INDEX

Advocacy, 19, 22, 80–81
Age, 59–61
Anonymity, 10, 34
Association for Voluntary Agencies for Rural Development (AVARD), 16–18, 20
Awareness, 103–104

Behavioural influences, 2, 6, 43–44, 46, 89, 104
Building Resources Across Communities (BRAC), 8–9
Bureaucratic ways, 97

Capacity building, 6–7, 19, 31–32, 36, 64
Caste systems, 97
Chakra model, 26–27
Change agents, 33–35
'Characteristics, traits and qualities', 64–65
Chief Managers, 61–62
Choices and opportunities of NGO managers, 74–77, 80, 83
Citizen Amendment Act (CAA), 97
Closed system
  human resource development, 6–7, 69
  human resource management, 6–7, 24–25, 69
  open system, 86–88, 99–100
  philosophy, 26, 45–46, 85–86
Colonial
  post-independence, 16–17, 99
  pre-colonial, 16–17
Communication skills, 70
Community, 1, 89
  development, 15–16, 30–31, 43, 101
Community development workers. *See* Change agents
Competencies
  'good human relation', 67–69
  of NGO managers, 67–71
  'planner' and 'leadership', 67–69
Competition among staff, 84
Complexities, 103
Contextual factors, 6, 12, 67, 71, 102, 105–106
Contextual influences on managerial effectiveness, 89–100
  external contextual influences, 95–100
  organisational context, 92–95
  personal context, 90–92
Contingency plans, 53
Core Committee, 34–35
COVID-19 epidemic, 1
Culture, 6–7, 15, 32, 96
  person culture, 80–81
  role culture, 81
  societal, 99, 103

'Daana' (giving), 8, 9, 15–16, 16–18, 34, 38, 66
Data, 47
  analysis, 93, 99
  categorisation, 53–54, 57
  demographic, 43, 54
  generation and collection, 52–53
  qualitative, 56

quantitative, 56
tabulation, 53–54, 57
Deductive approach, 46
'Deepastambha', 15
Demands and constraints, degree of on effectiveness issues, 78
findings, 79
'Devadasis' of Nayaka ruling, 16
Discrimination, 20–21
District AIDS Prevention and Control Units (DAPCU), 24, 43–44
Diva, 10, 35–36, 43–44, 59–60
Dominant managerial philosophy of NGO managers, 85–89

Education, 63–64
Effective manager, 33–34
Effectiveness for NGO managers
contextual influences on managerial effectiveness, 89–100
emerging model of managerial effectiveness for NGOs, 100–104
managerial effectiveness parameters, 64–88
participants' profile, 59–64
Effectiveness of HIV/AIDS NGOs and managers in India, 8–9
Emerging model of managerial effectiveness, 100–104
awareness, 103–104
complexities, 103
preferences, 101–103
Epistemological reasoning, 44–45
Ethics, 54–55, 93
External contextual influences, 95–100
Extrinsic motivators, 74–76, 81, 104

Findings, 2–3, 46, 59–60, 66
age, 61
degree of demands and constraints, 79
dominant managerial philosophy, 89
education and professional qualifications, 63
gender, 60
issues related to external factor, 100
issues related to managers' personal context, 92
issues related to organisational environment, 94
managerial perception, 68
managerial skills and competencies, 71
motivation for effectiveness, 76
nature of interorganisational influences, 86
organisational criteria, 74
present job role, 61
total work experience at NGO, 62
Fund-raising issues, 97

'Ganikas' in Mauryan era, 16
Gaza Strip, 66, 73
Gender
bisexual, 17–18
gay, 9, 17–18
lesbian, 9, 17–18
transgender, 17–18
Gender, 59–60
Goa state, 9–10, 14–15
community development in, 43
'Good human relation' competencies, 67–69
'Good organiser', 67–69
Government intervention, 22–23
Government restrictions, 97

Hierarchy
of contextual influences, 3
influence of contextual factors on clusters of parameters, 102
vertical, 31–32

