6.1 FINDINGS:

A] GENERAL CHARACTERISTICS OF NGOs:

1. All (100%) NGOs have well defined mission statements.
2. 57% NGOs are registered as Society and Trust, 40% are registered as Trust and 3% are registered as a Section 25 Company.
3. 74% NGOs have websites (featuring all details like mission, vision, work team, area of work, projects, events, publications, and annual reports) as a means of communication to general public, donors. 83% NGO have e-mail address.
4. Age of NGOs (as on 2013) ranges from 9 years to 78 years. 94% NGOs are existing from at least 11 years (11 to 50 years).
5. 20% NGOs work purely on children issues, 20% NGOs work purely on environment issues, 8% NGOs work purely on women issues. 52% NGOs work on more than one issue [Children and Women (40%), Children and Environment (6%), Children, Women and Environment (6%)]
6. 3% NGOs operates at International level, 17% NGOs operate at National level, 23% NGOs operate at State level, 14% NGOs operate at district level, and 43% operate at local level, city level or in 2 to 5 cities.
7. Number of paid staff in NGOs ranges between 1 to 524. 31% NGOs have 0 to 5 paid staff, 26% have 6 to 15 paid staff, 17% have 16 to 40 paid staff, 6% have 41 to 100 paid staff and 20% NGOs have more than 100 paid staff.
8. Number of volunteers in NGOs ranges between 0 to more than 100. 29% NGOs have no volunteers, 14% NGOs have 1 to 5 volunteers, 51% NGOs have 6 to 100 volunteers, 6% NGOs have more than 100 volunteers.
9. Budget of NGOs ranges between Rs. 20,000.00 to Rs. 4 Crores. NGOs exist in different sizes (according to budget). [6% NGOs have budget of very small size (less than 1 Lakhs), 20% NGOs have budget of Small size (1 Lakh to 5 Lakhs), 9% NGOs have budget of Medium size (6 Lakhs to 10 Lakhs), 35% NGOs
have budget of Large size (11 Lakhs to 50 Lakhs), 12% NGOs have budget of Very Large size (51 Lakhs to 1 Crore) and 18% NGOs have budget of Largest size (above 1 Crore).]

B] MANAGEMENT ASPECTS IN NGOs:

1. **Organization chart and written manual:** 51% of NGOs have organization chart and 37% NGOs have written manual /policy handbook available and is regularly updated and reviewed.

2. **Long term plans:** 60% NGOs have written goals for period of 3-5 years.

3. **HRM budget and HRM plan:** 34% NGOs have HRM budget. 60% NGOs have HRM plan and the plan is linked to mission of organization.

4. **Formal procedure for recruitment:** 85% NGOs have recruitment procedure for staff while 15% NGOs do not. 40% NGOs have recruitment procedure for volunteer while 60% NGOs do not.

5. **Job-descriptions:** 94% have job-descriptions of staff while 6% NGOs do not have. 79% NGOs review and update the job-descriptions of staff while 21% NGOs have not reviewed nor updated them. 36% NGOs have job-descriptions for volunteers while 64% NGOs do not have. 32% NGOs review and update the job-descriptions of volunteer while 68% NGOs do not.

6. **Qualification norms for selection:** 94% NGOs have minimum qualification norms for selection of staff while 6% NGOs do not. 24% NGOs have minimum qualification norms for selection of volunteers while 76% NGOs do not.

7. **Orientation program:** Orientation program exists for staff and is followed in 73% NGOs. Orientation program exists and followed for Volunteers in 27% NGOs.

8. **Training:**
   - **Plans:** 67% NGOs have training plans for staff while 33% NGOs do not have training plans for staff. 40% NGOs have training plans for volunteers while 60% NGOs do not.
   - **Records:** 40% NGOs have maintained training records for staff while 60% NGOs have not maintained. 36% NGOs have maintained training records for volunteers while 64% NGOs have not maintained the training records.
9. **Leadership development:** 45% NGOs have maintained training records for leadership development for staff while 55% NGOs have not maintained such record. 40% NGOs have maintained training records for leadership development for volunteers while 60% NGOs have not maintained such record.

10. **Motivation:**
    
    **System:** All NGOs (100%) have reward/recognition system for motivation of staff while 84% NGOs have reward/recognition system for motivation of Volunteers.
    
    **Non-financial motivators for volunteers:**
    Self-motivation of volunteers; good work of NGOs; good work culture of NGO; freedom of working; recognition of volunteers for good work in meetings; decision making

11. **Performance measurement:** 85% NGOs measure the staff’s performance while 15% NGOs do not measure staff’s performance. 28% NGOs measure the volunteer’s performance while 72% NGOs do not measure volunteer’s performance.

