

# Duties and Responsibilities of NGO-Employees in Bangladesh: Is the Mission Impossible?

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*This empirical study investigates the duties and responsibilities of the NGO-employees in Bangladesh. The highest number of NGOs in the world is in operations in Bangladesh. Strategy implementation is one of the vital elements of the Strategic Management process. The NGO-Employees are the main actors who are engaged in implementing the strategic intents of the NGOs. 14-NGOs (7 large and 7 small enlisted NGOs) from each administrative Division of Bangladesh are purposefully selected. 54-semi-structured interviews consisting of top, middle and lower levels based on the salary grades (18X interviewees from each level) were nominated for interviews. Content analysis technique is used to analyse the interview transcript/data. Findings exhibit, supervision (27.62%), monitoring (15.24%), knowledge transfer (11.43%), implementation (9.52%), legal assistance (1.90%), planning (6.67%), capacity building (5.71%), preparation of project proposal (1.90%), communication and coordination (8.57%) etc. are the main duties and responsibilities of the NGO-employees in Bangladesh. This research is carried out on the enlisted NGOs (e.g. foreign fund recipients) in Bangladesh. Future researchers may include the non-foreign fund recipient NGOs or, may conduct similar study in a different country.*

**Keywords:** Duties and Responsibilities, NGOs, Bangladesh

**Field of Research:** Management

## 1. Introduction

Correct strategy implementation helps in achieving the short and long term objectives of the organisations. Strategy formulation is useless when it is impossible to execute (Fitzroy, Hulbert and Ghobardian 2012). Strategy implementation is one of the vital elements of Strategic Management process (Hunger and Wheelen 2002). The responsibility of strategy implementation is not the sole duty of the lower level employees in the organisations. It is a combined effort, where top, middle and lower level employees are engaged. Structural implementation (organisational arrangements, roles and positions), functional implementation (financial policies, marketing policies, operational policies, personnel policies etc.) and behavioural implementation (leadership styles, corporate culture, corporate politics and use of power, personal values, business ethics, social responsibilities etc.) are needed for a total successful implementation (Kazmi 1992). This is applicable for small and large organizations, to profit and not-for-profit enterprises, to manufacturing and service industries (Wehrich and Koontz 1993).

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The charter of duties of the employees in the organisations plays a significant role in implementing the organisational strategy. Formulation of the duties and responsibilities for the employees in the organisations is a crucial task and demands meticulous planning. Further, grouping the similar skills and assigning authority and responsibility to the positions make the task more complicated.

Bangladesh is a country of South East Asia. In addition to her geopolitical and strategic significance (e.g. gateway to Seven Sisters), the country contains huge opportunities in terms of natural resources and cheap skilled manpower. There are approximately 22,000 NGOs (Devine 2003) are actively working in Bangladesh with a view to developing the socio-economic condition of the people. This huge number of NGOs is managed by the skilled and efficient workers of this industry. But unfortunately no literature could identify the main duties and responsibilities of the NGO-employees in Bangladesh. The objective of this research is to study the duties and responsibilities of the NGO-employees in Bangladesh. This investigation is set to operate on the following research question: What are the managerial functions the NGO-employees in Bangladesh perform to accomplish their duties and responsibilities? The motivation behind this investigation is to fill up the literature gap on the NGO affairs in Bangladesh and also to explore the managerial functions of the NGO-employees. It may be mentioned here that previous literature (Hasnain and Jasimuddin 2012; Mahmud 1998; Rahman2000; Haque 2000; Sarkar and Ahmed 2000; Sobhan 2000; Rashid and Hoq 2000; Rahman 2006; Ahmad 1999; Zaman 2003;Buckland 1998;Lovell 2005; Nawaz 2011; Haque 2002; Begum 2008; Mahmud 1998; Gauri and Galef 2005; Rammelt and Boes 2004; Lewis 1997) fail to address and identify the issues of duties and responsibilities of the NGO-employees in Bangladesh. Hence, this research and its findings are unique and different from those of the previous studies in Bangladeshi NGO-context.

This study is structured in the following way: Section-2 of this paper briefly describes the NGO operations in Bangladesh. Research methodology is stated in section-3. The result part of the paper exhibits the findings of the content analysis (section-4). Section-5 makes a discussion on the findings of this research. Section-6 concludes the study.

