Chapter - V

STRENGTHS, WEAKNESSES,
OPPORTUNITIES AND THREATS (SWOT)
OF NYK IN THE HRD PERSPECTIVE
SWOT Analysis identifies factors that may affect desired future outcome of the organisation. SWOT model is based on identifying the organisation's internal strengths and weaknesses and threats and opportunities of the external environment and consequently identifying the institution's distinctive competencies and key success factors. These, along with considerations of social and institutional values, lead to creation, evaluation and choice of strategy.

5.1 Strengths of the Institution

5.1.1 Large network of village level youth clubs

Nehru Yuva Kendra has a network of two lakhs village youth clubs at the National level. Kerala has 10321 village youth clubs scattered over more than 95% of panchayat in the state. These groups are formal groups and exhibit characteristics. As a formal group, the youth clubs affiliated with Nehru Yuva Kendra, exhibits the accomplishment of goals much better than any other similar groups in the village. They facilitate the co-ordination of activities, establish logical relationships with people and institutions, and create group cohesiveness.

5.1.2 The Congregation of 64 lakhs Youth Volunteers

Nehru Yuva Kendra claims the congregation of 64 lakhs youth volunteers. Kerala has got approximately 3,30,000 youth volunteers from 10,321 affiliated youth clubs. The availability of this large number of youth force is not only an
asset to the institution but also to the nation. It shows the readiness from the part of rural youth for voluntary involvement in social development activities.

5.1.3 Qualified and trained National Service Volunteers

Nehru Yuva Kendra has got 5000 qualified and trained National Service Volunteers. 75% of the volunteers are graduates and 10.6% are having post graduation and above qualification. The study showed that 99% of the volunteers like the nature of their work and are committed. This committed and trained force of volunteers is an asset to the institution. The basis of an HRD organisation lies in manpower planning. Through planning, the institution strives to have the right number and the right kind of people at the right places at the right time. In the case of National Service Volunteers, the planning seems to be satisfactory and hence it adds strengths to the HRD initiatives of Nehru Yuva Kendra.

5.1.4 Network of District Offices in all the Districts and Union Territories

There are 500 district offices covering all the districts and union territories. In Kerala all the fourteen districts are covered by NYK offices. The union territories of Mahi and Lakshadweep also have district offices. Every state has got Zonal office and 10-12 district offices are covered by a Regional Office. Executive development is a challenge to any organisation. People with technical,
human and conceptual skills matched by determination and integrity can lead the organisation effectively.

5.1.5 Cosmopolitan Nature of Organisations

The cosmopolitan nature of affiliated youth organisations seems to be another advantage of Nehru Yuva Kendra. The total membership constitutes 57.2% Hindus, 23.3% Muslims and 19.32% Christians, other come to 0.02%. The rate of religious involvement is on par with the population status of the state. Caste wise classification shows due representation of all casts. The enrolment of more OBC group is an advantage. In the population 55.2% are OBCs and 6.9% are scheduled castes.

5.1.6 Own Office Building

Permanent building stabilises the functioning of the organisation. The study emphasises the status of 35.4% organisations with own office building. Out of that 37.5% has building area more than 200 sq.ft and 9.4% have building area between 500 and 1000 sq.ft. Own building accelerates and strengthens the functioning of the organisation. This in turn increases the capacity of the organisation and workmanship of the members.
5.1.7 Office Bearers of Youth Clubs have Sufficient Educational Qualification

The survey revealed that the representatives of youth clubs are educationally qualified. Though there is no prescribed qualification for the office bearers of members of the organisation, it is seen that most of them have sufficient educational qualification up to SSLC, 34.7% are Pre-degree / Higher secondary passed. These are 24.2% graduates among them. Post graduates and above come to 6.1%. In the HRD perspective, education is the understanding and interpretation of knowledge. It imparts qualities of mind and character and understanding of basic principles and develops the capacities of analysis, synthesis and objectivity.

5.1.8 The Network of Self Help Group (SHG)

Recently Nehru Yuva Kendra has started affiliating self-help groups. The self-help groups are the association of 15 to 20 persons of the same socio-economic background from the neighbouring households. They meet periodically, contribute their servings to the society and give loan to the members to meet their immediate requirements and also to start petty business. The society having sound financial position also starts income generating schemes for groups. In addition to this they also focus their attention on the social and cultural development of the village. In Kerala, Nehru Yuva Kendra has got 2105
SHG’s affiliated to it. Village women group forms 99% of these organisations. This micro level network is an asset to Nehru Yuva Kendra because through this group they can work for the development of rural women.

