved by participation of all segments of the society. The limited capabilities of the government comparative to needs have made it difficult to respond effectively to the growing needs of population at grass roots level. Subsequent graph 1 shows the GDP growth trend in Pakistan about since last seventy years.

Many peoples do not segregate the concept and difference between NGOs and Non-profit Organizations; although these both terms are well known in the recent era; NGO stands for Non-Governmental Organization while the NPO abbreviation of Non-profit organization. Non-Governmental Organizations which are not part of government, but their funds mostly generated by government; also maintained non-governmental position and eliminate the need for government council. This type of organization is also known as civil society. Nearly forty thousand International NGOs are working in the world, mostly of them observed in India.

After the establishment of UNO in 1945; the non-governmental organizations became extremely popular. Before this time there were other organizations such as the Rotary International that started its operation in 1904. By the end of the year 1914, there were only (1083) one thousand and eighty-three NGOs existence but the number increased year to year as 2900 recorded in 2014 as per International Association. The authorised definition of international NGOs was defined on February 27, 1950, by the resolution 288 (X) of the ECOSOC. "Economic & Social Council".

Public sector varies as compare to NGO sector; Government that can lead the role would be able to set the agenda for state economies, industries, and citizens (Peck & Gibson, 2002).

Public sector overlaps with private sector in providing or producing certain services and goods and such practices varies from state to state, province to province and city to city. Subsequent table of Fowler; regarding the key characteristics of diverse sectors.

Key Characteristics of Sectors:

Sector comparisons

Areas	Government	Business	Voluntary*
Relationship basis	Mutual obligation	Financial transaction	Personal commitment
Duration	Permanent	Momentary	Temporary
Approach to external environment	Control and authority	Conditioning and isolation	Negotiation and integration
Resources from:	Citizens	Customers	Donors
Feedback on performance	(in)direct politics	direct from market indicators	'constructed' from multiple users

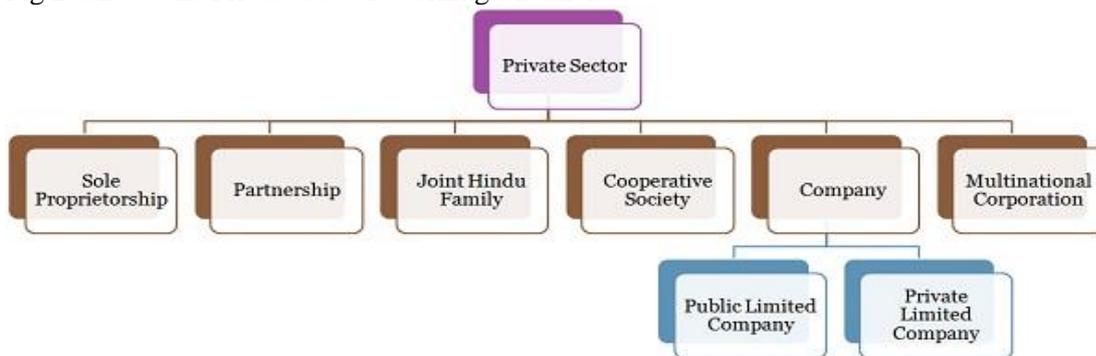
*service providers, not mutual benefit

Source: Fowler (1997) p. 27

Table1 shows the areas of working in which Public, Business Sector and Voluntary institutes involved and their level of intensity as well along with their working continuity and difference with the sources for lasting.

The subsequent Fig 2. regarding the private sector working strategic mechanism.