## 2. Literature Review

CARE (a US based NGO) was the first one to start the NGO operations in the then East Pakistan (now Bangladesh) in 1949. The Cyclone disaster of November 1970 and the Liberation War of 1971 made the country's socio-economic conditions mostly paralysed. The country mainly depended on foreign aids and supports. After the Liberation War, 1971 huge number of NGOs concentrated and started their operations in Bangladesh (Rahman 2006; Lewis 1997; Karim 2001; Karim 2008).

Many local and foreign NGOs came forward to rescue the country from the privations of social and economic devastation. Supply of relief goods, distribution of medicine, healthcare, construction of shelters and rehabilitation were the main operations of the NGOs at that time. The number of NGOs in 1980s accelerated in an experiential fashion with multidimensional activities such as, education of rural people, health and medicine, poverty elevation, and family planning. The gradual expansion of the NGOs has since made them a powerful and strong industry in Bangladesh. They

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have earned an inseparable entity in the culture, due to their activities in human resource development. In recent years NGOs have put more concentration and efforts into micro-credit, employment and income generation, formal and informal education of children and adults, health, nutrition, family planning, establishment of democratic processes at the grassroots level, women's rights, environment, poultry and livestock, water supply and sanitation, human rights and legal aid (ADB 1999). Thus they have reached the doorsteps of millions with new hope, where government activities have yet to start (Ahmad and Townsend 1998). Presently NGOs in Bangladesh are at the top in contributions to the country's development (Devine 2003). Winning the trust and confidence of the illiterate and ill-informed people of remote and inaccessible areas is the prime responsibility of the NGOs (Panda 2007) for successful operations.

Bangladesh is a country where approximately 22,000 NGOs (Devine 2003) operate with different objectives and activities. Their activities may be put into two broad categories - NGOs with advocacy roles, to promote human rights, and those working with the socio-economic development of the people of Bangladesh. Development NGOs are flexible in nature, nearer to the poor and innovative in problem solving (Lewis and Madon 2004). In respect of functional coverage the NGOs mainly follow three strategies. Firstly, single strategy NGOs: the NGOs have only the microcredit operations in their functional coverage. These NGOs operate on the concept 'socio-economic development through financial solvency'. They mainly disburse loans, ensure proper utilisation of loans and recover loans from the beneficiaries. Association of Social Advancement (ASA), a Bangladesh based NGO operates in many countries of the globe on the similar concept. Secondly, NGOs with multiple-strategy may include any type of functional coverage except microcredit operations. These NGOs purely believe on the concept 'teach them how to catch fish, do not give them fish.' Many small NGOs in Bangladesh operate on the same concept. Thirdly, combination strategy is the concept where the NGOs have integrated all kinds of functional coverage including microcredit. Bangladesh Rural Advancement Committee (BRAC), the largest NGO in the world operates on this concept.

Bangladesh is inundated with poverty, hunger, unemployment, malnutrition, illiteracy, diseases, environmental degradation (Ahmed, 2004), political disturbances (Karim2002) and natural calamities. In the majority of cases, the government does not provide an economically solvent life to its people. Due to the failure of the government's development programmes and the unchanged socio-economic conditions of the people, a strong NGO sector is felt to be necessary and essential for a better way of life for the poor. At present, thousands of NGOs are working across Bangladesh with a view to changing the lives of the poor.

The previous literature fails to answer the research question of this study. For example, previous literature mainly investigates microcredit (ADB 1999; Mahmud 1998; Rahman 2000; Haque 2000; Sarkar and Ahmed 2000; Sobhan 2000; Rashid and Hoq 2000; Rahman 2006; Begum 2008; Ahmad 1999; Zaman 2003; Buckland 1998; Gauri and Galef 2005; Lovell 2005, Nawaz 2011), empowerment/income generation (Buckland 1998; Haque 2002; Begum 2008), education (Ahmad 1999; Begum 2008), health and nutrition (Mahmud 1998; Gauri and Galef 2005), environment (Haque 2000; Begum 2008), natural calamities/disaster management (Rahman 2000), human rights and legal aids (Zaman 2003; Sobhan 2000; Begum 2008), water and sanitation (ADB 1999; Rammelt and Boes 2004), poultry and

livestock (ADB 1999), agriculture (Ahmad 1999; Lewis 1997; Haque 2002), relief and rehabilitation (Rahman 2000), and advocacy (Gauri and Galef 2005; Haque 2002) aspects of the NGOs. It may be noted that the previous literature mainly focuses on the functional coverage of the NGOs.

