

# SWOT Analyses of CSOs for Better Ethics, Values & Systems for Sustainability

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## Abstract

Civil Society Organizations (CSOs) do play key role in coordinating with the Government, Resources and People for its effective reach with better utilization. Availability of the resources in our Nation is not the problem, but it limits in creating accessibility and affordability with need based service delivery channels (SDCs) matching to the needs, skills and vulnerabilities of the people. The business oriented development and its non-distribution & non-uniformity over the geography and people has resulted for poverty, inequality, marginalization, conflicts, rivalry, violence, social disharmony, reduced values, poor sustainability and lowered quality of life (QOL). Exploitation of natural resources on the name of 'development' has ended with hazards, disasters and global warming and further affected the health & wealth of the People & Environment. What happened / happening in the Himalayan region Uttarakhand is the clear

cut reflection of deviations from the need based or people oriented development. Then several questions arise that whether development should be stopped or to be continued? Who should invest the resources? What should be the prime motto of the development? What are the modalities? Who can be the best people or institutes to moderate? What are the systems to be followed? What shall be code of Ethics and Values? The search for better solution ends at the CSOs which are very near to the people with better understanding of their needs, challenges and vulnerabilities. At this stage, CSOs having greater responsibility, needs to have a set of code of conduct with values which will drive to improve their Governance with improved accountability and transparency. In this direction, models have been developed and adopted with the selected CSOs working in the State of Andhra Pradesh on various issues of Community Development. The processes of assessment, training and development of CSOs

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*with participatory tools have rustled for their recognition with better brand value and further to protect the health & wealth of the People and Environment. The developed models and suggested code of conduct are well accepted and justified to move forward with other CSOs.*

## Introduction

In the process of development, the business model has taken upper hand with low priority for ethics and values. The shift from the people's oriented development to wealth oriented development has created gaps among the people in general and more significantly in the rural villages. The inequidistribution of the results of development for the people over the geographical area and exploitation of natural resources has resulted for violence, rivalry, crime, hazards, and disasters and further lead for poor sustainability and quality of life (QOL). Over the period such events have become very common and disasters recently occurred in the Himalayan regions of Uttarakhand is the best lesson before us to open the eyes and to realize the need of protecting such challenges by balancing the resources with the need based development and keeping the sole aim of maintaining the "*health & wealth of the People & Environment*". Then several questions arise that whether development should be stopped or to be continued? Who should invest the resources? What should be the prime motto of the development? Then what are the modalities? Who can be the best people or institutes to moderate? What are the systems to be followed? What shall be code of Ethics and Values? .... It continues among the people particularly who are at the receiving end. Our Nation has got sufficient resources to

cater the needs of its people but not their greed. It means a small group's greedy is causing all the difference of pushing majority of the people towards struggling for their critical needs with poor availability, accessibility and affordability (3As).

Then question arises that who can do that job of coordination, networking and facilitation among stakeholders with effective and needs based service delivery channels (SDCs).

The search for better answer ends at Civil Society Organisations (CSOs) who are very near to the people with better understanding of their needs and vulnerabilities.

## Role of Civil Society Organization

Civil Society Organizations (CSOs) are the legally framed institutes under the Society Act or Trust Act or other such Acts formed with the main motto of non profit. They have been also commonly known as Non Governmental Organizations (NGOs).

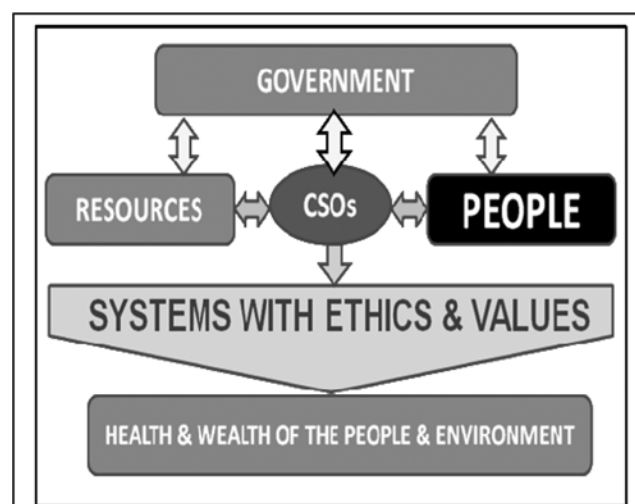


Fig.1: Role of CSOs in Sustainable Development.