5.1.9 Infrastructure Facility of Youth Clubs

The infrastructure facility available at the youth clubs helps the speedy implementation of the stipulated programmes of Nehru Yuva Kendra and other agencies. 43.6% of the youth clubs have got movable goods worth more than Rs.10,000/-. 14.4% have got movable assets more than Rs.50,000/-. 28.9% of assets have land are between 2-5 cents. Thus the infrastructure of the affiliated club s adds more strength to Nehru Yuva Kendra.

5. HOWell functioning organisations are under Nehru Yuva Kendra

A study based on the fund utilised for the programmes revealed that 13% of the clubs are spending more than Rs.100,000/- per year for various programmes. This means that 13% of the clubs could mobilise an amount of Rs.1 lakh or more for the programmes in the rural area. One thousand three hundred and forty one clubs are functioning well, when we assess them on basis of the programme fund spent per annum.
5.1.11 More than 50% of the Clubs are Motivated

Ninety-seven respondents (35%) opinioned that there is sufficient motivation from the part of Nehru Yuva Kendra. 22% of the responds mostly agreed with the statement. Motivation is a very important HRD characteristic that any organisation is the need. It can be defined “as the willingness to expand energy to achieve a goal or reward. It is a force that activates dormant energies and sets in motion the action of the people. It is the function that kindles a burning position for action among the human beings of an organisation”. Joining an association by an individual may be because of has urge for states or affiliation. It may also differ from culture to culture and from person to person with in the culture. So to motivate people from different culture, who are hailing from different area, with different socio-economic background is a difficult task for NYK. But the programmes of Nehru Yuva Kendra could motivate more than 50% of the people.

5.1.12 General opinion about Nehru Yuva Kendra

The general opinion about the HRD initiative of Nehru Yuva Kendra is only average. 25.3% the respondents almost agreed with the initiatives made by NYK. 19.1% said that the initiatives are mostly true. The most advantageous character of Nehru Yuva Kendra is its manpower. The resources available with in their people are the most valuable resources because unlike other resources, there is
no limit for developing human resources. It can be developed and increased to an unlimited extend. Nehru Yuva Kendra, show a value based healthy climate. There is ‘a sense of belonging’ is the approaches of the youth club members. The general feeling is that Nehru Yuva Kendra satisfies the basic needs of the youth club members, as members of the affiliated organisation. Performance appraisal feed back and performance coaching, career planning, training, rewards, welfare programmes, etc... are some of the process mechanisms available in rude form in the institution. Though most of approaches are conventional, rather than scientific it is effective to a certain extent in importing the quality of non-student rural youth. But there is a long way to go for the institution to get in too the category of institution with scientifically proved initiatives.

5.2 Weaknesses of the Institution

5.2.1 Focus on the target group is not satisfactory

The target group of Nehru Yuva Kendra is non-student rural youth. But the analysis of the data reveals that among the affiliated organisations 21.7% organisations have 25% of student membership. It is surprising to see that in 7.2% of the affiliated organisations 50% are student. In 32.1% of the organisations, the percentage of student members amounts between 11 to 25%. This shows a major deviation of the Kendra from the stipulated objective. The benefits of non-student youths are being shared by student youth.
5.2.2 SHGs are being treated on par with youth clubs

Self Help Groups (SHGs) are a separate category of associations formed which different objectives when compared to the youth clubs are mahilasamajam. There are youth clubs affiliated to Nehru Yuva Kendra having number of self help groups formed and supported by them. Nehru Yuva Kendra is also directly affiliating SHG's and in many districts they are given equal status with the affiliated youth clubs. They are also seen included in the list for financial assistance of youth clubs and many have got financial assistance. This may affect the morale of youth clubs. An elaborate discussion with the focus group, asserted that this is deviation from the accepted principle of Nehru Yuva Kendra. Suggestions were also emerged regarding the status of SHG's. All people agreed fully that SHGs should be affiliated and promoted by Nehru Yuva Kendra. But it should be maintained under the youth clubs as their subordinate units, giving the youth clubs an upper hand as they are engaged in the over all rural development activities, when compared with the SHGs concentrating on the economic advancement of the members and the group. When question was put to the National Service Volunteers of the Kendra only 20.2% disagreed with the assertion that SHGs are not equal in status with the youth clubs. 24% said that the statement is almost always true, followed by 22.2% who said that the statement is mostly true. 79.6% of the respondents are not against the statement. Only 20% stood strongly against the statement.
5.2.3 Monthly Income of the Youth Volunteers are Very Low

