

# AI-Driven Solutions to Social Engineering



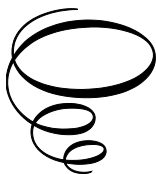
# AI-Driven Solutions to Social Engineering:

*Empowering Women  
in Digital Sphere*

Edited by

Urmila Yadav, Abhay Raj Singh  
and Bhupinder Singh

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Empowering Women in Digital Sphere

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## BRIEF PROFILE OF THE EDITORS



**Dr. Urmila Yadav** is a well-known Sociologist who is currently working as Professor in Sharda School of Law, Sharda University since 2012. She is actively engaged in teaching & research. She has more than 60 research papers published in various reputed National and International journals. She has published, authored and edited books on various Women & Elderly related issues and has received many accolades in the academic area. She has received Awards by National Commission for Women (NCW) & Uttar Pradesh Police (Women & Safety Wing) for her excellent contribution in society. She has received financial assistance by Government of India 7 times in a short span since 2020 till date. She also owns one major research Study on “*All Women Police Station Performance (Working Efficiency & Effectiveness) in Uttar Pradesh*” sponsored by Govt. of India, National Commission for Women, New Delhi-110025 and consultancies, Uttar Pradesh. She is member of several societies and advisory boards. Dr. Urmila Yadav is continuously working in the area of Women empowerment and Social Justice.



**Abhay Raj Singh** is having 17+ years of comprehensive experience in the software Industry on live projects in Software Analysis, design, & Architecture with proven abilities in building scalable, resilient, and cloud-native distributed systems.

Part of Pitney Bowes corporate committee (Tech Ladder) as a Fellow, the group contributing and managing the strategic direction of technological interest to Pitney Bowes. Technology executive and Innovator with ~13 years of experience at Pitney Bowes, leading the development of world-class enterprise, SaaS, API, IoT, and data/analytics solutions.



**Dr. Bhupinder Singh** working as Professor in Sharda School of Law, Sharda University Greater Noida, India. He has 3 books, 97 paper publications, 163 paper presentations in international/national conferences and seminars, participated in more than 40 workshops/FDP's/QIP's, 25 courses from international universities of repute, organized more than 59 events with international and national academicians and industry people's, editor-in-chief and co-editor in journals, developed new courses. He has given talks at international universities, resource person in international conferences such as in Nanyang Technological University Singapore, Tashkent State University of Law Uzbekistan; KIMEP University Kazakhstan, All'ah meh Tabataba University Iran, the Iranian Association of International Criminal law, Iran and Hague Center for International Law and Investment, The Netherlands, Northumbria University Newcastle UK, Taylor's University Malaysia, AFM Krakow University Poland, European Institute for Research and Development Georgia, Business and Technology University Georgia, Texas A & M University US name a few. His leadership, teaching, research and industry experience is of 16 years and 3 Months. His research interests are health law, criminal law, research methodology and emerging multidisciplinary areas as Blockchain Technology, IoT, Machine Learning, Artificial Intelligence, Genome-editing, Photovoltaic PV Glass, SDG's and many more.

## PREFACE

In the era of digital transformation, artificial intelligence is no longer looked at as an imaginary phenomenon but is a current reality with which it influences the community, economy, and human relationships. The most urgent digital age problems are the ongoing under-representation and marginalization of women in tech environments as well as the arrival of destructive social engineering strategies such as harassment, stalking, misinformation. This edited book on “**AI-Driven Solutions to Social Engineering: Empowering Women in Digital Sphere**” is an interdisciplinary volume that considers the potential of new forms of AI to both render visible and resistant the strategies of authoritarian modes of control, as well as become themselves a site of empowerment, inclusion, and resilience for women.

Based on studies in law, computer science, gender studies, ethics and digital forensics, this book is a map across the complex terrain on which AI innovations and women’s digital agency are played out. From XAI mechanisms to detect harmful content to policy and ethical considerations for tech developers to create gender inclusive algorithms, this collection offers a multi-stakeholder approach to understanding the pitfalls and potentials of the digital realm. It specifies the need not just for technology fixes but also for the social, cultural, and legal changes necessary to construct a more secure and fair cyberspace. The book is designed for scholars, policy makers, AI practitioners, digital rights activists and those readers who are interested in constructing inclusive digital futures. As we face the challenges of online exploitation and algorithmic bias, this book illuminates the need for designing AI solutions that are not merely smart, but also fair. We hope this wisdom will contribute to further innovation, dialogue and policy making, in the pursuit of a digitally enabled society where women’s voices are protected and amplified.