### 3. Methodology and Research Design

This research carries out the semi-structured interviews to obtain the in depth ideas and views of the respondents on the subject matter under investigation. Saunders, Lewis and Thornhill (2007) narrate about the interview taking techniques. They (p. 312) continue by clearly explaining the techniques of formulating the questions and carrying out the semi-structured interviews “the order of the questions may also be varied depending on the flow of the conversation. On the other hand, additional questions may be required to explore your research question and objectives given the nature of events within particular organisations. The nature of the questions and ensuing discussion mean that data will be recorded by audio recording the conversation or perhaps note taking”

To find out the duties and responsibilities of the NGO-employees, this study purposefully selected Bangladesh because 22, 000 NGOs (the highest number in a country with equivalent size) are in operations here with different objectives (Devine 2003). Further, the contribution of the NGOs to the socio-economic development of Bangladesh is widely acknowledged.

The whole Bangladesh is geographically divided into seven administrative divisions. From each division a single district, from the selected district a single Thana, from Thana an union were selected. Out of listed 2445 NGOs (excluding the cancelled memberships) 14 NGOs out of which (i) 7- large NGOs and (ii) 7- small NGOs were purposefully selected as per the geographical area for the interviews. (e.g. multi-stage sampling as described by Saunders, Lewis and Thornhill, 1997). Total 54-semistructured interviews consisting of their top, mid and lower levels based on salary grade (18 from each) employees were selected for the semi-structured interviews.

Content analysis technique could achieve the popularity among the academics, commercial researchers and communication practitioners (Neuendorf 2002). Jankowicz (2005, p. 270) highlights the significance of content analysis in qualitative data analysis “the main technique associated with semi-structured interviews is called content analysis”. For this research all interviews (recorded and interview notes) are transcribed. The arrangements of the data into structured meaningful themes can be approached from the deductive and inductive point of views. A deductive analysis involves arranging quotes into a set of pre-determined categories, where as an inductive analysis allows the themes and categories to emerge from the data, rather than being imposed before analysis (Patton 1990). The data were put into predetermined categories as per the theory and the research questions and also from the interviews. This study borrowed the procedural guidelines to tabulate and present the content analysed data from Jankowicz (2005, p. 272-73.). Jankowicz (2005) suggests the steps of the analysis as (a) sample specification (b) indicate if stratified and how (c) indicate how many respondents in each stratum (to provide columns for each table) (d) prepare the units of analysis (e) prepare the data (f)

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specify the categories (g) code the data (h) tabulate the data, calculating percentages, using the total of each column as the base of each column (i) check that total percentages sum to 100 allowing for rounding for rounding error (j) prepare a verbal description of the table, to be used when presenting the table in the project document.

The categories are put as per the research issues of this study. The categories of the content analysis of the interviews were divided into couple of parts. Three copies of the coding sheet were prepared. To check the coding, two coders were requested. They were given the hard copy of the coding sheets. Firstly, this researcher coded using the symbol tick (✓) in a sheet, Coder-A used the symbol star/cross (\* / X) in a sheet and Coder-B used circle (o) in a sheet. The coding sheets of coder-A and B were collected. Now the differences of the coder-A from this researcher are transferred to the sheet of this researcher. The differences of the coder-B from this researcher are also transferred to the sheet of this researcher.

At this stage, both the coders' percentage agreements corresponding to this researcher is calculated separately (Neuendorf2002). [Add up the number of cases that were coded in the same way by two coders and dividing by the number of cases. For example: Number of cases agreed=18. Total number of cases=20. So % agreed=18/20=90%]. They had an excellent rate (e.g. above 90%) of matching with this researcher. The minimum level of 80% is usually treated as normal (e.g. Riffe, Lacy and Fico 1998). Here the rating is higher. So the other researchers may also draw the similar conclusion.

