

## Article

# Society for Health and Development: Developed or Stagnated

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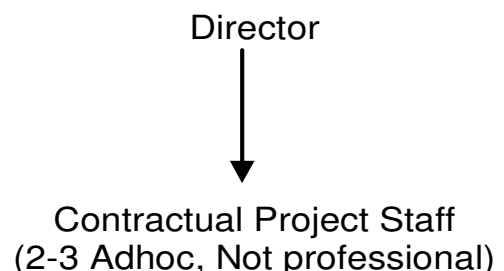
## INTRODUCTION

Founded in 1995, Society for Health and Development (SHD) is a non-profit NGO working for health and development in the state of Jharkhand, India. SHD was established with a vision and mission to empower people and communities through collective action. Previously, SHD had organised training programmes and undertaken activities like field action project/research, advocacy, and networking. The organisation also got good funding support from various trust and funding agencies. The organisation's websites shows that it is a professionally managed organisation with well known people and NGOs associated with it.

## Issues

Despite the claims made by SHD, its field presence is not visible and it is not professionally managed. The organisation does not have any Human Resource (HR) policy and organisational processes in place; everything is adhoc, decided by the director which also led to some serious implication for the organisation. The organisation also claims that it has its rural campus which in fact is director's house in his own village. It is viewed by many other NGOs and partners that it is a one man (director, who is also head of SHD) organisation. The director also has good connections within funding agencies, which he uses for fund mobilisation. Director is a trained development professional and has received leadership training. He also provides consultancy to other NGOs for organisational development. Director has also accumulated lot of personal wealth. Three years back the director got a population leadership fellowship in Germany and the organisation was managed by him from Germany with two staff in Jharkhand. After coming back to India, he tried to look for some more funding for the organisation at the same time he was looking for consultancies and big-

## Organisation Chart



ger opportunity for him. He shifted to Mumbai two years back for better opportunities and consultancies.

## CONCLUSION

Presently organisation is inactive, and its director is working as consultant for International organisation.

**Objective:** Initiate directed discussion, debate, Critical thinking and analysis.

## Questions:

1. Why After ten years of operation and funding support, organisation is not able to sustain and grow.
2. Why no structure, system and second line of leadership were developed in ten years of its operation.
3. If you are director of SHD, what will be your course of action to make the organisation sustainable and run it effectively?

Disclosure: Issues discussed in this case are real but name of the organisation and location has been changed.

The case study can be used to study and understand the following.

1. NGO Ethics
2. NGO Governance
3. Effectiveness of Fund Distribution
4. Organization structure

The case study also shows that

1. It is not necessary that leadership and organisational skill of the head of the organisation will get translated in his/her organisation.
2. Individual interest, character and motive play an important role in organisation development.
3. The case also shows the other side related to non-profit sector.