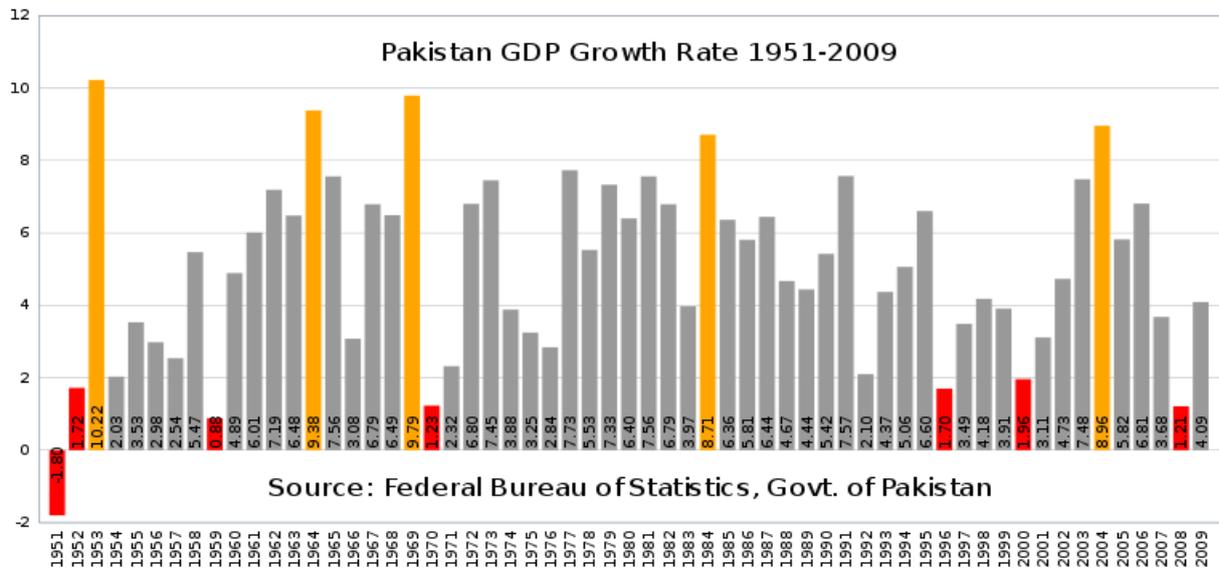
Fig 2. Shows the Private Sector Working Channel.



Source: www. Public Sector Records-2018

Fig.2 explains the private sector classes, how they managed and works with the others locally, nationally and internationally.

Graph1. GDP growth of Pakistan in last 70 years



Graph 1 shows ups and downs of the GDP of last seventy years; it clearly shows in which year it ups positively and in which year it fluctuates bad to worsen condition. In the year 1951 its position is to worse or in negation -1.80, and in 1953 as shows 10.22 that is historically peak position of GDP again it slopes down and in 1959 its calculation is as 0.88 after it grows and attained 9.38 in the year 1964 again that falls slowly and reaches 1.23 in 1970. It also ranked good condition in 1984 up to 8.71 also it is good during 2004 GDP strength is 8.96.

The HD Report 2003 emphasizes on employment challenges that maintain the donor-driven economic reforms might have spurred the growth in the seven South. Asian nations that host 22 percent of the world's population, but they have failed to decrease poverty and augment employment. This shows the declining performance of these states. There might be many causes for the unattractive socio-economic situation, but essential requirement is that must be taken some serious struggles not only to stands till the failing standard of living to grow up to develop the entire scenario.

Pakistan performed in 2015, both nationally and provincially and district-level HDIs are then used to shed light on intra-provincial human development across provinces to help assess progress both in 2015, as well as over the decade spanning 2005 to 2015. The HDI is calculated at the district level for each of the provinces for six waves (of alternate years) over previous decade: 2005, 2007, 2009, 2011, 2013 and 2015. This is an exercise to help in comparison of development trends over time, to assess which districts are converging in terms of human development, and to unveil disparities at the inter- and intra-provincial levels. The global HDR 2016 ranked Pakistan 147 out of 188 countries and classified as whole medium human development country. It indicates that Pakistan did not perform well in translating its national income into human development. This can be gauged from a decline of 10 places when the country is ranked in terms of GNI rather than HDI.16; This is supported by the fact that Pakistan's global HDI rank did not change between 2009 and 2014 according to the global HDI report.17 Regionally, Pakistan scored below the South Asian regional HDI average of 0.621 as well. In contrast, the regional counterparts in South Asia – Sri Lanka, India, and Bangladesh – did relatively better results with HDI figures of, 0.766, 0.624 and 0.579 respectively. These HDI placed them at a higher rank than Pakistan at the 73rd, 131st and 139th place in the world development rankings, respectively. On the other hand, according to the NHDR 2017, Pakistan stands at 0.681 HDI in 2015 which places it at a medium level of human development based on the classification adopted by this report. This figure differs from the global HDR 2016 figure of 0.538 calculated for Pakistan HDI due to the use of different methodology and data. Although, both national and global HDRs place Pakistan in the medium human development category in 2015, they still are not comparable due to different cut-off points used for defining the medium human development. For NHDR 2017, medium human development category is from 0.600 to 0.699 and for global HDI it is from 0.550 to 0.699. In addition, while global HDI shows that Pakistan's HDI was stagnant between