Previous studies on the NGOs as evidenced by the above literature review have not addressed the subject matter of this investigation. Though some of the previous studies conducted semi-structured interviews, but they did not use the content analysis technique to analyse their data. Further, they also did not carry out interviews following multi-staged technique covering an entire country. Thus this research exhibits its originality and adds value to the existing research on the NGOs.

### **4. Findings: Duties and Responsibilities of the NGO-Employees**

The duties and responsibilities of the NGO-employees as mentioned by them are appended in the Table-1. From the data it reveals that, the NGO-employees perform a number of duties and responsibilities. The relevant table is exhibited below:

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**Table 1: Content -analyzed data: Duties and Responsibilities of the NGO-Employees (N=54)**

Sl	Duties and Responsibilities	n	%
1	Preparation of project proposal	2	1.90
2	Supervision	29	27.62
3	Monitoring	16	15.24
4	Communication and coordination	9	8.57
5	Knowledge transfer	12	11.43
6	Responsibilities related to implementation	10	9.52
7	Legal Assistance	2	1.90
8	Planning	7	6.67
9	Capacity building	6	5.71
10	Others ( Miscellaneous)*	1	0.95
11	No Answers	11	10.48
	<u>Total</u>	<u>105</u>	<u>100</u>

Note: \* IT job

Further, the Figure-1 exhibits a clear overview on the duties and responsibilities of the NGO-employees in a pie chart (see page-131).

### 4.1 Supervision

Supervision is the job responsibility of a supervisor. Supervision makes sure that everything is done correctly and safely. Supervision is a kind of professional work and organisational issues and concerns of a person (Noble and Irwin 2009) or programme being supervised. Many interviewees have identified supervision as one of their prime duties.

In this regard, a branch manager of an NGO states:

“...My responsibility is to supervise all the microcredit programmes, health programmes, security and fund programme...”

Similarly, another branch manager remarks:

“....I manage [supervise] the whole branch from top to bottom...”

A fieldworker identifies ‘supervision’ as one of his jobs:

“I supervise the works of the clients....I give loans to the clients and also collect those from them...”

A Director (Health) informs:

“.....I supervise the programmes under health sector....”

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Further, one of the Regional Managers elaborates:

“.....I supervise seven branches under my area of responsibility....”

Corresponding to the above respondents a Regional Manager of a microcredit NGO illustrates his duties and responsibilities in the following way:

“As the regional manger I supervise seven branches. For every branch we maintain a schedule. I need to visit a branch before 8 O'clock in the morning as per the schedule. Next I need to visit the groups. In the groups I brief the clients about the utilisation of the money as per the project. We assess the feasibility of the project and the requirements of money. We also see their houses physically and talk to them. When we find that everything is OK, we arrange the disbursement of money”

Among the duties and responsibilities, supervision occupies a significant position. It reveals that the majority of the employees (27.62 %) are involved in the responsibilities of supervision. This indicates that most of the NGOs in Bangladesh render power of supervision to their employees (delegation of authority and responsibility). Further, it denotes that every level (top, middle and lower) has some kind of supervisory responsibilities.

### 4.2 Monitoring

It is essential to keep an eye on the progress of the works with a view to ensuring the quality and in time completion of the programmes. Monitoring task has the second place (e.g., after supervision). It occupies 15.24%.

A Commodity Tracking Officer of an NGO explains about the monitoring:

“....I have been working as a Commodity Tracking System Officer.... for last five years. Commodity reporting to the donors, compiling all the reports of commodity received from the ground level and sending those to the donors are my duties. I go to field, observe, and do the auditing if our partner-NGOs are performing their jobs as per our rules and regulations. I do the monitoring activities. I also review the reports of the field monitors. I also supervise if follow up is necessary or not. I also take and compile the information of our beneficiaries and send those to the head office....”

An NGO official informs,

“My responsibility is mainly monitoring project and reporting.....I supervise mainly ...projects and I perform the responsibility of monitoring..... from this position..”