### **Editors**

Urmila Yadav  
Abhay Raj Singh  
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# CHAPTER 1

## ASSESSING THE ROLE OF NGOS, INTERNATIONAL ORGANIZATIONS, AND TECH COMPANIES IN WOMEN EMPOWERMENT

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### **Abstract**

Although much is known about the internationalization of business firms, there is limited research on the globalization of nongovernmental organizations (NGOs). NGOs, unlike other firms, run on a mission of achieving any social targets that are in line with the Sustainable Development Goals (SDGs) that include good health and well-being goals (SDG 3), climate action (SDG 13), as well as peace, justice, and strong institutions (SDG 16). They typically integrate social, economic, and political interests into their activities, focusing on areas such as humanitarian assistance, environmental sustainability, and human rights. Since NGOs are the most important stakeholders in realizing the SDGs and very little study has been conducted on NGOs' globalization, findings of a systematic literature review (SLR) on the internationalization of NGOs are reported in this chapter. According to the review, it appears that the discussed topic is understudied and theoretically fragmented, and most of the insights can be found in qualitative studies. Moreover, the growth patterns of NGOs have big disparities with those of the commercial

ventures because NGOs are mission-oriented and they need to be connected to the governments and global agencies in order to gain the crucial human and financial resources needed to operate their activities, as well as their contribution to sustainable development.

**Keywords:** NGOs, Internationalization, Sustainable Development Goals, Humanitarian Services, Global Expansion

## Introduction

Nongovernmental organizations (NGOs) are autonomous, not-for-profit organizations that exist with the sole aim of responding to certain social, economic, political, and environmental problems, frequently linking their activities to the general purposes of the Sustainable Development Goals (SDGs). NGOs exist outside the realm of government influence and are devoted to public welfare, with concentration areas being education, health, gender rights, environmental conservation, and the eradication of poverty. Instead of dividend distribution, NGOs invest any financial excess in programs that advance their cause, increasing social returns and sustainability (Alon et al. 2018, 573-605).

In contrast to profit-oriented businesses that engage in competitive marketplaces, NGOs are legally organized as associations, cooperatives, foundations, and other social or religious organizations that seek social benefit over economic profit. While the majority of NGOs are nonprofit in character, not all nonprofit entities are NGOs. One characteristic of NGOs is their intention to reinvest financial proceeds into social causes, thereby strengthening the concept of sustainability and long-term community empowerment inherent in the SDGs.

NGOs play a vital role in addressing grassroots issues, particularly in disadvantaged communities, through awareness campaigns and civic mobilization. Their autonomy from government and business interests allows them to promote marginalized populations and adapt quickly to changing challenges, thereby making a direct contribution to a range of SDG targets, including decreased inequalities, clean water and sanitation, and fair work.

The global environment is growing more complex, dictated by multifaceted political, cultural, business, and environmental forces. This complexity touches both corporate and noncorporate strategies, such as the internationalization process, a growth strategy not exclusive to for-profit

organizations but equally relevant to NGOs seeking to expand their reach across the globe. Internationalization, in the case of NGOs, refers to cross-border operations that facilitate resource expansion, increased donor participation, and increased visibility in global governance, towards sustainable development (Balcerzak et al. 2022, 96).

International development efforts focus on improving socio-economic conditions of developed and developing countries, supported by developed countries and multilateral agencies. Nongovernmental organizations often play an important role in these efforts by providing important services in education, health, climate action, and community empowerment. Despite playing an important role in achieving global stability goals, literature on NGO internationalization is limited, especially compared to comprehensive studies on business internationalization.

The increasing number of nongovernmental organizations is inspired by the increasing complexity of global crises, such as climate change, food insecurity, and human emergency conditions. Extending beyond national boundaries allows NGOs to reach new funding sources, diversify their operations, and remain competitive, pursuing permanent effects. International NGOs are defined as organizations that are transferable, have an inclusive and adaptable structure of authority, follow nonprofit principles, maintain a central operating base, and have target-closer elements for cross-cultural and multinational engagement that align with universal structures of SDGS (Brière et al. 2014, 116-25).

Despite his adequate contribution to global assistance and development and his impact on international policy debate, the processes through which the internationalization of NGOs has been discovered are inadequate. These processes are particularly relevant to global challenges such as environmental decline, inequality, and promotion of human rights, which are central to the 2030 Agenda for Sustainable Development.

While many theoretical models explain how businesses expand internationally, such as the Upsala model, which describes internationalization as a gradual, experience-based process, these models cannot fully capture the unique paths taken by NGOs. Unlike profit-oriented firms, NGOs often optimize a more agile or "birth global" approach due to mission-oriented motivations and donors' expectations. However, the international expansion of nongovernmental organizations, especially how they allocate resources, define strategies, and respond to global challenges, is under-affected in educational literature.

Given the specific missions and operating outline of nongovernmental organizations, this chapter attempts to locate the internationalization strategies of these organizations regarding the SDGs. Its purpose is to understand the major motivators and consequences of their border-limit activities and to check whether the traditional models of internationalization, which usually apply to commercial institutions, are relevant or favorable to NGOs. To address this investigation, a systematic literature review (SLR) has been organized, which offers a structured analysis of their alignment with the discovery of the Internationalization Processes of NGOs and the discovery of sustainable development in global contexts.