2009 and 2015, NHDR 2017 shows a gradual improvement in the human development from 0.600 in 2009 to 0.681 for the same period.

There are various types of NGOs regarding their working areas and requirements such as community-based organizations, intermediaries and supporting national and international organizations, these have basically, the same agenda to help the local people and to come out with self-sustainable socio-economic programs at various levels in which they work. Similarly, in Pakistan, the Rural Support Programs (RSPs) and other NGOs contributions are in the Northern Areas and in entire the four provinces where the evident of socio-economic development is present.

Hence, these NGOs at their own levels, except of state's open-arm policies, are performing vigorous roles in accomplishing social targets, though at micro level, while the grass roots organizations and intermediary NGOs are making numerous contributions to the sustainable development. Basically, these types of organizations are mobilizing local people and resource persons to backing projects with an object to enable the people as he/she may improve quality of life. As a result, people may link all the elements of sustainable development including ecology, economics, politics and culture, and enable individuals to cope with change.

The role of international NGOs is to create link among the disconnected global communities as they share their easily similar problems and take the awareness about global issues, such as deforestation, loss of bio-diversity and global warming means to disseminate the experiences as to learn from one to other. Thus, NGOs are the product of the perceived and demonstrated inadequacies of the state-tied traditional model of development partnership. Subsequent Graph 2 showing the unemployment rate in Pakistan



Source: Pakistan Bureau of Statistics-2016.

NGOs have emerged as a better alternative in tackling the basic issues facing by humankind today. NGOs have proved their effectiveness throughout the region in implementing donor-driven small projects as isolated development actor, whether they are to be able to make significant contributions in poverty alleviation and changing social indicators at national level in collaboration with the other two sectors; state, and business but with the involvement of local community for that programs being brought.

BRAC, the Grameen Bank model referred; the State-NGO partnership model, Gono Shastha Kendra (GK), SARVODAYA, SEWA, and the AKRSP. There are hundreds of local NGOs in Pakistan which are doing well, an example, by many measures, the Aga Khan Rural Support Program (AKRSP), about reaches 900,000 people in about 1,100 villages in the Northern Areas and Chitral District of Pakistan, near the Afghanistan border and SAFWCO, SRSO, SAFCO Support Foundation, TRDP, IET and other local organizations have played vital role of development in Sindh Thatta, Hyderabad,

Badin and Sanghar District distinctively provided services thousands and millions of people directly and indirectly respectively.

Being foreign funded, the NGOs in South Asia are widely condemned; in various areas their work is questionable and for this the state in that region is responsible for NGOs. However, it has been seemed, the issue of donor dependency is overstated in media as the research on indigenous philanthropy conducted by the Pakistan Centre of Philanthropy (PCP) in 1998 that had not verified the impression of donor dependence for the sector.

Study revealed that in Pakistan individuals have been given estimated Rs70 billion in cash and goods in which the foreign aid for 1997-98 made up for Rs.6 billion in grants. While comparing indigenous grants to foreign grants, Pakistanis gave 30 billion in money alone, more than 5 times of foreign aid.

It is private sector that often fills the gaps or grab the opportunities and they follow the four key principles for their qualitative performance; accountability, transparency, participation, and inclusion. Yet this believed that not only in Pakistan but all over the world third sector or independent party can play vital role for assessing and evaluating the results weightage and this proved in the favor of Public sector means personal interests inspire one quick and easy.