High-risk group members, social responses of, 19–21
HIV/AIDS management in India
government intervention, 22–23
management effectiveness, 23–24
NACO, 23–24
social responses, 19–21
stigma and discrimination, 20–21
Sustainable Development Goals, 22
Holistic
approach, 9–10
managerial effectiveness, 103–104
Human immunodeficiency virus and acquired immunodeficiency syndrome (HIV/AIDS), 1–2
effectiveness of HIV/AIDS NGOs and managers in India, 8–9
epidemic state in India, 17–19
sensitive issue, 48–49
Human resource management, 24–25
Humanistic approach, 67–69
Hygiene factors, 74–77

ICVA, 27
India, 13–15
'*Daana*' (giving), 16–17
effectiveness of HIV/AIDS NGOs and managers in, 8–9
HIV/AIDS epidemic state in, 17–19
NGOs in, 18–19
population characteristics and trends of religious groups, 14
'*Seva*' (service), 16–17
social construction and development, 15–17
Indian Railway Organisation, 69–70
Inductive approach, 2, 46, 48–49
Information, Education and Communication services (IEC), 23
Injecting drug users, 9, 17–18
Inter organisational influences for NGO managers, 83–85
Interpretive stance, 9–10, 43–44
Interpretivism, 45–46
Intrinsic motivators, 75–77, 104
Intrinsic reasons, 74

Job
roles, 61–63
satisfaction, 74–75

'*Kalavantins*' of Marathi society, 16

Leadership, 6, 26, 33–34, 67–69, 87
'Leadership and supervisory' skills, 67–69
Learning leader, 33–34
Lebanon, 66, 73, 99–100

Mahaba, 10, 34–35, 43–44, 59–60
Mahabarat, 1
Maharashtra state, 9–10, 14
community development in, 43
Maharashtra State AIDS Control Society (MSACS), 36–38
Management effectiveness
changing paradigm of NGO management, development and, 31–32
of HIV/AIDS, 23–24
Managerial effectiveness, 1–3
contextual influences on, 89–100
emerging model of, 100–104
exploratory conceptual framework, 9–11
generic model of parameters, 10

and NGOs, 5–8
research scope and challenges, 9–11
Managerial effectiveness parameters, 64–88
choices and opportunities of NGO managers, 74–77, 80, 83
dominant managerial philosophy of NGO managers, 85–89
influence of contextual factors on clusters of parameters, 102
inter organisational influences for NGO managers, 83–85
motivation of NGO managers, 74–77
nature of interorganisational influences, 86
organisational criteria of NGO managers, 71–74
perception of NGO managers, 64–68
skills and competencies of NGO managers, 67–71
Marginalised groups, 1, 2, 6, 22, 46, 104
Marginalised members, 1, 37–39, 97, 104
Meaning(s), 2–3, 43–45
social, 15–16
Methodological approach, 45
Methodology
deductive approach, 46
inductive approach, 2, 46, 48–49
interpretive stance, 9–10, 43–44
Migrant workers, 9, 36
Millennium Development Goals, 22
Motivation
for effectiveness, 76
of NGO managers, 74–77
Motivators
extrinsic, 74–76, 81, 104
intrinsic, 75–77, 104
Multi-faceted
complexities, 6–7
influencing factors, 28–29
personal attributes and qualities, 91–92

National AIDS Control Organisation (NACO), 9–10, 16–18, 21, 23–24, 43–44, 48–49, 54–55
National AIDS Control Programme (NACP), 23
National Institute of Transforming India (NITI), 22
National Policy on Voluntary Sector, 22–23
National Register of Citizens (NRC), 97
Nature of interorganisational influences, 86
Networking role, 33–34
NGO Human Resource Development, 27–34
changing paradigm of NGO management, development and managerial effectiveness, 31–32
NGO managerial effectiveness, 29–31
NGO managers, 33–34
responding to culture and context, 32
NGO managers
choices and opportunities of, 74–77, 80, 83
dominant managerial philosophy of, 85–89
inter organisational influences for, 83–85
motivation of, 74–77
organisational criteria of, 71–74

perception of, 64–68
skills and competencies of, 67–71
Non-governmental organisations (NGOs), 1–3
Diva, 35–36
effectiveness of HIV/AIDS NGOs and managers in India, 8–9
emerging model of managerial effectiveness for, 100–104
in India, 18–19
Mahaba, 34–35
management, 24–25
managerial effectiveness and, 5–8
managers and job roles, 51
organisations with managerial and non-managerial staff participant distribution, 52
philosophical stance, 44–46
qualitative and quantitative strategies, 45
Rafaa, 37–38
thematic analysis, 53–55
theoretical perspective and framework, 48–53
in urban and rural areas, 14
Veda, 36–37
Non-managerial staff, 9–10, 43–44, 48–49, 52