Most of the youth volunteers of Nehru Yuva Kendra come from the lower strata of the society. 30.3% of the youth club workers have only less than Rs.500/- as their monthly income. This means that 30.3% are having monthly income less than the national average expenditure of Rs.590.98. 44.4% of the representatives comes between Rs.500/- - Rs.2250/- group. So it is seen that in most of the cases sustenance of the individual is the major problems. So self-reliance of the representatives of the youth club is one of the problem that the institution is facing. FGD opinioned that though the representation are committed and motivated they never care for their development. Specific attention in this area is necessary to empower the youth volunteers with more income for their sustenance. Instead of doing general programmes, specific income generating programmes can be chalked out for the low income group so as to enable them to work on par with the better income group.

5.2.4 Woman Representation not Encouraging

The women representations in the youth club activities are very low. Only 9.5% of the organisations have at least 25% of the female representation. Though the objective of the Kendra says that women should be given equal opportunity with men, no effort is seen taken by the Kendras to increase the number of women participants in the youth clubs. When we speak about rural development,
we cannot keep the women away. Any development without focusing the women group of the population, which comes more than 50% will be fruitless. This is a major lacuna in the approach of Nehru Yuva Kendra. This aspect needs immediate intervention. The rules and regulations of NYK also promote mahilasamajams on par with youth clubs. But female domination is seen limited to 14.4% of the organisations. This indicates that there are only 14.4% mahilasamajams affiliated to Nehru Yuva Kendra.

5.2.5 Concentration of Employees

Another weakness of the youth club is the concentration of government / company employees. The youth clubs are to be formed by the non-student rural youth of the village. The survey shows that 21.3% of the youth clubs have more than 25% employees in the club. 24.9% of the youth clubs have 11 - 25% of employed members. FGD revealed that the higher percentage of employed members normally over power the number of unemployed or underemployed rural youth and the thrust area of activities will be shifted. The employed members may also come to the leadership of the organisation and this paves the way for increasing their control. This diminishes the opportunities of other youth to come into the leadership positions in the organisation and get experienced. Thus the empowerment of non-student rural youth will be affected to a great extent.
5.2.6 NYK is Affiliating Already Formed Youth Clubs

The first objectives of the Kendra is to organise rural youth in the form of village youth clubs on democratic norms. The seventh objective of the Kendra is to develop the skills among rural youth for the establishment of self-supporting youth clubs. But in actual practice, in the Kerala situation it is seen that Nehru Yuva Kendra is affiliating already formed and registered youth clubs. No effort is being made from the part of NYK to form, register and affiliate youth clubs. This has many disadvantages to the organisation. The major disadvantages that emerged in the FSD are as follows;

a) The bye-law of the organisation need not be on par with the stipulated guidelines of Nehru Yuva Kendra.

b) People of all age group get enrolled as members.

c) The membership includes all category of people and hence there is chance for overpowering by the employed group over unemployed group of youths.

d) Female membership will be very less as is usually seen in most of the affiliated organisations.

e) No clarity about the area of operation.
5.2.7 Poor Maintenance of Records and Registers

The survey showed that 90% of the clubs are not maintaining registers and records properly. Many of them do not know how to maintain the records and registers. There are also a small group, though aware of all the formalities of keeping books and records, takes no care to maintain them properly. To the questions asked vide question numbers Ce, Cf and Cg, the response from them were not encouraging. On verification, it is found that the maintenance of records and registers in the youth clubs are very poor.

5.2.8 No Office Building even after Ten Years

Ten years is not a small period in the life of an organisation. It is seen that ten years association with Nehru Yuva Kendra was not helpful to a number of organisations to build their own house. 14.6% of the clubs could not build an office even after 10 years affiliation with Nehru Yuva Kendra. There are 11.6% of affiliated organisations without a private or rented room as offices. In these clubs, the book and records are kept in the residential house of the secretary or some members in the executive committee.

5.2.9 Mobilisation of Programme Fund is very bad

The activity analysis of the affiliated youth clubs showed that the mobilisation of programme fund is very low in many organisations. During the
year 2001-2002, in 53.1% clubs the fund mobilised is less than Rs.10,000/-. This means that they could not even mobilise an amount of Rs.833/- per month for programmes. Even after getting patronage and encouragement from NYK, the condition seems to be more pathetic. This is a clear indication that the man power utilisation in 53.1% of the organisations are not at all satisfactory. The major role of NYK is to promote the activities of youth clubs. But NYK fails to provide proper encouragement and guidance to 53.1% of the youth clubs, at least to mobilise programme fund of Rs.1,000/- per month. In the organisational perspective, the resources of the youth clubs are being wasted without proper use.