2. Comparative Analysis of Public and NGOs Sector

Governance is the process of decision-making and the process by which decisions are implemented, an analysis of governance focuses on the formal and informal actors that involved in decision-making or implementing the decisions that were made. It can be concluded that; formal and informal structures that have been in place to attain at and implement the decisions.

Government is one of the actors in governance; Other actors involved in governance varies; depending on the level of government. In rural areas, for example, other actors may include influential land lords, associations of peasant farmers, cooperatives, NGOs, research institutes, religious leaders, finance institutions political parties, and the military etc. The situation in urban areas is change comparatively and more complex. At the national level, in addition to the above actors, media, lobbyists, international donors, multi-national corporations, etc. may play a role in decision-making or in influencing the decision-making processes.

All actors other than government and the military are grouped together as part of the "civil society." Additionally, in some countries the civil societies, organized crime syndicates also influence decision-making, particularly in urban areas and at the national level.

Good governance is about the processes for making and implementing decisions. It's not about making 'correct' the decisions, but about the best possible and transparent processes for making those decisions.

Good governance is an indeterminate term used in international development literature to describe how public institutions accordingly conduct public affairs and manage public resources.

Good governance is accountable; Accountability is a fundamental requirement of good governance. Local government has an obligation to report, explain and be answerable for the consequences of taken decisions. It is made on behalf of the communities and considering their capabilities and capacities. This is clear from the Fig.3 "Good Governance". Good governance is considered primarily in NGO sector from

bottom to top all are interdependent and responsible but focussing with delegating authorities focussing decentralization.

Good governance requires mediation of the different interests in society to reach a broad consensus in society on what is in the best interest of the whole community and how this can be achieved. It also



requires a broad and long-term perspective that what needed for sustainable human development and how to achieve the goals of such long-lasting development. This can only result from an understanding of the historical, cultural and social contexts of a given society or community. Good governance follows the rule of law; This means that decisions are consistent with relevant legislation or common state law and are within the powers of council.

In the study area NGOs are working since last two decades in various areas of the development in the deprived communities of the study area with diverse kinds of communities. Projects implemented in the areas; Social Mobilization, Microcredit, Social enterprises, Livelihood enhancement, Disaster risk reduction, Disaster management, Livestock rearing and management, Agriculture maximization, Community Health Centres and education, Education for all, Capacity Building or training programs, Benazir Income Support program, Drought and mitigation, Digital Hub, Social Enterprises Development etc.

Public Sector is a very vast responsive sector of the state and it must provide its services to entire state and NGO sector is limited and minimum number of institutes in specific area of the country and for the appropriate segment of the community; so, because of this both sectors cannot be bifurcate as whole. Specifically, study prove the area wise learnings and strategically provided results are for the direction setting or getting maximum results from replicating programs that may at Public or NGOs Sector level. Table 3. showing the Health sector comparison of last decade.

Table 2. Tauka wise active & non active organizations- Sanghar District

S/no.	Name of Taluka	No. of Active NGO	No. of In Active NGOs	No. of Total NGOs
1	Jam Nawaz Ali	12	0	12
2	Sanghar	96	27	123
3	Tando Adam	33	24	57
4	Khipro	42	8	50
5	Sinjhorro	14	20	34
6	Shahdadpur	69	74	143
Total		266	153	419

Table 3. Ten Years Health Sector Comparison (NGOs and Public Sector)

