

The Functioning and Challenges of NGOs: A Case Study on Shaukat Khanum Cancer Care in Pakistan

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Abstract

This research paper emphasized the functionality of non-government organizations and various internal and external challenges that a non-profit organization has been through in times. This organization is the first diagnostic centre and cancer facility in the entire country named (SKHKP) in the Islamic Republic of Pakistan; secondly, no other government or semi-government institution was built before or after this care center was recognized as a non-government organization. The purpose of this paper is to explore the operational functioning of the cancer research center, enlightening how this non-government organization plays a vital role in the growth and needs of society in terms of healthcare standards domestically and internationally. Lastly, this study compared to other health care and research centres concerning international standards and brings out similarities and differences parallel to this organisation. 'Ensuring the donors about their donations are fully utilized wisely, with no material weakness disclosure. The size of the population is an external and internal challenge in the entire globe due to the large patient size. Diseases are also increasing with this increase, and dealing with patient have become

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a management challenge. Lack of beds and expertise generates a higher refusal rate, which is inappropriate for the fundraising media management team. Therefore, the refusal rate has a significant negative effect on funds.

Keywords: Internal and External Challenges, Non-Government Organisation, Government Organisation, Research Center, Pakistan.

1 Introduction

Badar et al. (2015), Shaukat Khanum Hospital and Research Center was the first-ever cancer facility established in Lahore in 1994 by former cricket captain and World Cup champion Imran Khan. With the help of people all around the globe, donation has been collected from street to street to cities to cities with immense campaigning. This organisation is the first diagnostic centre and cancer facility in the entire country named (SKHKP) in the Islamic Republic of Pakistan. Secondly, no other government or semi-government institution had been built before or after this care center was recognised as a non-government organization (Khan et al., 2023). Shaukat Khanum is also known as one of the best collections Centers in Asia with rapid response to patients regarding their samples. Khan et al. (2012) subsequently report an immense growth rate in expansion, all of the major cities in Pakistan with the backing and reliance of the people around the globe. This organization has grown, expanded, and touched the highest mark in research and applied methods. Asif (2021) Furthermore, this establishment (non-government) delivers and provides cancer care irrespective of differentiation between whether anyone can afford it or not. The welfare of the society is the primary objective of this institution. Mukhlis et al. (2022). Treatment of the poor and needy is free of all costs, and medical expenditures are on the institution's behalf. These institutions believe in the best care as the only pioneer in the field of cancer in Pakistan. It is the only cancer hospital in the entire country, so the vision and goal were being set up firmly to treat people without any discrimination, whether they have money or not, therefore the treatment is the same for the rich who pay the amount or the ones who cannot be able to pay, this also helps in raising funds to continue operation without any hurdle as Shaukat Khanum is entirely dependent on fund raising. Zafran et al. (2021) This vision also helps this institution tackle inflows, as due to the size of the population in Pakistan, the more the population the patient, the more the patient, the more funds are required to treat them. Shaukat Khanum is considered to be the best in Pakistan by comparison. Saeed et al. (2009) techniques and treatment methods are entirely up to international standards. Shaukat Khanum is an advanced organisation in the field of medication, therapy, and research. Iqbal (2004) Years before Imran Khan came into the political structure, a fabulous character and was considered to be the nation's hero who led victory in the Cricket World Cup.

Furthermore, he gave all his personal property and prizes from that win. This institution showed the first-ever bone marrow transplant in (2006) which was a great success story. Syed et al. (2022) The management providing P-Emission (PET) and Tomography (CT) scans is a pectoral modus operandi. It aids in providing information about the goings-on of cancer cubicles. In previous years, when this non-profit and non-government institution did not exist, the people of Pakistan (Patients) had to go abroad to go through this test. Mukhlis et al. (2022) The cancer registry of the Cancer Hospital and Research Centre in the Republic of Pakistan has been functioning since the Hospital started its operational activities on December 29, 1994, and is being handled by the unit called the Cancer Registry and Clinical Data Management (CRCDM) (Syed et al., 2022).