Some NGO-workers also monitor the activities of their own fieldworkers. For example, a Programme Coordinator states,

“We monitor and follow up whether the health workers are going to the field or not”

The statistical result of this study indicates that the NGOs put second priority on the monitoring functions. Monitoring helps the NGOs in accomplishing the task as per the schedules. It also ensures the quality of the jobs in the NGOs in Bangladesh.

### 4.3 Knowledge Transfer

Knowledge transfer is receiving huge attention (Argote *et al.* 2000; Jasimuddin 2007; Chowdhury and Butel 2009) as it is essential for the survival and prosperity (Wathne *et al.* 1996) of any organisation. Organisations may differ in their activities, depending upon their objectives and nature, and the changes and forces they encounter in the environment, which usually call for the use of different types of skills, ideas, present and past experiences residing inside and outside the firms. Learning and implementations of others' experiences for social and organisational benefit necessitate the relevance of the concept of knowledge transfer. Mu *et al.* (2008) claim that successful transfer between different organisations strengthens trust and ties. Such trust ensures future knowledge transfer from the recipients of the knowledge (Ko 2010). New knowledge may promote organisational learning and innovations in new methods and practices, which may also be absorbed into routines and culture (Darr and Kurtzberg 2000). New knowledge helps to increase customer satisfaction (Goh 2002) in the NGOs. Further, knowledge transfer minimises losses in productivity (Argote and Ingram 2000) and improves organisational performance. Knowledge transfer helps to add force (Hall 2001) and value (Hogberg and Edvinsson 1998) to the existing knowledge in the NGOs.

An official from a church based NGO explains his duties,

“...We organise training for church and social leaders and also train the people's organizations ...Overall it is my responsibility”

With almost similar voice, a Project Coordinator informs,

“....We have village development committee where our fieldworkers give lessons on social awareness training....”

An Agriculture -Coordinator narrates about the knowledge transfer to the farmers,

“We disseminate and transfer technologies among them [farmers]. We distribute varieties of proven developed crops, fisheries and livestock among the farmers. We arrange demonstrations, displays and training for the farmers. ..”

A Disaster Management Officer transfers knowledge on the preparation and other issues relating to natural calamities to the beneficiaries.

He informs,

“...We teach them [the beneficiaries] on preparation and prevention against the natural calamities...”

The NGOs transfer actionable knowledge to the beneficiaries. It is kind of practical knowledge (Argyris 2004). The NGO fieldworkers are associated with the knowledge transfer activities. Knowledge transfer is occupying the third position (e.g. 11.43%) among the duties. A number of respondents in the NGO-sector of Bangladesh are involved in knowledge transfer activities.

### 4.4 Implementation

Implementation is the execution of the plans, ideas and strategies. 10.75% employees give their opinions that they are involved in the implementation aspect of the NGOs.

In this connection an NGO official states,

“...My main responsibility is..... overall implementation of the different projects of the NGO”

Further, an interviewee explains his duties and responsibilities as,

“.....I mainly do ....implementation job [s]. I see how the works are being implemented. I also .... remain responsible for implementation..”

Regarding the implementation of project works an NGO-employee comments,

“I mainly implement the works..... I monitor the implementation of the works....”

The statically the figure (10.75%) is not significant as the implementation is one of the vital duties and responsibilities of the NGO-employees. All efforts go in vain if the planning is not implemented as per the objectives of the NGOs.

### 4.5 Communication and Coordination

Communication is the transfer of information from one person to another, with the information being understood by the receiver, and coordination addresses the achievement of harmony of individual and group efforts toward the accomplishment of group purposes and objectives (Wehrich and Koontz 1993). 8.57% interviewees have informed about communication and coordination duty.

An interviewee who coordinates the works at the gender cell of an NGO informs,

“I work here as the co-ordinator of the gender cell. We established gender cell in 2002 and it came into operation in 2006. We do the gender mainstreaming i.e. how to bring more gender sensitivity, how to bring more equal opportunity among males and females. It is done not only in the organisation, but also in our programmes ....”

Putting importance on internal and external ‘communication and coordination’ as his main duties and responsibilities an Executive Director of an NGO states,

“I take all the activities of the projects, maintain liaison with the donors, taking the approval of the ministries wherever it is necessary, visiting and monitoring the field activities.....”

