

Modern Structural Dimension Of Non-Governmental Organizations: External And Internal Environment

Irismetov Bakhtiyar Mahmudovich

*Candidate of Philosophy, Associate Professor, State Institute of Arts
and Culture of Uzbekistan, Tashkent, Uzbekistan.*

E-mail: irismetov@list.ru

Abstract: In an article in the context of innovation revealed significant structural measure the external and internal environment of the third sector organizations that define the objective factors of its mission, goals and objectives, but also to contribute to the solution of important problems of society. The basic concepts are the articles about the need to investigate legations of the effectiveness of NGOs in the context of organizational development, internal and external environment.

Keywords: Non-governmental organizations, the internal environment of the organization, the external environment of the organization, the infrastructure of the third sector, sustainability index.

Introduction

Modern NGOs have to operate in the "space of competing values", against the backdrop of changing society's priorities. Leaders-managers find themselves in an environment where new requirements are constantly being placed on the services provided by the organization, social expectations are rising and competition for funding is intensifying. Thus, such skills of third sector managers are updated, which do not fully coincide with those that are used by their colleagues in government and business organizations. Perhaps the most significant difference relates to how success is measured, since in NVC the most important yardstick for evaluating management will be the quality of services provided.

The external environment of non-governmental organizations is a set of political, socio-cultural, legal, communication conditions that have a direct and indirect impact on human life, NGOs.

When analyzing the interactions of the non-governmental sector, the following are also considered:

- profile (thematic) interactions of non-governmental organizations with other sectors of society;
- processes of internal integration of the non-governmental sector;
- Intersectoral interactions at the level of infrastructure.

The infrastructure area is singled out separately, since interaction in this area is extremely important. There is a type of non-governmental organizations that take on the tasks of resource support for other NGOs, lobby for laws and regulations necessary for the non-profit sector at various levels of government, and participate in the rule-making process. Such organizations are usually called infrastructural NGOs.

Materials and methods

The social mechanism of the formation of civil society in terms of the structural dimension includes the following stages:

1. Development of civil initiative, independent social action and its organizational forms as an important human rights institution;

2. Establishment of a legal framework for independent social action;
3. Redistribution of functions of state and public institutions;
4. Structuring civil associations into a community capable of limiting state power;
5. Development of public participation, mechanisms of interaction between state and civil structures.

Changes are the goal of the work of the leader and the team and the essence of socially significant NGO projects:

- the hierarchy of changes in terms of the complexity of their implementation (the vector “from less difficult to more difficult” looks like this: projects, systems, structures, strategies, goals, culture).
- Glacher 's formula for organizational readiness for change (quoted from K. McHam 's book "Management Consulting").

Glacher proposed the following formula (1, p. 24), which makes it possible to assess the need for changes:

$$C = (ABD) > X \quad (6)$$

where C - changes;

A - the level of dissatisfaction with the status quo;

B - a clear representation of the desired state;

D - the first practical steps towards the desired state;

X - the cost of changes, not only financial, but also other costs associated with this.

The logical core of the theory discussed and summarized well in the change readiness analysis can help the team decide where they can put their efforts with the greatest benefit to the end result in order to achieve the required changes. You can, for example:

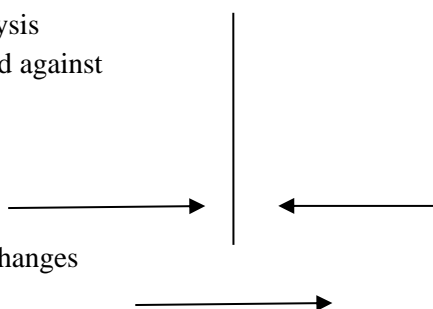
- discuss the facts with the team to show how unsatisfactory the situation is
- help the leader determine the “want or desired state” of affairs B or explore the potential for improvement (for example, using a rapid survey);
- using someone's experience to show how you can achieve a better state of affairs.