Oman, 66
Open system, 99–100
Opportunities of NGO managers, 74–77, 80, 83
Organisational context, 92–95
Organisational criteria of NGO managers, 71–74
Organisational design, 30–31
Organising ability, 67–69

Palestine, 94
Parameters
generic model of, 10
influence of contextual factors on clusters of, 102
managerial effectiveness, 64–88
Participants' profile, 59–64
age, 59–61
education and professional qualification, 63–64
gender, 59–60
job roles, 61–63
work experience, 61–63
Participatory Research in Asia (PRIAs), 16
People-related skills, 70
People's Action for Development of India (PAD), 16–17
Perception of NGO managers, 64–68
Personal context, 90–92
Personal experiences, 48–49
Philosophical stance, 44–46
'Planner' and 'leadership' competencies, 67–69
Policy, 27–28
gender, 72–73
initiatives, 22
Political issues, 97
Politically correct administration, 88
Post-emergency, 16–17
Post-independence, 16–17
Pre-colonial phase, 16–17
Preferences, 101–103
Professional qualification, 63–64
Project Directors, 61–62
Purposefulness, 99–100

Qualitative research design elements, 46–47
reasons for chosen research design and elements, 48
Qualitative strategies, 45
Quantitative strategies, 45

Rafaa, 10, 37–38, 43–44, 59–60
Ramayan, 1
Red Ribbon Express, 21

Refresher training, 69
Religious belief, 97
Research
  methods, 49–50
  philosophy, 26, 45–46, 85–86
Rewards system, 74
Rivalry, 84

Sanskrit practices, 6
Second colonial phase, 16–17
Self-serving, 80–81
'*Seva*' (service), 8–9, 15–18, 34, 36, 38, 66
Sex workers, 9, 17–20, 36, 64
Simplified model, 27
Skills
  and competences, 67–71
  people-related, 67–70
  task-related, 67–70
Social change in India, 19–20
Social constructionism, 44–45
Social meaning, 15–16
Social science research, 44
Social service, 16–17
South Asian Association for Regional Cooperation (SAARC), 10–11, 13
State AIDS Prevention and Control Societies (SACS), 23
Stigma, 20–21
Strategic Information Management Systems (SIMS), 23
Strategic management, 26–27
  chakra model, 26–27
  simplified model, 27
Superiority, 84
Sustainable Development Goals, 22
System
  caste systems, 97
  closed system, 83–84
  open system, 99–100

Taboo, 43, 95–97
  managers and job roles, 51
  nature–HIV/AIDS sufferers, 9
  organisations with managerial and non-managerial staff participant distribution, 52
  philosophical stance, 44–46
  qualitative and quantitative strategies, 45
  thematic analysis, 53–55
  theoretical perspective and framework, 48–53
Tabulation, 53–54, 57
Target Intervention, 64
'*Tawaifs*' of Lucknow's Nawabs, 16
Thematic analysis, 53–55
  data analysis result, 55
  Triangulation, 54–55
Theoretical perspective and framework, 48–53
  accessing, 50
  data generation and collection, 52–53
  personal experiences, 48–49
  research methods, 49–50
  selection of NGO organisations, 50–52
Third sector, 2, 6, 33
  development, 16–17
  organisations, 12, 24, 71, 103–104
Time management, 79
Traditional
  classical management style, 87
  management techniques, 71
Training and development, 6–8, 24, 31, 87
Transactional leadership, 66
Trial and error practices, 25
Triangulation, 54–55
Truck drivers, 9, 17–18, 36, 64

UNAIDS, 20–21

Vasco-da-Gama, 14
Veda, 10, 36–37, 43–44, 59–60

Welfare activities, 16–17

Western
human resource management theories and practices, 25
management practices, 24–25
NGOs, 26, 30–31
Work experience, 61–63
Workload, 63, 82
allocation, 62
World Alliance for Citizen Participation (CIVICUS), 8–9, 32
World Health Organisation (WHO), 20–21