### 4.6 Planning

Planning is one of the basic functions of a manager. It addresses the decision making issues. Planning involves selecting the best course of action among a set of alternatives. Some quotations in this regard are appended below:

An interviewee says,

“I do the planning....., for the projects of this NGO....”

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A Manager illustrates,

“... planning, collection of funds, forwarding the demand to our central office, distribution and planning of the loans ...are the jobs we managers generally perform”

In this study it is found that, planning is the next occupant (6.67%) after communication and coordination duties and responsibilities of the NGO-employees.

### **4.7 Capacity Building**

Capacity building enables the beneficiaries to be self supporting. Beneficiaries' capacity building (5.71%) is one of the duties and responsibilities of the NGO-employees.

The view is reflected by an interviewee,  
“My main job is to build capacity”

### **4.8 Preparation of Project Proposal, Providing Legal Assistance and Other Miscellaneous Duties and Responsibilities**

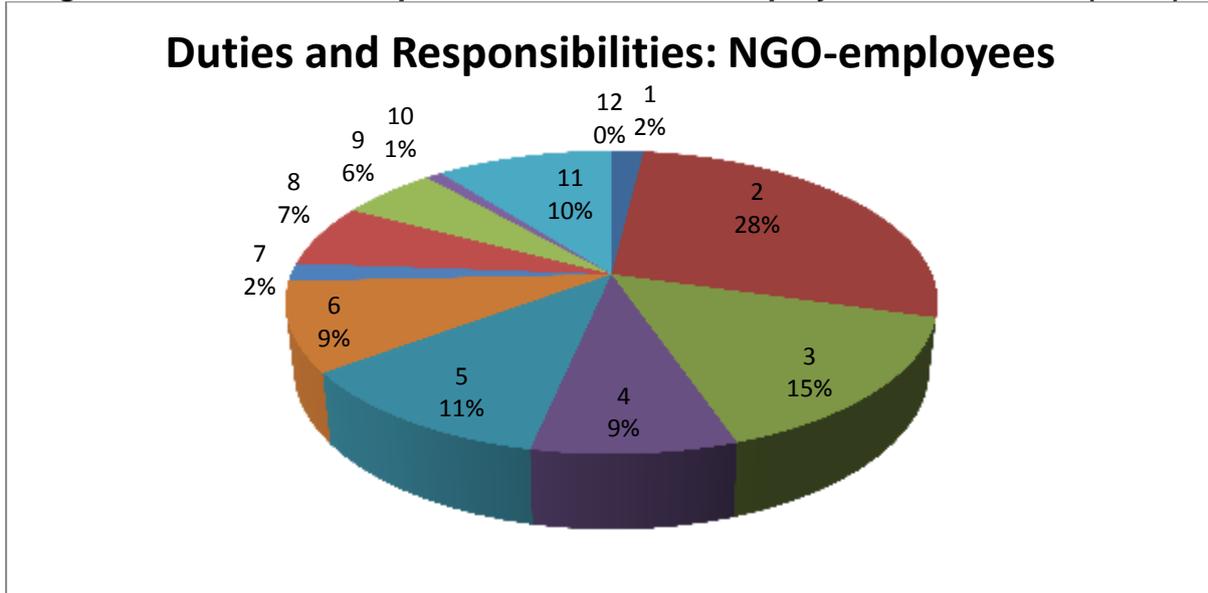
Project proposal helps the donors to obtain the accurate picture of the beneficiaries. The interview data analysis finds that there are duties and responsibilities of the NGO-employees related to preparation of the project proposal (e.g., 2.15%), providing legal assistance to the beneficiaries (e.g. 2.15%) and other duties like computer operations (e.g., 1.08%).

Regarding the preparation of project proposal an interviewee informs,  
“I do the planning....writing up of the project proposal for the projects of this NGO.....”

Some NGO-employees also provide the legal supports to the beneficiaries and this is reflected by an interviewee, who narrates,

“...We try to get the advocacy of the influential lawmakers so that if they [law makers] could utilise the government somehow on these issues[children and women trafficking; human rights etc.]”