To answer many of the questions listed as above, CSOs are expected to be the better Coordinator, Networker and Facilitator

among the Government, Resources, and People for developing, implementing, monitoring and evaluating (DIME) the systems and service delivery channels (SDCs) for reaching the targeted groups both quantitatively and qualitatively and further to balance the health & wealth of the people & environment with better sustainability and quality. This concept and frame work is shown in Fig. 1.

The broader functional framework of the CSOs with need based systems is shown in Fig. 2 and more will be discussed in due course of the paper.



Fig. 2: Civil Societies Organizations – Ethics & Values

## Ethics and Values

In view of the complex and dynamic needs and vulnerabilities of the people as well as their surrounding environment, CSOs have got a significant role in reaching the targeted groups with need based and matching solutions with better sustainability and quality. ‘Ethics’ are the do’s and do not’s and ‘Values’ are the developing, implementing, monitoring and evaluating (DIME) the works done with

evidence based systems at all levels including accountability and transparency.

Before going further, some of the key principles (after INTOSAI) need to be followed by the CSOs were listed below as:

- CSOs shall perform their duties under a legal framework that provides for accountability and transparency with nonprofit motto.
- CSOs shall elect or nominate the right persons for the right position in its Governing Body, Executive or Managing Committee, and other sub-Committees.
- CSOs shall make public their mandate, responsibilities, vision, mission and strategies.
- CSOs shall adopt audit standards, objectives, processes and methods that are objective and transparent.
- CSOs shall apply high standards of integrity and ethics for staff of all levels.
- CSOs shall ensure that these accountability and transparency principles are not compromised when they outsource their activities or represent other agencies.
- CSOs shall manage their need based operations economically, efficiently, effectively, creatively, innovatively in accordance with laws and regulations and report publicly on these matters
- CSOs shall report publicly on the results of their audits and on their conclusions regarding overall activities supported / sponsored by Government and other agencies.

- CSOs shall communicate timely and widely on their activities, outcome, impact, achievements and audit results through the media, websites and by other means.
- CSOs shall make use of external and independent advice to enhance the quality and credibility of their work with sustainable strategies and solutions.
- CSOs shall mobilize and utilize funds and resources legally matching to the needs and vulnerabilities of the people and environment as approved in its Bye Laws & Memorandums.
- CSOs shall invite the targeted groups as well as other stakeholders to participate at all levels of its operations / activities including Social Auditing.
- CSOs shall keep all its records reflecting activities, outcome and impact open for inspection as per the RTI and other guidelines.

Other version of code of conduct for CSOs includes a series of norms related to community involvement, fairness and equity, ethics, transparency and accountability, governance, independence, communication and gender. Some of the provisions include:

➤ **Transparency and Accountability:**

- CSOs shall maintain and make available to all concerned bodies periodic audit of financial and activities reports.
- CSOs shall conform to the constitution, laws, rules and regulations of the Government and other Legal Bodies.

- CSOs shall maintain effective connectivity with the targeted groups as well as other stakeholders.
- CSOs shall display all its activities supported with evidence based systems, outputs, impact and indicators.

➤ **Good Governance:**

- CSOs shall have a written constitution or a memorandum of association that clearly defines its vision, mission, aims & objectives and organizational structure.
- CSOs shall have effective HR and Financial Policies with implementation mechanisms.
- CSOs all transactions shall be free of conflicts of personal and professional interest.
- CSOs shall have effective need based service delivery systems with better sustainability and quality.