1.1 Purpose of the Study

The purpose of this paper is to explore the operational functioning of the cancer research centre, enlightening how this non-government organisation plays a vital role in the growth and needs of society in terms of health care standards domestically and internationally. To seek out the performance and standard compared with international standards, report the details related to the

topic, and compare with what has been said elsewhere.

1.2 Objective of the Study

1.2.1 *To explore the operational activities and healthcare procedures of non-governmental organizations.*

1.2.2 *To what extent does this non-government research institute face internal challenges in developing countries like Pakistan?*

1.2.3 *To explain the external challenges the institution faces in a country like Pakistan.*

1.2.4 *To compare any other health care and research center concerning international standards and bring out similarities parallel to this organization.*

2 Literature Review

Bhatti et al. (2014) the primary purpose of this research study was to illustrate the management structure of the cancer hospital. The living experience has exposed the never-giving-up element of the doctors and the psychology induced in the patients that nothing is impossible. Ethnographic and various professionals explained the mechanism to provide financial assistance treatment. Nearly 75 percent of the patients are treated fully funded. The main objective is to deliver the best care for the rich and the poor without discrimination. Faedows et al. (2017), the scholars have enlightened about the fact that more than 40,000 patients are at facilities of a cancer institute in one financial year; this indication has been observed empirically that with time, the patient numbers increased every year due to the large population of Pakistan. In the second largest city in Pakistan, Lahore, the count of chemo sessions is nearly 59000 every year and operating at its total capacity. In Karachi, we continue to provide cancer treatment with chemotherapy at our Diagnostic Centre and Clinic, but the city lacks a tertiary care cancer centre (Salman et al., 2022). Yadav et al. (2020) the scholars explain the phenomenon of the people of Pakistan's generosity within the country, and overseas families donate nearly 35 billion every year. Shaukat Khanum designed its funding principles entirely through Islamic councils and foundations such as Zakat and Usher. Due to free treatment, the number of patients is increasing every year, leading to the challenge of more fund requirements. This institution was established in (1994) and since then it has ensured transparency and robust disclosure to develop and maintain the trust of people all around the globe. This study also concluded that Shaukat Khanum is one of the best transparent institutions in Pakistan, matching high standards in the world. Results show that no such material weakness was observed in the financial year (Riaz et al., 2022).

Zia (2020) Institution like Shaukat Khanum, a non-profit organization, operates to make connections and healthy relationships with society, as this research center is entirely based on donation, it requires more transparency for people involved. This (NGO) operates in three phases. Firstly, due to the massive population the number of patients is also huge numbers this situation led the board to think about which patient to be treated first or reject as due to scarcity of funds, all cannot be treated at a time, children and patient those who have more chance to survive are taken firstly for treatment and rest of those who are more severe and lesser chances to survive are a secondary priority. This prestigious institution's mission is to raise awareness of inequality in medical care. This is an independent institution governed by the executive board members hired from all around the world, knowingly the experts and professionals who make decisions without any influence or reference. Management Board is divided into two panels; one handles the financial decisions, and the other doctor's panel deals with patients and operational activities regarding healthcare issues (Zafran et al., 2021; Chaudhary et al., 2022).

3 The Major On-Going Challenges Facing by the Organization Public and Administrative

3.1 Public and Administrative Challenges

The (W.H.O) has declared that cancer is the fastest growing disease as it takes 5% of GDP to treat people or consumes health expenditure; this is an international issue and concern by all relevant parties,' entire all stakeholders of the world have to play their part. It is a global growing burden

(Dickman, [2021](#)). The primary internal challenge that has been highlighted in the previous years is that the number of patients in Pakistan has increased, as Pakistan is the seventh largest country in terms of population in the entire globe due to the fact that several patients have been diagnosed with cancer. Shaukat Khanum is the only cancer care centre in the country dealing with this problem, for doctors face prime difficulty in day-to-day operations (Amjad et al., [2023](#)).