5.2.10 Co-ordinated Activities are not Effective

Nehru Yuva Kendra has to strengthen the network of youth organisation and inculcate the spirit of co-operation and co-ordination. An analysis on the co-ordinated programmes by the youth clubs revealed that during the year 2001 - 2002, 45.1% could not do any joint programme in co-ordination with an agency outside their block. 31% of the organisations have conducted less than 3 programmes. The data show that the programme co-ordination is not up to the expected mark.
5.2.11 Major Weakness of the Regular Programmes

An in-depth analysis of the regular programmes of the Kendra reveals some lapses in the effectiveness of the programmes. Fund position and period of training of vocational training programmes are not sufficient (26% + 28.8%). Fund position of the awareness campaign is not sufficient (26.4% + 26.4%). In conducting work camps the co-operation from the neighbouring clubs are not up to the expected level (17.1% + 15.5%). The lack of training is a major problem with the sports promotion programme being conducted by Nehru Yuva Kendra. 38.6% strongly agreed with the view that there is no facility for training on sports items. 31.8% mostly supported the view. In the case of cultural programmes the major deviation is that most of the participants are students (28.2% + 34.2%).

5.2.12 NYK could not attend the needs of all the affiliated youth clubs

The number of affiliated organisations are large in number and hence with in the limited infrastructure facilities, NYK could not attend the requirements of all the affiliated youth clubs (20.9% + 26.2%). They also said that youth clubs are not getting sufficient training (22.8% + 35%).

5.2.13 Youth Clubs are not having Sufficient Fund for their day-to-day Administration

Financial stringency is the major problem that the youth clubs are facing. They are not having sufficient fund even for their day-to-day administration.
There are youth clubs that are not having fund even for postage. 146 respondents (52.8%) strongly agreed with the view that lack of fund for postage and day-to-day administrative function, is the major problem of almost all small youth clubs. 44.8% almost-always agreed that fund position affects the programmes. 33.2% of the respondents said that the statement is mostly true.

5.2.14 Shortage of Staff, Fund and Lack of Mobility is the Limitation of NYK

Nehru Yuva Kendras are the largest network of youth organisation in Asia. It is a unique institution of its kind. But the institution faces shortage of staff, fund and lack of mobility. There is only a District Youth co-ordinator and an Accounts Clerk-cum-Typist in the district to look after all the activities of the Kendra. Volunteers who are deployed for one or two year support them. The district office of Nehru Yuva Kendra is not having a vehicle with the fund being sanctioned from Government of India, Nehru Yuva Kendra could conduct only less than 50 programmes in an year. With the programmes NYK is not in a position to reach the target group. Considering the number of affiliated youth clubs the programme amount is very less. Thus Nehru Yuva Kendra faces shortage of staff, paucity of fund and lack of mobility, which affects the effective implementation of the objectives of the organisation.
5.3 Opportunities

5.3.1 Human Development Index of Kerala is favourable

As per the ranking Human Development Index during 2001, Kerala stands first with an index of 0.638. The state has a high literacy rate of 90.92% (94.2% males and 87.66% females) against the all India average of 65.38% (75.85% males and 54.16% females). Kerala has attained high levels in respect of health indicators. Achievement of Kerala, in the case of many indicators, is on par with many developed countries. Kerala shows infant mortality rate of 15.6% (India 11.6%) and child mortality rate of 4.6 (India 26.3). Birth data has come down to 18.2 (India 26.4). Maternal mortality rate of Kerala is 1.4 for 1000 deliveries.

5.3.2 No Political and Social Resistance

Nehru Yuva Kendra is not facing any political or social resistance in the implementation of its programmes. The atmosphere in Kerala is conducive to fecundate the activities.

5.3.3 Better Avenue for Link with Different Agencies

Nehru Yuva Kendra, with the autonomy has got better opportunity to establish link with other organisation. Because it is an autonomous body established by government of India, it has got free access with all government of India departments and agencies. This link can also be used for establishing
rapport with international agencies for mobilising fund for programmes. At the
district level, there is a District Advisory Committee on Youth Programmes
(DACYP) with District Collector as Chairman. There are also many district officers
as members of the committee. This link can be better utilised for co-ordination
and help at the district level and assistance from state government.