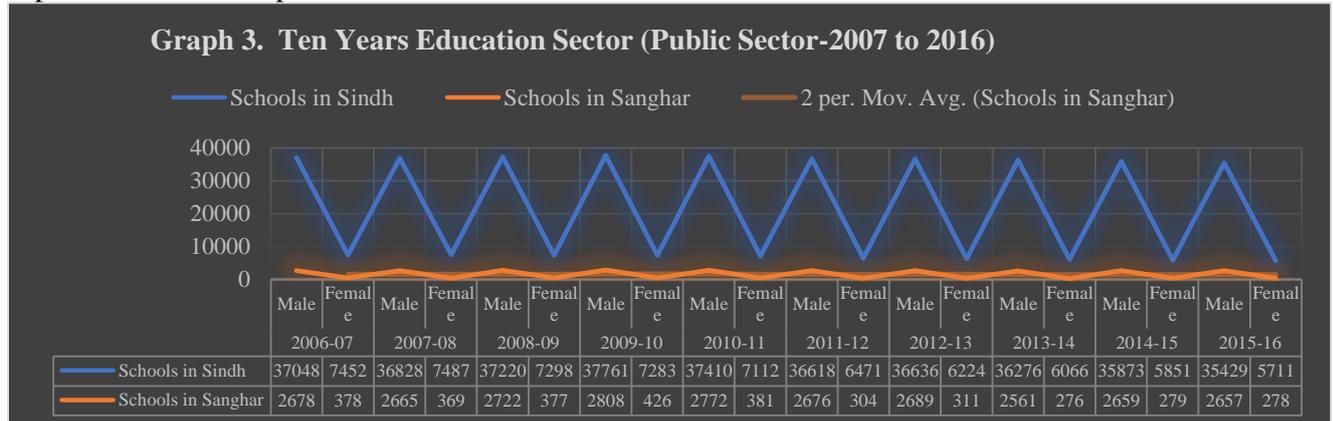
Sector	Input	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Public Sector in Sindh	Health Facilities (Hospitals, RHCs, BHUs, MCHs, Disp. & TB Clinics)	1186	1582	1606	1606	1631	1244	1745	1746	2028	2160
	Employees	12708	18518	18202	18433	13183	13692	14008	14440	14775	14819
Public Sector in Study Area	Health Facilities (Hospitals, RHCs, BHUs, MCHs, Disp. & TB Clinics)	82	103	104	104	106	111	101	102	107	109
	Employees	666	777	777	796	694	686	1006	717	718	711
NGO Sector in Study Area	Facilities (CHCs)	2	4	7	12	15	12	10	8	4	4
	Employees	10	20	28	60	60	55	50	42	26	20

Source: 1. Directorate of General Health Services Hyderabad & Pakistan Bureau of Statistics-2015-16
2. NGO PR reports-2015-16

Table 3. shows the facts figure and contribution role played by Public Sector in Sindh and in research area along with NGO sector share in perspective of infrastructure, facilities and employment in study area with the help donors and that clearly defines the NGO sector proficiency in specific area.

Also, comparison and change trend observed from the table 4 & Graph 3.

Graph 3 shows the Comparative Role of both sectors in Education Sector.



This shows the Schools in Sindh and Sanghar gender wise; Schools included Primary, Middle, Elementary, High schools, Secondary Schools, Colleges and Technical Colleges as well.

Except of this NGOs playing vital role in community related activities; that results are shown in the table 4.

Table 4 Comparative Analysis of NGO and Public Sector Performance at community level programs.

NGO Sector						Public Sector			
S/no	Descriptions	Male	Female	Total	Female %	Male	Female	Total	Female %
1	Community Groups organized	3,708	2,144	5,852	36.64	45	8	53	15
2	Community Groups Members	72,027	44,776	116,803	38.33	314	112	426	26
3	Savings	1,147,538	722,105	1,869,643	38.62	5500	3500	9000	39
4	Community Groups involved in internal lending	160	120	280	42.86	0	0	0	0
5	Amount involved in internal lending	1,600,000	900,000	2,500,000	36.00	0	0	0	0
6	CNIC formed	44,411	39,420	83,831	47.02	0	0	0	0
7	Vote Registration	8,983	5,675	14,658	38.72	15434	12360	27794	44
8	VDPs formed	3,650	2,403	6,053	39.70	0	0	0	0

CB		35,859	31,791	67,650	46.99			0	0
1	Rights	1,875	1,067	2,942	36.27	0	0	0	0
2	Nikkah Nama	1,917	1,063	2,980	35.67	0	0	0	0
3	Law of Inheritance	1,755	908	2,663	34.10	0	0	0	0
4	Spatial Planning	556	303	859	35.27	0	0	0	0
5	CMSTs	1203	851	2,054	41.43	0	0	0	0
6	Activist Conference	1478	933	2,411	38.70	0	0	0	0
7	Education (Girls Enrolment)	8575	12331	20,906	58.98	7450	9670	1712	56
8	Microcredit	10500	9735	20,235	48.11	0	0	0	0
9	EDT	8000	4600	12,600	36.51	0	0	0	0

Source: Primary data 2016

NGOs started work in Sanghar district in the last two to three decades with above cited motives' attraction and grows their density accordingly. How NGOs input into the community is comparatively better or shoddier than Public Sector as per the local dweller is given below. Model Summary regarding NGO programs' success ratio comparative to Public Sector.