12. **Long term plans for fund raising:** 51% NGOs have long term plans for fund raising; while 49% do not.

13. **Mobilization of financial resources:** 71% NGOs have plan for mobilization of financial resources, 6% NGOs have partial plan (in process of completion) for mobilization of financial resources and 23% NGOs do not have plans for mobilization of financial resources.

14. **Financial audit:** All NGOs (100%) conduct financial audit by authorized Chartered Accountant. 9% NGOs conducted financial audit by authorized Chartered Accountant and also by member of organization (like council member, secretary, committee member).

15. **Feedback system:** All NGOs (100%) take feedback from beneficiaries regarding service provided to them.

16. **Accountability:** All NGOs (100%) are accountable to their beneficiaries, staff, volunteers, government/funding agencies/donors and general public.

17. **Relationships with other NGOs:** The relationships (of responded NGO) with other NGOs are as given:- 79% NGOs: Co-operation; 9% NGOs:
Complementary; 6% NGOs: Co-operation and Complementary; 6% NGOs: no relationship.

18. **Conflict management:** 28% NGOs have observed conflicts among staff and volunteer. The issues of conflicts are misunderstandings, interpersonal issues, different ideologies of staff and volunteer, conflict of opinion between staff and volunteer, difference in work methodology. The mechanism to resolve such conflicts is having discussions or meetings of concerned staff, concerned volunteer and members of the organization.

19. **Work method:** 86% NGOs work on projects while 14% NGOs have ongoing activities.

20. **Fund raising methods:** Donations is the most used fund raising method in NGOs.
   - Donations as fund raising method is used by 33 NGOs;
   - Workshops as fund raising method is used by 3 NGOs;
   - Celebrity as fund raising method is used by 6 NGOs;
   - Functions / Events / Exhibitions as fund raising method is used by 15 NGOs;
   - Other fund raising methods are used by 11 NGOs. [Other fund raising methods include membership fees, sale of products, publishing of organization’s magazine, soliciting for advertising in organization’s journal, service fees, membership fees, self sustainability, personal contacts and networking. ]

   **Number of fund raising methods used:** 40% NGOs use only one method of fund raising; 34% NGOs use two methods of fund raising; 17% NGOs use three methods of fund raising; 9% NGOs use four methods of fund raising.

21. **Usage of Funding sources:** Public donation is the most commonly used funding source among all NGOs.
   - Public donations are used by 24 NGOs;
   - Self-financing is used by 21 NGOs;
   - Foreign/international foundations donations are used by 15 NGOs;
   - Corporate donations are used by 15 NGOs;
   - Government funds are used by 14 NGOs
   - Membership dues are used by 13 NGOs;
   - National foundations donations are used by 11 NGOs;
- Foreign/international business/corporate donations / grants are used by 4 NGOs.

**Number of funding sources used by NGOs:** 14% NGOs have single funding source; 43% NGOs have 2 to 3 funding sources; 37% NGOs have 4 to 5 funding sources; 6% NGOs have 6 to 8 funding sources.

22. **Financial status of organization:** 57% NGOs have ‘Good’ financial status, 31% NGOs have ‘Average’ and 9% have ‘Unstable’ financial status and 3% NGOs did not respond.

23. **Performance of organization:** 43% NGOs have achieved goals in between 81% to 100%, 48% NGOs have achieved goals in between 61% to 80% and 9% NGOs have achieved goals below 61%.

24. Section 25 Company has better management of human and financial resources as compared to trusts and society. A Section 25 Company covered in this study is efficient in management of both human resources and financial resources.

C) **STRENGTHS AND WEAKNESSES OF NGOs (as given by NGOs):**

**STRENGTHS:** Dedicated, committed, efficient and qualified manpower; Transparency in functioning; Team work; Good work environment; Clear vision, ideologies and perspectives; Good planning/ Sincere implementation/ Achievements; Participation of beneficiaries in organization's activities; Goodwill/ reputation/good rapport with community; Leadership and decision making; Good administration; Good networking with national and international organizations; staff satisfaction, volunteer satisfaction; beneficiary satisfaction

**WEAKNESSES:** Lack of funds; Lack of suitable human resource; Lack of sufficient human resource; Need of young people at apex position in organization; Delay in decision making; Slow pace of work; Fund raising techniques; Lack of motivation; Need of more work space; Lack of self discipline, Systematic approach and lack of hardship, Lack of long term planning for fund raising, Lack of leadership development
D) NEEDS AND CHALLENGES OF NGOs

1. **Availability of suitable human resource**: According to 20% NGOs, availability of suitable human resource is ‘scarce’, 20% NGOs said ‘insufficient’ and 60% NGOs said ‘sufficient’.