## **Evolution of NGOs**

The history of international nongovernmental organizations (NGOs) traces back to the abolitionist movement, when central issues like peace, labor rights, and free trade became more prominent. During the 19th century, Western religious and benevolent groups conducted philanthropic, educational, and health-related work, primarily in colonial areas, concentrating on women and children. The occurrence of the two World Wars at the beginning of the 20th century created a number of humanitarian organizations. A dramatic change took place between the 1960s and 1970s during a period of post-industrial economic development, international conflict linked to the Cold War, and growing global crises. Social movements for human rights, feminism, peace, and ecological preservation became stronger, eliciting public participation and triggering an expansion in the number of NGOs, especially in Western countries, which started functioning on a more global level (Buckley, Doh, and Benischke 2017, 1045-64).

It was between the 1980s and 1990s that NGOs saw their fast growth, fueled by rising investments by the European Union and improving organizational capabilities of the civil society. The international presence of NGOs started to improve in the 1980s and picked up pace in the 1990s with the launch of the European Commission's Humanitarian Office (ECHO). ECHO was also instrumental in the coordination of EU emergency aid programs and emerged as the main benefactor of European humanitarian groups. With increasing support from other large international financial institutions, including the World Bank and International Monetary Fund, both public and private financing of NGOs increased, making it more competitive for these funds.

The increase in the number of nongovernmental organizations has changed the methods in which they connect with their audience, including progress in technology and communication. Globalization has encouraged the internationalization of these organizations, with leadership now focusing on global branding and the construction of public trust. Strategic brand positioning, consistent advertising, and integrated brand image in various countries are emphasized. As NGOs attain visibility and importance, they face more challenges in maintaining faith and expressing their values, especially when disputes or negative events arise, which can severely affect their long-term brand reputation (Galkina and Yang 2020, 101749).

A strong NGO brand should clearly reflect its mission, which serves as a symbol of its original purpose. Given the diverse category of stakeholders - including individual and institutional donors, employees, volunteers, beneficiaries, and colleagues - it is necessary to align all activities and money, ranging from program execution, with the values and brand identity of the organization. However, the decentralized nature of many nongovernmental organizations, which is often marked by limited centralized control, informal leadership structures, and a common consent-based culture, can make it difficult to establish an integrated global brand identity. To successfully manufacture and maintain a global NGO brand, four principles are important: promoting knowledge and best practice sharing in areas, Cooperation in the global brand plan, distributing responsibilities for maximizing coordination, and implementing brand-making strategies as effectively as possible.

## **NGOs' Internationalization and Institutional Characteristics and Factors**

Nongovernmental Organizations (NGOs), often classified as third-party institutions, include a wide range of national and international institutions, making it difficult to reach a single, universally accepted definition. The complexities initiated by the developed nature of globalization and NGO - state relationship connect this ambiguity. As globalization intensifies, NGOs have rapidly internationalized, adopting their roles in response to cross-border challenges. States affected by global mobility also participate in supranational Cooperation to deal with issues crossing national borders. In this scenario, NGOs often want partnership or support from government bodies. The contemporary global business environment is marked by dynamic interaction between public institutions, private enterprises, and

nonprofit organizations-this section will be discussed more deeply (Lan 2018, 108-33).

The relationship between NGOs and the state takes various forms, from operational freedom to tight regulatory inspection. Historically, it was not until the 1980s that NGO gradually began to transition from the impact of the private sector to the engagement of the public sector. Initially working autonomously, the NGO later began participating in the government-proposed assistance initiative and eventually assumed some public responsibilities. Over time, their activities shifted from charitable interventions to community advocacy and active participation in public policy making, especially from the 1990s. In contrast, the main values guiding nongovernmental organizations also developed from principles such as compassion, volunteers, philanthropy, democratic rule, legal structures, civil participation, and wide public values, including institutional Cooperation. Governments now rapidly recognize NGOs as capable, skilled providers of essential social services, especially for groups on the margins.

This developed relationship often contains a combination of government ideologies with human principles that remain intact by nongovernmental organizations, possibly affecting their perceived neutrality. However, Cooperation between these areas has become inevitable, as NGOs continue to expand their access to public service domains. This development raises an important question: NGOs integrate more deeply in public sector roles, and how to preserve their freedom in both principles and operations. Cooperation with the state does not naturally compromise with NGO autonomy; Instead, it promotes growth and diversification in their missions and approaches. As the NGO expands, the variations in operating focus and values emerge within the organization and between organizations. In addition, although some NGOs rely on public funding, they often complement their resources with the contribution of the private sector. Therefore, even in such examples where government wealth is prominent, as in the U.S. and is seen in countries such as Switzerland, NGOs often maintain sufficient impact to shape public support programs without losing their independent identity (Lee and Han 2020, 1201-11).

The globalization of nongovernmental organizations (NGOs) is largely affected by the state's dynamics, as government bodies shape the identity of the NGOs and often play an important role in inspiring their international expansion. Progress in digital communication and internet technologies has contributed significantly to the development of international NGOs,

which encourages the formation of global alliances and, in some cases, promotes international attention on a national scale.