3.2 Administrative Challenges

Smidt ([2021](#)) Cancer is considered the most expensive treatment in terms of medication, and this institution entirely depends upon donation and charity. Due to the cost of living and inflation, it is tough for the organisation to treat people on a tight budget. Jeong and Kim ([2021](#)) Secondly, the internal challenge to face is providing a complete solution; a complete solution means another factor relates to or is associated with a psychological element. The families who are going through or have been through this challenging time have immense mental pressure one of the objectives of the care center is to provide a comprehensive psychological assistance, which includes motivation to defeat this disease and infuse inpatient to stand with a courage which requires human capital in shape of psychologists, doctors' experts management team and country like Pakistan have lack of that expertise to dealt with. Thirdly, as this sort of non-government organisation is dependent on fundraising, there should be very tight internal checks; internal audit is very challenging to make sure donors are satisfied, and reports are entirely comprised with the help of the internal audit team members, any leakages can destroy the reputation of the institution. Ujan et al. ([2015](#)) state that the organisation's entire structure is based on trust. If the institution gains the confidence, it gains everything and this is itself a challenge to uphold the repute. Lastly, one of the internal challenges to deal with is the number of patients on the other hand experts and professional teams of doctors are lesser in terms of human resources this brings much pressure on the internal management to provide good healthcare facilities with consistency and it also increases the cost of treatment (Mahmood et al., [2022](#)).

4 External Challenges

4.1 Getting Involved

Ishkanian & Shutes ([2022](#)) The organization like Shaukat Khanum Research Center for Cancer's primary objective is to make sure that society needs your support to fight Cancer without their help morally and financially it would not be possible for any of us to provide better treatment to the patients in deep trouble is not the end of your world, but for numerous it is the utmost problematic contest of their lives. Plantan ([2022](#)) The center explores and conveys the ideology of how your donation and charity can be useful and significantly impact the individual suffering from this disease Without your help.

4.2 Conflict of Interest

As we have discussed earlier Pakistani society contains various factors of human relations there are seven provinces including Azad Kashmir, where patients come to Shaukat Khanum with the hope of healing the disease. Sidor & Abdelhafez ([2021](#)) Due to the massive population all the patients cannot be treated sometimes they have to face the refusal which brings another external challenge, people or families who are denied treatment often first try to influence with references.

4.3 Relationship and Fund-Raising Collection Methods

The association and connection with the donors, and people around the world is a challenging task to accomplish. Shaukat Khanum highly depends upon overseas Pakistanis to donate for their only cancer hospital, for these reasons various seminars and collection events are arranged globally, this brings time time-consuming and tough job to conduct (Lee, [2002](#)). Every year domestic and international campaigns are launched by the team led by Chairman Imran Khan for fundraising. Convincing people to remain intact and make donations is inflexible with time as non-government organizations such as Shaukat Khanum, which might have the only prime source

of inflows are donations (Eikenberry, Arroyave, & Cooper, [2007](#)).

4.4 Media Management

For most societies social and print media plays a very significant role, in enhancing the reputation of an organization like this, Schmitz & Mitchell ([2016](#)) in a country like Pakistan fake news spreads six times faster than the true one maintains the reputation is also one of the important challenges to cover (Du, Song & Li, [2011](#)). Proper media management and detailed updates of statistics are shared with the focused group to ensure the NGO system is working properly as briefed. In simple words, it shows a clear and real picture of what has happened. For these reasons, the media management strategic team explores the annual reports and statistics to face these challenges and eliminate any doubt between the donors and the non-government organization.

4.5 Economic Factor and Savings

Shahzad et al. ([2021](#)) In the last few decades cost of living has become so expensive that, due to higher inflation factors and high discount rates saving for people has become hard these days in the entire world. one of the surveys established in Pakistan, people around or belonging to this reign have a very low rate of saving nearly 5% of their income, making donations or convincing them to donate becomes sometimes a challenging factor for an organization such as Shaukat Khanum. Pakistan is a country where people's lowest savings in the world lower the amount they will donate, for this challenge Cancer Research Center has introduced a new installment policy to cover up healthcare expenditures for the needy as 75% percent of care expenditures are free of cost. Secondly due to the element of inflation and a higher rate of dollars as the Pakistani currency continuously has a devaluation trend medication becomes very expensive to import from developed countries, this is also an external challenge faced by Shaukat Khanum, if there is the higher cost of medicine higher the cost of treatment will arise which led the institute shortage of funds for the continuation of its operation (Malik, Kazi & Hussain, [2021](#)).