Figure1: Duties and Responsibilities of NGO-Employees in Pie Chart (N=54)



Note: 1= Preparation of project proposal, 2= Supervision, 3=Monitoring, 4= Communication and coordination, 5= Knowledge transfer, 6= Responsibilities related to implementation, 7= Legal Assistance, 8= Planning, 9= Capacity building, 10= others (Miscellaneous) and 11=No answer

## 5. Discussion

Management process entails functions like planning, organising, directing, coordination and control. In addition to those functions, there may be functions like motivating, communicating, innovating, budgeting, reporting etc. Lobbying and external relations are also included in the management functions. Planning is thinking before the execution of any programme. Further, it also exhibits what, when, how and by whom a particular job is to be performed in future. In the NGO level planning may be for the projects, collection of funds, planning for loans etc. Though the management literature directly does not identify ‘supervision’ as one of the functions of management, but the functions of management are not far away from supervision. Noble and Irwin (2009) acknowledge by identifying it (supervision) as a professional work by a person over another one. All most parallel to Noble and Irwin (2009) the interviewees with the NGO officials (27.62%) reveal supervision as the assignment of the entire responsibility for a particular programme, project or branch of any NGO. Monitoring (15.24% interviewees) is the strict observation on a task so that it is completed as per the set objectives. Similar tasks (monitoring) are also assigned to the NGO-employees. Corresponding to this, Mishra and Crampton (1998) describe about employee monitoring. Management functions like communication and coordination denote ‘collecting and disseminating information’ and ‘process of integrating different tasks and skills’ respectively. Similar views are also expressed by the NGO officials (18.57%). Additionally, top level employees maintain liaison with the donors. Weihrich and Koontz (1993) acknowledge these in a parallel voice. Lobbying is one of the important functions of management. It is the technique by which the organisations influence the interest groups with a view to achieving the strategic intents. Many NGO-employees try to influence the law makers so that they (the lawmakers) eventually influence the government on any issue. Berg (2009) studies the connections between lobbying, public relations and advocacy among 222 registered lobbyists in Oregon (USA). The NGO-employees are engaged in capacity building of the beneficiaries. Knowledge transfer (11.43% employees

opined) is also one of the important duties and responsibilities of the NGO-employees, which is ignored by maximum general management literature on NGO affairs. However, knowledge management literature (Goh 2002; Darr and Kurtzberg, 2000; Hall, 2001; Argote and Ingram, 2000; Jasimuddin 2007) extensively acknowledge the findings of this study. It is also found that a significant number of NGO-employees (10.75% opined) are engaged in the implementing the strategic intents of the NGOs. Strategic Management gurus (Hunger and Wheelen 2002; Fitzroy et al. 2012; Kazmi 1992; Johnson, Scholes and Whittington 2008) also identify 'implementation' as one of the crucial elements of strategic management process.

## 6. Conclusion

This study attempts to identify the major duties and responsibilities of the NGO-employees in the Bangladesh NGO-sector. From the findings of the empirical investigations and the foregoing discussion it has been mentioned that supervision is one the most vital and foremost responsibility of the NGO-employees in Bangladesh. Monitoring and knowledge transfer are also the crucial duties and responsibilities of the NGO-employees. Responsibilities related to execution or implementation is also documented by this study. Internal and external communication and coordination are also performed by many NGO-employees. Many NGO-employees provide legal assistances and lobbying services to their beneficiaries. Several NGO-employees meticulously plan and prepare the project proposals. Overall, beneficiaries' capacity building is one of the major duties of the NGO-employees. Formulation of the duties and responsibilities of the NGO-employees is essential for the smooth flow of knowledge between the NGOs and their beneficiaries in Bangladesh. In this regard, the NGO Affairs Bureau (NGOAB) may formulate a central and uniform regulatory framework. Conducting research on the foreign fund recipient NGOs only (e.g. NGOAB listed NGOs in Bangladesh) is a limitation of this study. Future researchers may expand this study by integrating the non-foreign fund recipient NGOs for similar studies in Bangladesh. Further, the study is carried out in Bangladesh. Future researchers may also conduct the similar study in a different country.

The NGOs and their employees are performing vital and magnificent management functions to eradicate poverty in Bangladesh. In the Bangladeshi context, we argue, *ceteris paribus*, "NGOs' mission is possible with the existing management functions!"

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