However, the relationship between NGOs and state institutions is not without its challenges. When NGOs put pressure on governments, stress often arises, which results in consequences that can affect the morale and belief of those working within these organizations, especially volunteers. A long-term concern is the fear of state intervention or control, which is often inherent in previous experiences that still affect how NGOs operate. If the NGO is integrated into the government service distribution structure and political discussions, then the construction of mutual trust is important. When NGOs have a strong presence and are better represented in the political scenario, governments are more likely to join them as reliable and legitimate partners. Ongoing Cooperation and continuous interaction are necessary to create a mutually beneficial, cooperative relationship.

Despite its nonprofit nature, NGOs actively seek Cooperation with both public institutions and private institutions, including multinational enterprises (MNEs). Their missions include promoting public welfare and contributing to value manufacturing in the global provision of collective goods. This trend arises in response to the inability to provide sufficient states, which is often referred to as "institutional voids," as well as limited institutional validity found in both public and private sectors. Therefore, nongovernmental organizations are seen as the optimal feature of social interaction between governments and MNEs, which helps generate value for various stakeholders. They act as a bridge between organizations and external partners, promoting internal harmony between members (Lim and Rasul 2022, 325-42).

Collective goods, including services and goods such as healthcare, education, transport, clean water, electricity, and communication, are important for social development. These goods are often rare in emerging economies due to infrastructure deficiencies and weak institutions. In such contexts, collaborative efforts between companies and NGOs help address these deficiencies and, in some cases, support or replace government roles. This structure paves the way for various forms of Cooperation between businesses, NGOs, and state officials at both national and global levels.

There are mutual benefits for all stakeholders involved in collaborative efforts. For businesses, ensuring the availability of local collective resources, especially for multinational enterprises (MNEs), such as a safe

operating environment and workforce training, is important. These efforts not only facilitate commercial operations but also contribute to the development of areas where these resources are used. Nonprofit organizations, including nongovernmental organizations, benefit from such Cooperation through access to various forms of charity and increased political relevance, encouraging further partnerships with government agencies, communities, and private institutions. In this context, social relations become property through effective social structures when converted into goodwill or social capital. These structures enable organizations to exploit relationships for institutional benefits, usually through shared information, effects, or rights, and mutual support. To translate such social capital into tangible benefits, three conditions must be met: the presence of suitable opportunities to use these relationships, the desire to attach on both sides, and the ability to participate in a meaningful conversation that produces positive results.

Volunteer support is important for NGOs, as an important part of their task force depends on voluntary service. While investors also contribute significantly, heavy dependence on these two groups can limit transparency within NGOs. The institutional principle emphasizes that ensuring public access to comprehensive organizational information is the most effective way to meet the needs of stakeholders. As the NGO expands, it rapidly becomes project-operated and appoints more professionals, resulting in dependence on volunteers, changing partnerships with local institutions. The management of these collaborations is a significant part of their time and resources. With the adoption of professional management strategies, the NGO aims to fulfil both social and organizational objectives, mainly channeling development aid towards large, more structured NGOs (Patrício, Moreira, and Zurlo 2020, 1569-94).

In recent years, the NGO has removed itself from traditional ideologies and its first dependence on volunteers. Many people have moved to social entrepreneurship and invested in the development of skilled professionals. This development is largely supported by the increased amount of government development assistance and participation of special management personnel. As the NGO expands, internal partitions grow, yet Cooperation between international organizations and local communities becomes more prevalent, resulting in a more indirect relationship with the broader public. This global access increases visibility and exposes the NGOs to a more public inquiry, making strategic equipment an active information-sharing tool to strengthen public trust.

As the national NGOs mature, they rapidly connect with the global citizen society, making their scope and influence wider. The growing alignment between international non-governmental organizations and government institutions has deployed NGOs as diplomatic tools. The distinction between public and private sectors is rapidly changing due to privatization of state institutions, deregulation of markets, liberalization of economies, and the spread of NGOs. These trends collectively create a fertile environment for the continuous expansion and international connection of nongovernmental organizations.

### **Main Drivers of Internationalization**

Nongovernmental organizations (NGOs) are established with various motivations, and various objectives are pursued. Initially, many NGOs focused on achieving local goals without going beyond national borders. However, some NGOs have preferred international outreach as a main objective. Drives for international expansion often stem from increasing demand for services in broader geographical regions and the need to attract new donors to increase competition. Additionally, extensive structural mobility, including political and social conditions, has contributed to an uneven global distribution of NGOs. Both global outlines and domestic conditions play an important role in shaping international activities of non-governmental organizations (Paul and Sánchez-Morcilio 2018, 336-49).

Although the process of internationalization is usually seen as strategic and linear, the expansion of NGOs is often caused by unplanned development, especially through dynamic interaction between their foreign offices and the central headquarters. The incident combines international NGOs with social movements, as their global functions often lie in collective efforts with the aim of promoting social change. In many cases, NGOs achieve international access through specific projects, where project managers' skills and experiences significantly affect the results. These managers should not only solve problems and create effective equipment, but also actively engage relevant stakeholders. Effective communication and mutual belief between local government actors and NGO representatives are essential for the success of the project.