Table 5. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.806 ^a	.650	.625	.305	.650	25.987	3	42	.000	1.853

Success ratio of NGO programs at community level compare to Public Sector

Multiple regression model summaries in table 5.8 and it explains NGOs and Public-Sector comparison in leveraging the funds and trickle down the proper development according to the need & priority basis of the community. It shows that overall r correlation and F change consequences are very good, and significance of F change is up to standard level. The overall results of this model show its suitability; so, it can be said that the perfection of model is fit and good. While the value of $r = .806^a$ This concludes that there is a strong and positive correlation of NGO performance as compare to Public Sector.

This table explains a concept of performing transparency of doing their work in the targeted area or field in place of public sector induction. Even Government is working more than in the field but found close eye monitoring and mentoring in the NGO programs is the key indicator of succession; along with this need-based implementation of the program is essential for succession. Only one thing observed there and that is some duplication among the beneficiaries as found the case of SAFWCO and UNICEF in the Shahdadpur subdivision and its exemplary village is Ali Muhammad Khaskheli.

Table 6 Shows Analysis of variance regarding role of NGO & Public-Sector

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.895	3	2.965	48.211	.000 ^b
	Residual	2.583	42	.062		
	Total	11.478	45			

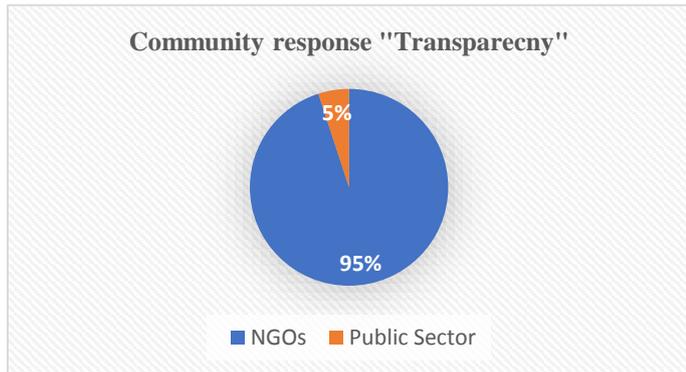
a. Dependent Variable: NGOs’ role vs to public sector
b. Predictors: (Constant), NGO programs results, Significance of NGO role for poor community dev, NGO two-fold role with public sector

Table 6 shows that the ANNOVA is comprises on two parts explained and unexplained, while the explained part magnitude is augmented comparative to unexplained magnitude. On the other hand, the value of F changes 48.211 and significance level .000 less than the alpha value, so that the study is statistically significant.

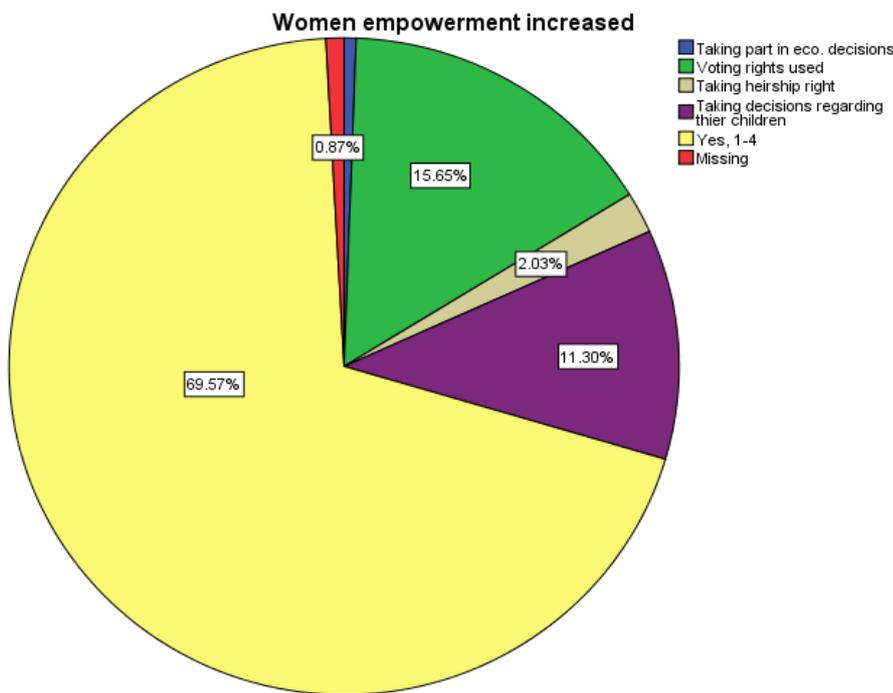
Also, subsequent graph clearly shows the transparency of the NGO with Public Sector based on primary data collected from Sanghar District.