4.6 Technological Challenges

One of the core external challenge is the technological factor for Shaukat Khanum as Pakistan is a developing state latest healthcare machines are not available, and almost all the machines related to cancer treatment has to be imported or outsourced from the world, this also becomes difficult for Shaukat Khanum because this institute has high revenue expenditure as well high capital expenditure to compete with the world for the best care. Ujan, Suhaimi, & Hydari ([2015](#)) High cost of cancer treatment machines led non-government organizations to decrease donation reserves.

4.7 Lack of Doctors and Expertise

Buonomo et al. ([2021](#)) One of the external challenges that have to face to institutes like the Shaukat Khanum Research Center that there is a shortage of expert doctors related to the field of cancer and machine handling with proper training for junior doctors or managing staff Secondly there is the barrier of intellectual, for research work in this specific filed to demonstrate the factors of improvement. Untch et al. ([2013](#)) Better results in health we need better researchers to testify significance of the study in an applied way. It does not mean that people or doctors in Pakistan have less potential as compared to the other in the field but due to the fact number of patient have increased therefore a need for more experts to provide standard health care. Buonomo et al. ([2021](#)) Educating and bringing new doctors to the field of cancer and research is one of the external challenges faced by non-government organizations. Lewis, Kanji, & Themudo ([2020](#)) Thirdly one of the external factors that make a barrier is bringing volunteers to aid or assist in various fields of this organization; with the help of these volunteers it is easy to conduct operations online as well fragile camps to diagnose cancer in the home town so that the burden could be split or equally shifted. Various labs are established for sample collection in the entire Pakistan this diagnostic center have high expenditures to go through operation which is one of the external challenge for the research center of cancer, The more the collection center more easier for an organisation to

test and collect, reports back in short period individual to test out their blood test and many other nearby. There is not much appropriate quantity of collection Centers in Pakistan as the number of cases has been increasing daily for the last two decades therefore more collection centers to shift the burden.

4.8 Political Factors

Lewis et al. (2020) As we have discussed earlier in the first chapter of the study this hospital and research center for cancer was founded by the former prime minister of Pakistan, a cricket legend and hero of the nation Imran Khan he has been involved in politics and mission is against status quo and corruption, therefore many of the political parties float negative allegation about Shaukat Khanum cancer hospital which lead towards negative impact over this non-profit organization, funds and donation. the news, social media and other players like khawaja asif and saad rafique allegedly in one of the press conference on national TV broad cast speaks about shaukat Khanum have intentionally invested in negative (npv) projects in stock markets which generated the negative impact on the reserves of donation, this press conference brought out various question about research center and put this non-government organization in deep pressure, later this allegation was destroyed by the CEO of shaukat Khanum he explained the income and outflows of cash management over international media also provided the evidence to remove the allegation and also requested that this institute is for poor people and have a high prestige not to spoil the reputation of this institution as many of the people are getting benefits related to cancer care, he also stated that not to politicise this institution because the entire operation are running with donations, by disturbing the facts donations are cutting off people hesitate to make donation, later on an external audit firm declared that, shaukat Khanum cancer care is one of the transparent institution in the word and has the immense credibility at highest level of standards related accounting and reporting. The annual reports and all the cash flow streams are published at the end of every financial year.

5 Comparative Analysis of Non-Government Organization

According to the fourth objective of the study, this paper requires a comparative analysis of similarities and differences between Shaukat Khanum and any other having the same operating activities or the same non-profit organization.