Prominent competencies for management of international projects include recognizing diverse approaches and responsibilities of stakeholders, demonstrating cultural sensitivity, and managing the risks related to safety. While technical, organizational, and managerial abilities are important,

human-focused skills are fundamental for the effective implementation of global NGO initiatives.

Social movement theory, which explains social and collective behavior with its social and political implications, helps explain how NGOs expand their access to international levels. This theory highlights the identity formation within the movements. Personal identity includes internal symptoms that affect personal participation. The collective identity relates to someone's moral, cognitive, and emotional alignment with a group or institution. Public identity is shaped by how external perceptions affect self-composition within social movements (Porto and Da Rocha 2021).

NGOs mainly pursue internationalization in response to dissatisfaction with current global conditions and a desire to offer extended support and strong local alliances abroad. Swayamsevak-managed collective resource raising plays an important role in establishing external relations and enhancing institutional teaching. The process of internationalization involves overcoming three major challenges: the liability of newness, which refers to limited experience and reliability; the liability of smallness, reflecting constrained resources; and the liability of foreignness, entering the unfamiliar foreign contexts and creating new relationships, faced with obstacles.

## **Case Studies**

The internationalization process that NGOs go through differs depending on various factors like organizational size, mission, and the particular contexts of both the host and home countries. Due to the variety of such conditions, it is helpful to consider different examples of NGOs operating in various regions and paradigms. With regard to China, NGOs have been around for a while already, with their efforts mainly centered on fields such as public health, education, and cultural exchange, corresponding to the current sociocultural trends of their respective eras. Outside conventional philanthropic activities, overseas NGOs in China have extended their missions to issues like conservation of the environment, gender equity, children's welfare, HIV/AIDS prevention, domestic violence, migrant workers' labor rights, promotion of social enterprises, fair trade practices, disaster relief, and rural development (Da Silveira et al. 2017, 85-110).

Due to the regulatory limitations, Chinese NGOs tend to focus their activities in certain provinces, cities, or localities. The majority of them have their headquarters located in key urban centers where they establish

core operations and open secondary branches in other areas in order to better cope with China's changing economic and social policies. Despite such regulatory obstacles, foreign NGOs have also gained significant success through cooperative endeavors with both local players and government authorities. A large percentage—approximately 74.5%—of these NGOs is seen to prefer to work in coordination with governmental agencies.

The global spread of Chinese NGOs is driven by a combination of internal incentives and pragmatic factors associated with their economic development. Three main drivers can be seen: (i) Political—Chinese NGOs tend to have strong government connections, a general tendency of state alignment; (ii) Resource-based—projects such as the "One Belt, One Road" initiative have created opportunities for Chinese NGOs to obtain more government and business funding by launching overseas ventures; and (iii) Competitive—sharp increases in the number of NGOs between the years 2007 and 2016 have compelled organizations to innovate and seek opportunities abroad (Ribau, Moreira, and Raposo 2018, 57).

Although progress has been made, international access to Chinese NGOs is relatively limited and is still developing. The major symptoms of their foreign expansion include: (i) with late and somewhat unnecessary entry, brand visibility or minimal focus on strategic communication, which prohibits their global presence despite interested in contributing to international assistance; (ii) a disconnect between emergency intervention and long-term post-Apada development efforts; (iii) Strong partnership with Chinese businesses in implementing foreign corporate social responsibility programs; And (iv) transfer of domestic models and experiences in their international operations.

In the early stages of their international expansion, Chinese NGOs usually adopt vigilant, low-risk strategies. They do repeat well-established domestic projects abroad, often taking advantage of the resources of Chinese enterprises working abroad. However, this approach has been criticized as unstable due to insufficient capacity and limited resources. These organizations also face many challenges, such as the absence of a strategic plan, weak organizational structures, and limited project stability. To improve your global connectivity, it is necessary that Chinese NGO define clear strategic goals for international participation and increase their operating capabilities on the global platform. An important issue is a lack of transparency in project execution, especially in terms of project disclosure,

fund allocation, and post-project evaluation, which can reduce their credibility.

Internally, the management of transnational operations is a major challenge. Major difficulties include the construction of effective partnerships, complying with foreign registration processes, establishing foreign offices, managing employees, financial transfer from across the border, and overseeing money and project execution. In addition, many Chinese NGOs have decreased in terms of the professional skills required for international work. To address these issues, two main approaches have come to light. Joint projects have to cooperate with international NGOs, gaining access to experienced professionals. The second is to appoint Chinese citizens who have pre-international experience. Additionally, Chinese NGOs have developed four guiding principles to support successful internationalization: mutual civil aid, alignment with local needs, cooperation with local institutions, and commitment to sustainable development (Tan and Huysse 2021, 124).