Graph 4. NGO Transparency Comparative to Public Sector

Source: Primary Data 2016



Graph 4. explains the transparency as compare to Public Sector’s program; this data has been collected from the ten NGOs four from international and six from national and local level organizations. Collected result clearly explains the Satisfaction and thus it falls in only two categories in Satisfaction and Strongly Satisfaction it means hundred percent treated population is agree with the idea satisfaction found in 95 percent and 5 percent is in negation.



Graph 5 shows picture of the study area that what level increased of women empowerment; results are concluded as women taking part in economic decision as of having them in cash, kind or heirs which belongs to them as livestock, parental heritage; means they can take decision as they wish. Also; they vote according to their wish and will except by any other directions and they can take decision for their children as their care,

education, marriages and living. It was observed that now the main issue of the women is heirship; especially in maternal or parental property share that have not provided them but now they are demanding for themselves and their children safety. Results of the area as 1percent people think they developed and taking part in economic decision, 15.65 percentage of people thought they empowered only in voter registration as they use as per any legal need. 2.03 percent think only developed for heirship and 11.30 percentage view for taking decisions for their children. Mostly part of the

population as 69.57 percentage is thinking women empowered in these all areas which explained individually as above.

As discussed in detail regarding the women empowerment and above graph 6 detailed discussed as above segment wise means in which area what level of development observed.

3. Community based network among the community compare to Public Sector:

In different times, various organizations in diverse areas of the Sanghar district implemented many programs or projects for community development; they may be in the sector of education, agriculture, microcredit or any other but basic motive is to work for the betterment of deprived community. During this numerous organizations made community-based groups, organizations for implementing the activities. Most of the work has been done in the shape of community led or kept in front. Groups were made in the shape of Village Development Organizations (VDOs), Village Committees (VCs), Union Council Development Organizations (UCDOs), Disaster Management Committees (DMCs), Volunteer Groups (VGs), Common Interest Groups (CIGs), Farmer Organizations (FOs), Community Organizations (COs), Village Organizations (VOs), Local Support Organizations (LSOs). These are the local institutes and groups which are working along with the NGOs and INGOs in playing role with them in crowding the financial assistance into the communities for diverse purpose of programs which are already mentioned above in the interventions of the organizations.

Research conducted in district Sanghar, specifically in those areas where diverse organizations implemented different programs regarding livelihood of the people in the study area. The all programs have been done in the community after conducting survey and making union council development plan called UCDP. After that they started to work actively for attaining their development plans; the disguise objectives are as;

- Member development plan
- Village development plan
- Union council Development plan
- Saving utilization plan
- Community local development
- Participatory Rural Appraisal
- Exposures
 - Internal
 - External
 - Local
 - International
 - Intra organizations
- Crowd funds with other institutes
 - Develop linkages with GLAs and other donors
 - To boost fund raising at their own level
 - Grant matching



Th main difference of the union councils is availability of exclusive development plan at local level. The benefit of detail plan is that local organization will submit same plan to district government and district education or any other department because they assure the external organizations they can do something for their local peoples. Also, they showed what they attained or residual for which they are trying and approaching to the institutes.