5.3.4 Villagers are Co-operative

There is full acceptance of the programme at the village level. There is no
hesitation or reluctance from the villages. They are also co-operating well to all
the programmes being implemented by Nehru Yuva Kendra.

5.3.5 Well established Panchayatraj System

Kerala is fortunate to have a well-established three-tier panchayatraj
system. The District Panchayat, Block Panchayat and Grama Panchayat has got
many programmes that can be implemented with the help of village youth clubs.
There are also many income-generating activities for the employment generation
of youth. NYK can also function as the implementing agency for many of the
programmes for the District Panchayath.
5.3.6 Nodal Youth Clubs

In the present circumstances, Nehru Yuva Kendra could not utilise the services of the developed and self-reliant youth clubs. There are about 15% of such clubs affiliated with Nehru Yuva Kendra. Their service can be better utilised by de-linking them from the present affiliation and elevating to the position of nodal youth clubs. The present scheme for youth Development Centres can be re-structured to accommodate all these eligible clubs under the banner of nodal clubs.

5.4 Threats

5.4.1 Income Generation of Rural Youth

The major threat that Nehru Yuva Kendra has to face is how to tackle the problem unemployment of rural youth and implement income generating schemes effectively. This becomes a difficult intervention, when we consider the per capita income of people in Kerala, The per capita income is Rs.2,325/- against the national per capita income of Rs.2761/-. In rural area, the individual monthly expenditure in Kerala is Rs.765.70, where as the national average is Rs.486.08/-. People are having less income and more expenditure. This is a threatening issue, which will lead to inexplicable dimensions or if not checked effectively.
5.4.2 The Calculation of Rural Households not in Order

As per the statistics provided by Economic Review (2000), the number of rural households below poverty line comes to 18,77,383. The figure is arrived by deducting 1,93,886 households for which ‘one time assistance’ has been given. Can one time assistance, eliminates poverty is the matter to be discussed. In many government programmes giving assistance is the style of irradiating poverty. Can this style irradiate poverty is also a subject of discussion and study.

5.4.3 The Case of Educated Unemployed

Kerala faces the grave problem of educated unemployed. As per the last census report available from the employment exchanges, Kerala is having 4,360,600 educated unemployed persons. At the national level we are in the fourth place to have a large number of unemployed youth. There are 65,078 work seekers with post graduation and above. The number of graduate work seekers comes to 2,74,625. Pre-degree / Higher Secondary holders are 5,51,013. People having SSLC are 25,54170. The figures show the intensity of the grave issue. This stands as a threat to NYK as it holds the title that it works for the employment generation and self-reliance of rural youth.
5.4.4 Poor Involvement of Females in Social Service Activities

When compared to men, the idling tendency of women may be due to the traditional culture, is another issue prevalent in our rural society. Unless the participation and involvement of women in programmes and activities are not increased, the resource development will certainly remain as a hard nut to crack. Women, being more than half of the population needs encouragement and avenues for involvement in programmes. Women may be encouraged to do the appropriate work in accordance with their skill and efficiency.

5.4.5 Charitable Societies Registration Act 1860 Need Amendments

Charitable Societies Act of 1860 regulates the formation and management of voluntary agencies. Due to many changes in the area of voluntary organisations and non-governmental organisations, the act has many limitations to control and manage them properly. So required new provisions may be included in the act so as to make it suitable and appropriate to control effectively all the affairs of the charitable societies.

The analysis shows that the organisation has a number of basic internal characteristics that strengthens the functioning of the organisation. They include large network of village level youth clubs, congregation of 64 lakhs youth volunteers, network of district offices in the all districts and union territories,
cosmopolitan nature of affiliated organisations, infrastructural status of affiliated organisations, educational background of the office bearers of the affiliated youth organisations, the large network of self-help group, motivational level of youth clubs and reputation of Nehru Yuva Kendra.

Weaknesses of the institution includes lack of clarity on the target group, status of self-help group income level of the volunteers, less participation of women, concentration of employees and students, the drawback of affiliating already formed youth organisations, poor maintenance of records and registers by youth clubs, less mobilisation of program funds and co-ordinated programmes, shortage of staff, fund and lack of mobility.

The opportunities includes favourable human development index in Kerala, political and social support, better avenues for link and co-ordination, acceptance from the part of villagers, well developed panchayathiraj system and well developed nodal youth clubs.

The major threats of the institution includes the huge issue of the unemployment of rural youth, ineffective consideration of the rural households below poverty line, the issue of educated unemployed, poor involvement of females in social service activities, and the outdated Charitable Societies Registration Act of 1860.