Despite a historical appearance in global Cooperation, Chinese NGOs still work within a weak policy environment and often lack adequate financial and human resources, which limits their effectiveness. The evaluation of 18 Chinese NGOs engaged in international Cooperation revealed low performance levels, which are responsible for the newborn stage of their global outreach, along with insufficient legal structures, technical assistance, skilled employees, and money.

Only a small number of well-funded Chinese foundations have begun to participate in the international initiative, encouraged by tributaries, but still moving carefully. People with adequate staffing and a lack of finance may require government support to actively and voluntarily engage in international activities. However, due to political risks, limited resources, and a lack of skilled personnel, many foundations are hesitant, making them designed for widespread international engagement (Da Silva Santos and Pires 2024, 270-90).

In contrast, Poland has seen a significant increase in the nonprofit sector, globalization, and international Cooperation is becoming increasingly common. In May 2004, Poland's advertisement for the European Union marked a turning point, to promote access to an integrated European market, promoting digital innovation and lifelong learning, encouraging professional engagement of older adults, and addressing regional socio-economic inequalities through structural funding.

The growth of the nonprofit and non-government sector in Poland is closely associated with internationalization and globalization, as these factors greatly affect the development of the third region. Any disruptions or disabilities should be addressed in these processes. Accordingly, such organizations are encouraged to monitor the existing irregularities, implement preventive measures, develop systems to address these issues, identify valid practices globally, and install conduct codes to direct nonprofit operations. In addition, they should support the initiatives that promote internationalization of the third region and work towards cultivating an internationally conscious citizen society (Del Toro 2024, 56-82).

A study of the internationalization strategies of four French humanitarian organizations captured how they responded to a dynamic and competitive world. Some of the organizations embraced private funding mechanisms to shun dependence on governments, thus reducing the risk that comes with internal political instability. Others were totally dependent on public funding, with internationalization serving to support this type of dependence. It was noted that internationalization tends to advance a universal identity among NGOs, expressed in uniform acronyms and slogans, consistent organizational values, the prevalence of English, the recruitment of volunteers across the globe, the capacity to provide aid outside national borders, and personnel mobility inside.

One important indicator to fight against organizational wrongdoing and build credibility and accountability is ensuring transparency through proactive disclosure of information, irrespective of external demand. Internationally engaged NGOs are likely to focus on disclosing information in order to reduce funding expenses and fill informational gaps among stakeholders. Empirical evidence from Colombia shows a positive correlation between internationalization and online transparency of NGO profiles. Nonetheless, a study conducted in Spain indicates that internationalization would not necessarily influence the degree of online information transparency in every situation (Budziszewska and Potluka 2024, 94-106).

More perspectives from a global humanitarian organization demonstrate that theories applied to the explanation of corporate internationalization may be applied to NGOs as well, specifically in plans to obtain human and financial resources. Yet NGO internationalization varies, specifically in deciding where to deliver aid, guided by a criterion of need, not strategy. Even when trying to preserve centralized control, relations between

regional offices and the original branch diverge markedly from traditional headquarters–sub–division configurations.

The global expansion of this organization reflects the elements of both the Upasala model and Born Global Theory. Initially, its international development followed a sequential and vigilant pattern, which was aligned with the Uppsala Framework. In the latter stage, international activities increased, focusing on culturally and geographically close countries, and external networks play an important role. The final stage was an intentional and strategic international orientation, which was more aligned with a global approach to birth. At this point, the organization adopted a risky stance, culturally expanded to distant areas, and selected strategic partners based on their ability to contribute significantly in raising resources rather than relying on the already established trust (Yang 2024, 740-41).

## **Discussion**

Nongovernmental Organizations (NGOs) currently play an important role in society to advocate community interests and promote public policies and social solidarity initiatives, which aim to increase social welfare. Working within the private sector, NGOs operate independently of government structures and policies, although they often maintain a non-free relationship with the state. With the rise of socio-economic globalization and the growing mutual relations of civil societies beyond the borders, the concept of the Internationalization of NGO has attracted increasing attention. This trend reflects the increasing need to respond to global human demands, which significantly affects the development of non-governmental organizations, especially in relation to their human capital and organizational development.

Studies supporting this review have provided valuable insight into the functions and motivations of internationally focused NGOs. Many factors contribute to the decision of an NGO to expand its activities globally. Mainly, the weakening of domestic policies and the increasing complexity of international crises increase this expansion. This mobility is deeply connected and promotes the emergence of international NGOs. From a resource-based perspective, limited national funding and dependence on structural abilities within a country also play an important role, either facilitating or obstructing the internationalization process (Purnomo and Hartanti 2024, 4-28).

To successfully expand on boundaries, NGOs must secure adequate financial and human resources to effectively address global challenges. In addition, the level of economic development in the host country significantly affects the need for NGO participation. Another major contributing factor is a shared global dissatisfaction with certain social conditions, which can trigger the formation of international NGOs. Such initiatives often stem from well-organized campaigns or spontaneous efforts, with a shared goal of starting meaningful changes. In this context, internationalization of non-governmental organizations is also associated with social entrepreneurship and collective action for global change. Principles related to social movements help in explaining this trend. Public perception, whether auxiliary or important, plays an important role in shaping the identity of a movement and directly affects the availability of resources, to what extent the NGOs can participate in globalization.