Force Field Analysis (adapted from McHam 's book) (FFA) is a complex name for a simple but effective method for analyzing change. TSA helps to identify important drivers of change and provides a basis for planning actions (1). This method assumes that any situation at a given moment in time is in a state of equilibrium, and that the forces that cause change are balanced with the forces that oppose them. This is illustrated in Figure 1

Figure 1 NPO Force Field Analysis

Forces that cause Forces directed against change of change

The direction of the necessary changes



Conducting ASA involves the following steps:

1. Determination of the nature of the required changes. So, you can consider the interaction with the objects of the project,

consider the algorithm for the implementation of socially significant stages of the project.

2. Determination of the forces acting on each side. This work is carried out in communication with government or business

structures, not only because they are better oriented in the situation, but also because their participation will help them to understand and accept the need for change.

3. Determining the relative importance of factors. Simply put, the more significant forces are overcome, the more effective the change will be.

4. Determination of an action plan based on changing the balance of power, that is, strengthening the factors that promote change and weakening the opposing factors.

Conner, based on the results of numerous studies, argues that people's positive or negative attitudes towards change depend not so much on the results of change, but on whether their need to control the situation leading to change has been satisfied. The perception of the magnitude of change has less to do with reality than with the difference in people's or organizations' perceptions of what they expected change to be and what actually happened. Since consulting is not only assistance in solving problems, but also support in the use of opportunities, Conner's detailed substantiated position that the price for a missed opportunity and the price for failure in solving a problem is comparable and equally destructive for the organization [4] is interesting.

Result and discussion

Sociological analysis of the internal environment of the third sector includes consideration of the following concepts of collective formation:

1. The stratometric concept of A. V. Petrovsky puts forward as criteria for constructing a typology of groups, firstly, the degree of mediation of interpersonal relations by the content of joint activities and, secondly, the social significance of the activity. 2. The parametric approach proposed by L. I. Umansky is based on the idea of the socio-psychological parameters of the group, which are peculiar criteria - the hallmarks of the development of the group as a team. These parameters include: the content of the moral orientation of the group - the unity of its goals, motives, value orientations, the organizational unity of the group, group readiness in the field of a particular activity, psychological unity - intellectual, emotional, volitional

communication characterizing the process of interpersonal knowledge and mutual understanding in group, interpersonal contacts of an emotional nature, stress resistance and reliability of the group in extreme situations.

3. The two-factor or two-dimensional model of B. Tuckman describes the dynamics of the group process based on the conditions in which the group is formed (3, p. 48). The presence of two spheres of group activity - business (solving a group problem) and interpersonal (development of a group structure), the position of the group in a hypothetical sequence of development, that is, at the appropriate stage. In each of these spheres, it is assumed that the group will go through four stages successively replacing each other.

Adaptation to the external environment includes:

1. Implementation of socially significant projects for society
2. Communication with other NGOs: "horizontal links"
3. Establishing partnerships with the state
4. Establishing partnerships with businesses
5. PR - public relations

In general, all the leadership-manager skills necessary for successful work in a rapidly changing and controversial context can be divided into 4 types, each of which will be predominant for a particular managerial position in the NGO structure. Skills to overcome the formal boundaries of the organization:

- 1) implementation of innovations, project preparation, fundraising, interaction with the media, the state and the business sector, the government;
- 2) managing human relations within the organization: recruiting and selecting employees, creating and maintaining efficient teams, evaluating the work of employees, the effect of making group decisions;
- 3) coordination: information technology, adoption of the financial management of NGOs, evaluation of the effectiveness of services;
- 4) direct, managerial skills: strategic planning, issues of recruiting volunteers and permanent members of organizations.

Organizational trainings of NVC are a technology for intensive acquisition of

experience in organizing productive activities. It is based on the comprehension and experience of group experience in the course of its implementation due to the sequence "action - analysis of errors - search for alternatives - action" [3].