Implementation of such principles with ethics and values is expected to improve the governance of the CSOs with better accountability, transparency, quality, brand image and sustainability.

**CSOs - SWOT Analysis**

To implement such principles of ethics and values, CSOs needs to have some strengths and capacities for improving their governance with better accountability and transparency. As shown in Fig. 3, the SWOT (Strengths, Weaknesses, Opportunities and Threats) Analyses need to be referred to its internal environment as well as external environment. The first two refers

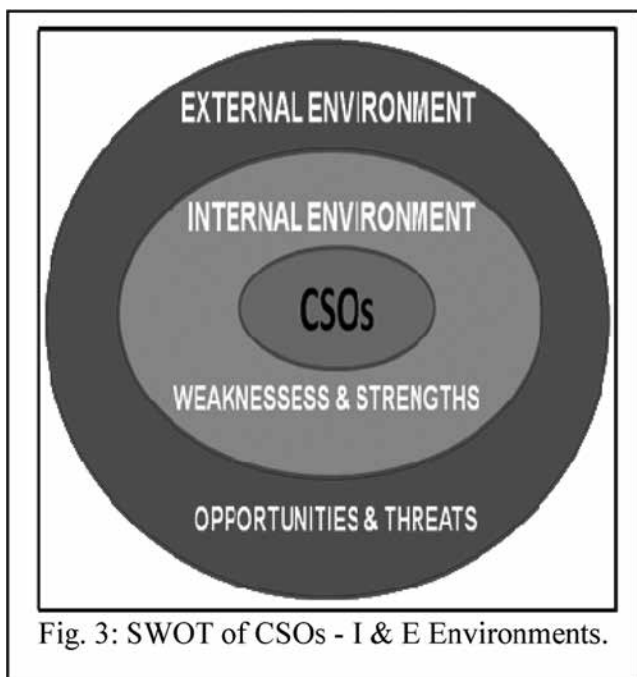


Fig. 3: SWOT of CSOs - I & E Environments.

to its CSO’s internal environment and later two refers to external environment respectively. In majority of the cases, people are unable to maintain its internal environment with better ethics and values as it is significantly affected with its external environment with whom it is working or getting support. Due to complex and dynamic challenges and vulnerabilities, rehabilitation of the people and environment is consuming lot of energy and resources which reflects the mode of development from ‘need based’ to ‘businesses’ model.

The opportunities for the CSOs though unfortunate are plenty as the vulnerabilities and demands are increasing day by day in majority of the areas like water, sanitation, nutrition, health, shelter, education, employment, power and further with global warming which is alarming.

Knowing the complexity of the external environment, priority is given for internal environment by assessing, training and

developing the selected CSOs working in the State of Andhra Pradesh covering both urban and rural environments.

**Assessment, Training and Development - CSOs**

The procedures and methodologies adopted while assessing, training and developing the selected CSOs is shown in the form of flow chart in Fig. 4. The total process has been divided in to four areas which include Legal, Administration, Technical and Financial. The initial assessment of CSO’s systems and documents helped to find out the present position and gaps.

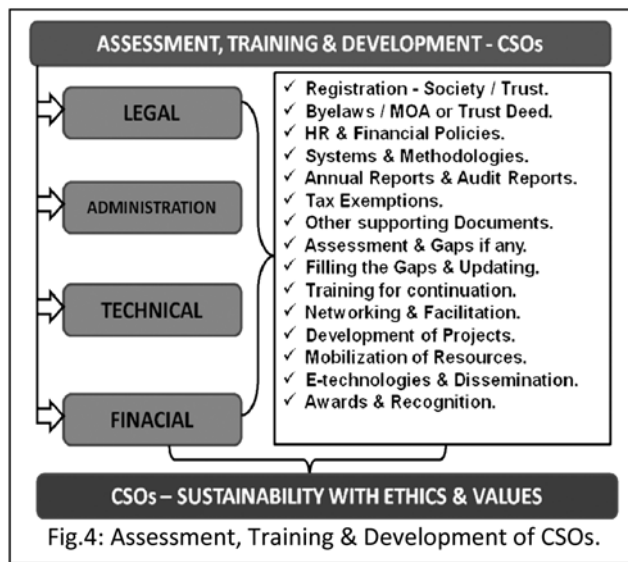


Fig.4: Assessment, Training & Development of CSOs.