Despite various motivations to carry out international operations, NGOs face many challenges. Initially, long-term organizations often struggle with issues of trust, transparency, and validity. Limited financial instruments also offer a sufficient barrier to expansion. In addition, it is necessary to promote successful international Cooperation and partnership.

Internationalization of nongovernmental organizations can be interpreted through traditional structures such as Upasala models, network-based approaches, and early or rapid internationalization principles. These models suggest that NGOs often adopt low-risk strategies to support social movements globally. In doing so, they should strategically manage many activities, such as employee deployment, office installation, and international funds, to align them with broader organizational objectives. To legalize their expansion beyond borders and strengthen the relationship with social movements and government bodies, NGOs should not only navigate institutional challenges but also address the liability of foreignness, which provides the convenience of smooth international operations (Naoum 2024, 64-75).

In an era of globalization, the extended role of civil society underlines the increasing importance of NGOs. These organizations act as important middlemen, bridge the gap between citizens and governments, and accelerate political engagement. Their participation in advocating for community welfare demands strong and collaborative relations with states, reaching their active participation and public support in policy processes. When internationalization, NGOs should protect their freedom, maintain their identity within the private sector, and maintain the values of their

civil society, while all are engaged on borders with diverse governments and communities.

The process of internationalization is different depending on the size, purpose, and home country and host country contexts of an NGO. Decisions will need to be made regarding the geographic scope of their activities—whether to focus within a city, a region, or between countries—and regarding funding sources, public or private. Levels of transparency, including online, can vary, but a high level of openness is usually best. Although business-focused internationalization theories provide valuable observations—particularly about resources—NGOs display unique behaviors, notably in selecting destinations for humanitarian activities, motivated by service demands as opposed to market opportunities.

Internationalization of NGOs is not defined by a uniform process but by a diverse set of motivating factors. The literature recommends that international expansion for NGOs is driven more by the interest in developing serious, credible, and responsible change than by strict procedural guidelines. Hence, there is merit in the argument that various influences define the international trajectory of NGOs, each within the overarching aim of social influence (Morozov et al. 2024, 1126).

Globalization is the central force behind the internationalization of NGOs, as the organizations become attuned to the changing forces of the global community. They gain through the widening economic networks of trade, technological growth, economic development, and varied sociocultural advancements. Another key factor is the expanding transnational aspects of civil society, with people engaging across national frontiers in ever-larger numbers, impacting public policies and determining societal directions. The organizational growth and development of NGOs—also their human resources—serve as a key internal driver as well. Most NGOs have evolved from being grassroots movements or faith-based community organizations to more professionalized and formalized structures.

Unlike the general narratives found in literature on profit-operated firms, NGOs often rely on international projects to expand their services globally. These projects require managers to effectively operate in diverse sociocultural contexts, not only seeking technical and managerial expertise, but also strong cultural sensitivity for success. Additionally, the discovery of new colleagues, donors, members, and beneficiaries acts as a major inspiration for international expansion, as it brings fresh resources and human capital that can unlock a new path for engagement.

Other important drivers include the need to remain competitive and reach a broad talent pool. The influence of national policies also plays a role, although NGOs are generally independent, their operations may be positively or negatively affected by the regulatory and political structure of nation-states. Meanwhile, the increasing complexity of global crises requires international engagement, as NGOs are often well-positioned to react to emergency situations due to their underlying flexibility and mission. Finally, the rise of digital technologies and the internet, strongly associated with globalization, helps a lot in creating strategic alliances and facilitating the global access of non-governmental organizations.

As NGOs expand their presence internationally, they should focus on increasing their public credibility and transparency. To create confidence and maintain a consistent image, they need to establish a clear organizational identity in their basic values, allowing them to project a reliable and authentic brand between different countries and among diverse stakeholders (Godefroid, Plattfaut, and Niehaves 2023, 237-59).

Internationalization of non-governmental organizations can lead to a variety of results, which are largely affected by the context in which they work. An important result is the installation of connections with external resources and partners. As the NGO expands and develops, its participation increases, which requires more resources. An international appearance provides access to a wide range of opportunities. Drawing new investors also accelerates competition. To succeed globally, NGOs must acquire and maintain the confidence of partners, donors, members, and stakeholders, which strengthens their reputation, enters the international network, and promotes Cooperation with local organizations. To achieve this, all activities require a strong emphasis on transparency and integrity.

Another major result is an increase in volunteer engagement, which stems from efforts to raise comprehensive resources. As NGOs grow in size and scope, the demand for dedicated volunteers also increases. Global expansion enhances their ability to represent specific interests at the official level, helps NGOs with legal advice on policy changes, encourages public participation in politics, and supports civil dialogue. This process enhances their political presence and strengthens their validity within communities. In addition, the ability to attract skilled professionals increases as organizations make their operations more professional. Since NGOs pursue more ambitious and complex goals, they require sophisticated and large-scale management experts in managing initiatives (Alon et al. 2020, 101091).