According to the well-known political scientist Dosym Satpaev, for example, in Kazakhstan there is a problem of ideological fragmentation of society, a crisis of socialization institutions. The well-known political scientist Dosym Satpayev said at the 12th International Conference on Risk Management, the correspondent of the capital.kz business information center reports, the president of the country will most likely bet on proven players during the period of power transit. "There are three "twilight zones" in Kazakhstan that will participate in the struggle for power in the country.

The leading part of the bureaucratic class will be interested in a conflict-free transit of power. The so-called reformers - they exist in society, they exist in the elite, they also exist in the business community, judging by the speeches that I often heard with the participation of our business elites. And, of course, radical groups, they are also everywhere, but they will advocate the destruction of the current political system. It would be naive to believe that these radical groups are made up of marginals and outsiders who are somewhere on the margins of the political system or are part of radical terrorist cells," Dosym Satpaev said.

According to the expert, due to the weakness of NGOs in Kazakhstan, there is a question of ideological fragmentation of society. "In general, I think that this is a big risk for our country. Because now the divide between ethnic, social, political, demographic groups runs along different lines: from the problem of the state language to the interpretation of historical events, from attitudes towards the EAEU to fear of the Chinese threat. This is what I call ideological separatism. And a serious problem for the Kazakh authorities is that for more than 20 years, many citizens of our country have fallen into the trap of a blurred self-identification," the speaker explains [5].

Another issue highlighted by Dosym Satpaev is a crisis of socialization institutions. "It means that there is a crisis in those institutions that, like a conveyor belt, should form the citizens of the country. Such institutions should have some universal values ... All institutions of socialization are in a state of suspended animation, a crisis, starting with the family and ending with such secondary formal institutions of socialization as state structures, religious structures, political parties, non-governmental organizations. That is, all of them do not work effectively to actively connect young people to socio-economic and political spheres," he said. One of the "black swans" for Kazakhstan, for example, the political scientist considers uncontrolled internal migration. "In Kazakhstan, it has acquired a negative character. The most interesting thing is that in the Law of the Republic of Kazakhstan "On National Security", uncontrolled migration processes are among the main threats to the national security of the country.

At the official level, the growth of the urban population is presented as a process of urbanization, but in fact it is not. People flee to the cities not because they had a bad life in the regions, but because life is very bad there, people are trying to find some alternative. But cities cannot adapt absolutely everyone, so such concepts as shahid belts, marginalization of urban culture arise. In this regard, we have a big problem. I think that this problem should be solved, solved by state bodies. It is very foolish to expect that we will create a competitive country without competitive regions."

Within Central Asia, a Kazakhstani political scientist identified several threats. "This is a high risk of uncertainty about the transit of power in Uzbekistan. In essence, Uzbekistan is the keystone to the security of Central Asia. If the processes in Uzbekistan are uncontrollable in the event of the transit of power and the departure of Islam Karimov from his post, then this has affected all the countries of Central Asia," an example of this is the change of power in Turkmenistan and Kyrgyzstan. An equally urgent risk for Uzbekistan and Kazakhstan is the risk of a shortage of water resources. "The topic is

known to everyone, but, unfortunately, not solved in any way [5].

This problem, according to Dosym Satpaev, may lead to conflict situations in Central Asia. Another risk is the influence of radical groups from Afghanistan in Central Asia, and this is more likely ISIS than the Taliban movement.

More than four years have passed since the decree of President Shavkat was adopted in May 2018 Mirziyoyev "On measures to radically increase the role of civil society institutions in the process of democratic renewal of the country." The document listed a number of systemic problems and shortcomings that impede the effective operation of non-governmental non-profit organizations (NGOs, in other countries such organizations are briefly called NGOs - ed. note) in Uzbekistan. One of the problems noted in the decree is excessive bureaucratic requirements and obstacles for registering NGOs due to outdated legislation that does not meet modern requirements [1].

From January 1, 2020, the state duty rates for the state registration of NGOs have been significantly reduced [2]. Moreover, under the Ministry of Justice of the Republic of Uzbekistan, an NGO portal was developed, where from the end of November 2019, in test mode, it is already possible to electronically submit constituent documents [1].