After filling the gaps and updating them based on the present challenges, vulnerabilities, and requirements of the people and their surrounding environments, helped to put the CSOs on the need based track matching to the provisions covering both legal and technical. Based on the needs, skills and vulnerabilities of the targeted groups, matching projects have been developed for mobilizing the required resources from all sectors including both

National and International. The Founder, President, Secretary and other technical persons from the CSO were involved in the process and later they are able to continue with effective facilitation.

Training, networking and facilitation on continuous basis lead for CSOs sustainability both quantitatively and qualitatively with ethics and values. Some of the CSOs have got the recognition both nationally and internationally by way of awards, supports and appreciations with better brand image. The process of assessment, training and development of CSOs is going on with better innovation and creativity. The models and approaches adopted have been well accepted by the CSOs as well as other concerned stakeholders.

The CSOs shall have Code of Conduct or Ethics Policy (after NWADO) covering the several areas which include: *Vision, Mission, Aims & Objectives; Legal Status; Governance; Organizational Integrity and Independence; Management and Human Resources; Financial Management and Accountability; Development and Partnership; Participatory Approaches at all levels; Auditing including Social Auditing; Communication and Networking; Conflict of Interest; Enforcement of the Code and Revision of the Code.*

### Conclusions and Suggestions

- Our Nation is having sufficient resources to cater the needs of the people but not their greed,
- The challenge is with poor accessibility and affordability for the resources with need based service delivery systems,
- The results of the development are not uniform over the geography and people,
- The deviation of development from the 'need based' to 'business' affected the health & wealth of the People & Environment,
- Over exploitation of natural resources on the name of 'development' has ended with hazards, disasters and global warming and further affected the health & wealth of the People & Environment,
- These processes have resulted for poverty, inequality, marginalization, conflicts, rivalry, violence, social disharmony, poor sustainability and lowered quality of life (QOL) in general and particularly the women group,
- What happened / happening in the Himalayan region of Uttarakhand is the clear cut reflection of deviations from the need based or people oriented development,
- Then several questions arise that whether development should be stopped or to be continued? Who should invest the resources? What should be the prime motto of the development? Then what are the modalities? Who can be the best people or institutes to moderate? What are the systems to be followed? What shall be the code of Ethics and Values?,
- The search for better solution ends at the CSOs which are very near to the people with better understanding of their skills, needs, challenges and vulnerabilities,

- The SWOT Analyses of CSOs reflects that its internal environment is significantly depends on external environment,
- CSOs though unfortunately have got several opportunities as the complexities and dynamics of the critical needs and vulnerabilities are ever increasing in majority of the areas like water, nutrition, health, sanitation, education, power, etc.,
- At this stage, CSOs having greater responsibility, needs to have a set of code of conduct with values which will drive to improve their Governance with effective accountability and transparency,
- In this direction, models have been developed and adopted with the selected CSOs working in the State of Andhra Pradesh,
- The processes of assessment, training and development of CSOs with participatory tools have resulted for their recognition with better brand value and further to protect the health & wealth of the People and Environment, and
- The developed models, strategies and procedures are simple, well accepted and justified to move forward with other CSOs.



## MORNING MOTIVATION

When I woke up this morning lying in bed, I was asking myself: What are some of the secrets of success in life? I found the answer right there, in my very room.

The Fan said...

Be cool

The Roof said...

Aim high

The Window said...

See the world

The Clock said...

Every minute is precious

The Mirror said...

Reflect before you act

The Calendar said...

Be up-to-date

The Door said...

Push hard for your goals

AND NOT TO FORGET

The Carpet said...

BEND DOWN AND PRAY.

Source: Internet