Community based institutes increased because this included in organizations basic requirements to funds grabbing for development of their locality. It was observed in the study area that they have made diverse community-based organizations as CCBs, COs, VO, CCs, LSOs, settlement groups, enterprise groups, FOs, means various types as per need groups formed. Many local institutes

registered under the social welfare act and mostly are un registered and came into being only for the sake of program implementation requirement and replication as trend to adopt.

4. Different Tier Organizations (CO, VOs and LSOs)

Organizations always work with the local community and locality ever in the shape of group and that may in CCB, Village Committee, CO, VO, LSO and in 2010 concept started three tier Organizations.

Table 5.18 Community Based Institutes and their membership in Study Area

S/no	Descriptions	Male	Female	Total
1	No. of COs formed	3,708	2,144	5,855
2	No. of CO members	72,027	44,776	116,803
3	No. of VOs formed	244	66	311
4	No. of VO members	6,904	2,460	9,397
5	No. of LSOs formed	9	3	12
6	No. of LSO members	166	76	242
7	VO Registration	52	7	59

Source: Survey 2016

Community Organization (CO); the group of 12 to 20 peoples of diverse households from the same village & the mechanism is as one is from them is President; other is General Secretary and third one is Treasurer further any one can selected as per community demand otherwise remaining peoples will be the part that group as member. Following picture 5.1 explaining the local organizational structure of the community union council, village and settlement level-based institutes.

Community Organizations should ensure the exclusive development plan as they should submit same to the diverse Non-Government Organizations and Public Sector as to enhance and insure their plans for the deprived segment of the population.

For the development of exclusive plan local organization to gather all COs & VOs in the supervision

of donor or local implementor equipped team and the presence of all segment of their locality as Teacher, Farmer, Doctor, Labourer, Policeman, Molvi, Student, Landlord means each corner and relevant person should participate in the development dialogue and finalized plan for the local support organization and partner organization. That plan also known as live document because that document will change as time passes on; it all because of needs and priorities, situations and occurrences will vary as time passes. This all



because of ensuring the qualitative process. There were so many initiatives has been taken by the local institutes;

- Facilitation to external organization which are working for the humanity development
- Basic rights as to assist the community members to attain their rights may they onto the public or privates.
- Tree plantation on self-basis
- Registration of Nikkah Nama and CNIC

- To assist in developing the inclusive and exclusive development plans of the communities.
- Awareness raising programs for the socioeconomic development.
- To grab resources of the benefiting to the local community.
- Livestock Vaccination
- Formation of DRR plans and DRR committees at diverse tier levels.
- Initiatives for the kitchen gardening
- Enrolment of Girls in primary Schools



Conclusion:

Non- Governmental Organizations have evolved in the natural course of time and space to meet the needs of the local peoples especially deprived and far flung areas and short-term development programs for the community or society. NGOs raised as an alternate sector for the peoples' voice and address their needs. Public Sector has come to accept NGOs as their helping support, to many of their developmental projects only with minimal changes as with close eyes look for ensuring transparency. NGOs' presence is felt to be inevitable but need to be validated their selective merits and self-credibility. Being non-profitteering voluntary NGOs, their credibility depends on their stable self-supporting ability to maintain themselves to the required span of time till they achieve their targeted goals in decide and design framework. But their main problem is dependency on uncertain external donors and speciality is short process of trickle-down benefits to the targeted community with huge benefits to service provider as well in terms of salaries and facilities.

Context of Pakistan, organizations have many opportunities and better institutional options for the improvement of community development in diverse geographical settings and conditions. They should intervene and involve in selective and grassroots level feasible activities, which will enhance and activate sustainable capital of the local people. Such activities could be creation of awareness and development of human resources rather than external oriented activities. Similarly, they require strong and close coordination with NGOs or public Sector institutes are working for the same purpose or in area to create synergy of efforts for the purpose of successful and resultant implementing. Public Sector have long process of availing the beneficial benefits of the product provided to local people. Public Sector work force is working inefficiently as compare to NGO sector. So, the results are incomparable accordingly.

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