From the discussion above, the following propositions can now be stated:

- Proposition 1 – Global nongovernmental organizations (NGOs) normally begin as a result of global crises, demands, and events, which present substantial opportunities for their expansion and reach.
- Proposition 2 – The problems encountered during the expansion process internationally are generally solved through major internal factors, such as the creation of a qualified workforce, the striving for competitiveness, and the capacity of the organization to acquire resources through partnerships, investors, volunteers, and members.
- Proposition 3 – External drivers, including the cross-border existence of civil society, increased global emergencies, the weakening of national policies, and the presence of a global pool of talent, complement internal drivers in facilitating NGOs' operations across national borders.
- Proposition 4 – Internationalization of NGOs can be explained by the matching of external demands—e.g., the urgency to respond to worldwide problems—with internal capabilities, making a successful response possible. This response is usually enabled by network-based partnerships between multiple stakeholders and informed by experience.
- Proposition 5 – Although the spread of for-profit companies across the globe at high speed is normally accounted for by international entrepreneurship theory, the international expansion of NGOs seems to be guided by more conventional models like the Uppsala model and network models.
- Proposition 6 – International NGOs have opportunities as well as challenges; they need to develop close relationships with diverse stakeholders, and their transparency and credibility heavily reinforce their reputation and fundraising potential.
- Proposition 7 – Nation-states play two roles in the activity of NGOs, both as funding bodies and as partner organizations, thus occupying a key position among the stakeholders (Nuño-Santana 2024, 173-87).

## Conclusions

This chapter 16 provides a comprehensive analysis of the internationalization of non-governmental organizations (NGOs), drawing insights from reviews of 16 academic studies. This presents seven major proposals and

identifies the primary drivers and results of the internationalization process. A visual representation using the X matrix obtained from the Hoshin Kanari model facilitates a clear understanding of the findings.

Although internationalization of nongovernmental organizations is not a novel subject, the study states that existing bodies of knowledge have been discovered insufficiently. The study suggests that, despite the potential similarities in the international expansion process, NGOs adopt unique approaches compared to enterprises. Their strategies to take advantage of international occasions vary from traditional trade models.

The analysis identifies a range of both internal and external forces that jointly affect the internationalization of nongovernmental organizations. These include service-oriented goals, requirements of additional resources, an increase in institutional validity, and support from government and public institutions. Access, stake engagement, and increased visibility are also seen as important results of this process.

The primary contribution of this study lies in creating a consistent theoretical basis to understand the NGO internationalization. This explains in detail the factors that affect this process and affect the interaction with it. The study emphasizes dynamic decision making, in which experienced learning and gradual knowledge acquisition play an important role in the international development of NGOs. In addition, network-based engagement with local communities, social movements, and government actors helps NGOs to cultivate valuable stakeholder relations and acquire knowledge that confirms their global outreach. However, a new theoretical framework remains a strong requirement to explain these dynamics.

An area requiring further investigation is the role of social and government approaches in shaping the internationalization of nongovernmental organizations. Comparative research from a sociological and anthropological point of view can provide deep insight into both the supply and demand of this change.

If NGOs follow a dynamic internationalization path operated by experience and network learning, future studies can benefit from examining this process, such as an installed outline, such as eclectic paradigms. Such studies can pay attention to how NGOs use their underlying abilities, internalize their strength, and benefit from local benefits to expand their services at the international level.

One significant drawback to this study is the fact that it is based on a comparatively modest set of 16 studies retrieved exclusively from SCOPUS and Web of Science. Other databases were excluded by design for reasons of academic stringency. Still, potential future studies might extend their base further by adding sources like EBSCO Host and Redalyc, which could offer a wider geographical as well as scholarly base. Also, incorporating book chapters and extensive case studies would add depth to the knowledge of the difficulties encountered by NGOs in worldwide expansion.

In the future, further quantitative research is suggested to enable wider generalizations. Testing the propositions presented in this study would also be useful. Some open questions warrant consideration: How are contextual factors translated into effective international initiatives? How market-oriented are NGOs in their service provision? What institutions promote knowledge exchange between headquarters and field offices? How do NGOs gain or lose international mandates? How is social, financial, human, and cultural performance measured? What are the strategies behind adaptation and standardization across borders? How is the organizational model aligned with global aims? Which global opportunities are NGOs mainly aiming for, and how are they approached by project managers? What is the tempo of engaging or disengaging international programs? What is the volunteers' role in enabling or disabling global service provision? In what ways do political environments in home and host nations influence NGO internationalization? What quantifiable social changes are realized through internationally active NGOs? In what ways do brand identity and image manage across regions and amidst different crises? Does the country of origin of the NGO influence its global strategy?

These unresolved questions highlight a range of potential research avenues. Exploring them could significantly enhance our understanding of how NGOs function globally and to what extent their operations mirror those of other international entities.

## References

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