Despite all these advances, the NGO registration procedure still remains excessively cumbersome, requiring a lot of time and effort. Why is it so difficult to open an NGO in Uzbekistan, what and who does it depend on? To find answers to all these questions, the authors conducted a study based on interviews with representatives of initiative groups in various fields of activity.

The positive dynamics in the number of public organizations in Uzbekistan over the past ten years may give the impression that there should be no problems in registering NGOs. For example, compared to 2009, in 2018 their number almost doubled and amounted to 9235 NGOs. However, it should be noted that this figure includes all divisions of political parties, trade unions and regional branches of NGOs operating at the republican level.

For example, the Society of the Disabled of Uzbekistan has 150 branches in regions, districts and cities, and each branch is considered a separate NGO. As of 2018, 613 NGOs functioned in Uzbekistan to protect the rights and legitimate interests of people with disabilities, and it turns out 150 of them are just regional branches of one organization of people with disabilities. In addition to the Society of the Disabled, which is mainly engaged in protecting the rights and interests of persons with physical disabilities, there are other Societies of the blind and deaf with dozens of their branches in the regions of the country. Thus, a multiplier effect is created and the total number of NGOs seems to increase year after year. In fact, all regional branches of NGOs should be considered a single organization.

The Independent Institute for Monitoring the Formation of Civil Society (NIMFGO) distinguishes several types of NGOs in Uzbekistan. There are quasi-state and "backbone NGOs" with an extensive network of subdivisions, many of which were established by government decrees and financed from the state budget. In other words, these are state-organized non-state organizations (GONGOs). Examples of such large NGOs include the Mahalla Foundation, the Youth Union of Uzbekistan, the Women's Committee of Uzbekistan, the Red Crescent Society of Uzbekistan, the Society of the Disabled of Uzbekistan. The number of their subdivisions may exceed 1000 throughout the republics [4].

According to NIMFGO, more than 6,000 NGOs (about 65% of the total number of NGOs in the country) belong to the category of "backbone NGOs". Only about 3,000 are "self-initiated" NGOs, which were created on a "bottom up" initiative and operate at the local level without an extensive network of territorial divisions throughout the country. It is representatives of self-initiative groups and NGOs that face formal and informal (invisible) barriers when registering and re-registering their organizations with the justice authorities. A essential problem today, it is bureaucratic requirements and obstacles for their recognition.

Registration of NGOs in Uzbekistan is carried out in accordance with two laws “On Non-Governmental Non-Profit Organizations” [1] and “On Public Associations” [3], as well as in accordance with the regulation on the procedure for state registration of NGOs, approved by the Resolution of the Cabinet of Ministers of the Republic of Uzbekistan No. 57 dated March 10 2014[]. The term for consideration of constituent documents by the judicial authorities is one month from the date of submission. As a result, the registration authority makes a decision on registration or refusal. In case of refusal, the justice authorities must notify the applicant within 3 days after making such a decision. Given that, on average, it takes from 7 to more than 10 months to register an NGO.

However, the analysis of interview data with representatives of ten initiative groups in various fields of activity showed that in practice the procedure for registering self-initiative NGOs remains excessively burdensome. On average, it takes from 7 to more than 10 months to register an NGO . Initiative groups receive multiple refusal letters from the justice authorities and the number of such refusals can reach an average of 4 to more than 10 . If in the first refusal the registering authority reveals several shortcomings in the constituent documents, then in subsequent refusals, having received the same corrected documents, it refuses on the basis of previously unspecified shortcomings. In other words, the body of justice does not indicate the entire list of shortcomings in the first refusal and, as it were, specially stocks them for future repeated refusals.

Thus, the process of registration of NGOs in the justice authorities is unwittingly delayed. Applicants rarely go to court, despite the fact that at the end of each refusal letter, the justice authorities write that they have the right to re-apply after the errors are corrected, and in case of

disagreement with the answer, they can apply to a higher authority or to the court. Unfortunately, in practice, most often, those who are dissatisfied turn their complaints to the virtual reception of the President of the Republic of Uzbekistan.

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