5.1 Similarities

Shaukat Khanum (NGO)	Cancer support house (cork) NGO
Cancer treatment only deals with cancer care	Cancer care, therapy programs
75% of free treatment to poor needy	60% of health expenditures are freely for the needy and poor
Donations are the main streams of inflows	Donations are the main streams of inflows
Invest reserve in stocks for revenues to support programs.	Investment in mutual funds and bonds
Annual reports and internal audits declared every year, fully audited	Published annual report every year
Media management team to convince people to donate.	More focused on business groups for fundraising
Requires volunteerism analysis	Volunteers are involved
Similar technological requirement Use similar types of machines and lab tests, CT scan PAT, CULTURE, CHOMO.	technologically based requirement Use similar types of r machines and lab tests, CT scan PAT, CULTURE, CHOMO
Lack of beds for patients, high refusal rate of 45%	Making a difference but a high rate of refusal of 20%
Independent governing board two panels Financial wings and executive operational	Divided into three tires: governing board to administrative workload (Brady 2018).

activates wing.	
Provides after-surgery therapies	Conducting post-surgery therapies
Involve in fundraising camping every year	Annual dinners to donors, events, and BBQs are organized for fundraising.

5.2 Differences

Shaukat Khanum (NGO)	Cancer support house (cork) NGO
No government support	Existence of government support
Shaukat Khanum face a lack of doctors and experts and scarce resource for research	This non-government organization has the appropriate number of doctors, experts, and researchers
Higher patient rate as fastest growing disease around the globe, Pakistan is the seventh in population. 2300.3 million people	low patient rate, cork has a population of 8 million
High refusal rate	lower rate of denial
Shaukat Khanum has collection Centers and labs in the entire country.	No collection center or diagnostic center to collect samples
Referring to physicians and the quality and safety department	This care center of cancer have no quality department
Shaukat Khanum is the research center and various exploratory and descriptive studies are conducted to improve the standard of the health care center.	No research center has been established in Cork cancer care housing.
Shaukat Khanum is the only cancer hospital in the country. Pioneer in the field of cancer in Pakistan.	Arck is not alone in care centers in the United States of America.
No physical, or sexual consultancy is provided to the post-surgery breast cancer females open consultancy is arranged for the survivors.	Sexual orientation and various physical intimacy consultancy are provided to individuals who have been through breast cancer.
Shaukat Khanum Research Center faces technological barriers; it is quite a challenging to import computer-guided machines and various others used in cancer treatment.	Facing no such barriers, developed countries like England and the United States are well-established and self-sufficient in technologies used in cancer treatment.
Lower cost of cancer care	High cost of cancer care treatment
Due to the increasing number of patients and population in Pakistan, the administrative burden is at its highest level to manage and deliver good health care up to the standards.	As the population in the state of California is average. The number of patients is less than the level of Shaukat Khanum, which helps treat people well due to the lower rate of cancer diagnosis.

5.3 Conclusion and Discussion

Concerning the question and objective above, this research has tried to explore and collaborate on the comprehensive public and administrative challenges that non-profit organization in a country like Pakistan is facing. Firstly, the main reform that must be made is that no such government support or semi-assistance exists. There should be a mechanism designed in economic programs to eliminate the barriers such as capital expenditure to acquire technologies to treat cancer as the cost of these machines is too expensive, generating the obstacle in the field of cancer care institute. Due to the cost of treatment, the (NGO) faces a lack of funds, which creates an administrative

challenge to overcome, and Fundraising is the main source for this kind of institution to operate smoothly. Non-profits are self-supporting operating systems with a lack of doctors, everywhere around the globe there is a scarcity of experts in the field of cancer and due to population size more the patient more doctors and experts are required. Continued planning and strategic development programs must be initiated to train more experts within the organization to overcome this. Education system reforms are not up to the standard to produce more and more doctors in cancer care treatment. Lastly, the non-profit organization should develop a transparency auditing system to ensure the donors about their donations are fully utilized wisely with no material weakness disclosure. The size of the population is an external and internal challenge in the entire globe due to the large size patient diseases are also increasing with this increase dealing with patient have become a management challenge. Amjad et al. (2023) Lack of bed and expertise generates a higher refusal rate, which is inappropriate for the fundraising media management team. There is a negative significant effect of the refusal rate on funds.

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