2. **Availability of financial resources**: According to 17% NGOs, availability of financial resources is ‘scarce’, 40% NGOs said ‘sufficient’ and 43% NGOs ‘insufficient’.

3. **a) Difficulties in receiving the Grants / Funds from Donors/Funding agencies at sanctioning level**: 46% NGOs face difficulties in receiving the grants / funds from donors/funding agencies at sanctioning level while 54% NGOs do not.

   b) **Difficulties in receiving the Grants / Funds from Donors/Funding agencies at the time of disbursement**: 34% NGOs face difficulties in receiving the grants / funds from donors/funding agencies at time of disbursement while 66% NGOs do not.

4. **The optimum number of personnel for better performance of organization**:
   a) Paid staff - full time: 35% NGOs (out of 26 responses) need additional paid staff full time for better performance of organization.
   b) Paid staff - part time: 28% NGOs (out of 18 responses) need additional paid staff - part time for better performance of organization.
   c) Volunteers: 50% NGOs (out of 16 responses) need additional volunteers for better performance of organization.

5. **Staff specifically for HRM activities**: 14% NGOs need staff specifically for HRM activities (17% NGOs have staff specifically for HRM activities and 69% NGOs do not need any staff specifically for HRM activities).

6. **Staff specifically for financial management**: 3% NGO needs staff specifically for financial management (29% NGOs have staff specifically for financial management and 68% NGOs do not require any staff specifically for financial management).

7. **Need of independent regulatory authority for accountability**: 56% NGOs feel there is need of independent regulatory authority for accountability while 44% NGOs do not feel so.
8. **Area of improvement / training in NGOs:** Most needed area of improvement is ‘Fund raising techniques’ and ‘Management of Human resources’ (out of responses of 34 NGOs, 23 NGOs need improvement/ training in ‘Fund raising techniques’ and 9 NGOs need improvement/ training in ‘Management of Human resources’).

9. **Current biggest challenge of organization:** Biggest problem that NGOs are facing currently are ‘Insufficient funds’, ‘Lack of qualified staff’ and ‘Lack of volunteers’

   (Out of 35 responses, 12 NGOs said ‘Insufficient funds’, 10 NGOs said ‘Lack of qualified staff’ and 10 NGOs said ‘Lack of volunteers’ is their current big problem).

10. **Training / re-training:** 94% NGOs feel that training / re-training is necessary for staff, while 6% NGOs do not feel so. 63% NGOs feel that training / re-training is necessary for volunteer, while 37% NGOs do not.

**E] FEEDBACK FROM STAFF OF NGO:**

Response of 26 staff members:

**Motivation to work:** 88% staff is motivated to work in NGO because of interest in specific issue/ work area of NGO

**Satisfaction level:** 92% staff is satisfied while 8% staff is partially satisfied.

**Working in NGO as a career:** 61% staff feel that working in NGO can be considered as a career; 35 % staff members do not think so while 4% staff replied, ‘varies from person to person’.

**F] FEEDBACK FROM VOLUNTEER OF NGO:**

Response of 11 volunteers:

**Motivation to work:** All volunteers (100%) are motivated to work in NGO because of interest in specific issue/ work area of NGO

**Satisfaction level:** 91% volunteers are satisfied while 9% are partially satisfied

**G] FEEDBACK FROM BENEFICIARY OF NGO:**

Response of 13 beneficiaries: All beneficiaries (13) are satisfied with the services provided by NGO and have a positive opinion about NGO.
FEEDBACK FROM MSW STUDENTS:
Response of 40 students:
Motive behind joining MSW program: Maximum respondents want to have ‘career as a professional’
Choice of work area: Maximum respondents want to work in private sector.
Willingness to compromise with salary: 87% students are willing to compromise with salary for working in a credible and transparent NGO.

HYPOTHESIS TESTING:
Hypothesis 1: NGOs have noble intentions of serving the community but effective management of human and financial resources are of great significance in achieving their goals in time.

Hypothesis 1 is tested positive and accepted since:
- Correlation coefficient between “Maturity in managing Human resources” and goal achievement is 0.71 which denotes positive high relationship.
- Correlation coefficient between “Maturity in managing Financial resources” and goal achievement is 0.74 which denotes positive high relationship.

Testing of Hypothesis 2
Hypothesis 2: There is positive co-relation between size of NGO and effective management of human and financial resources”.

Hypothesis 2 is not accepted since:
- There is negligible relation between Manpower (size) and “Maturity in managing Human resources. (correlation coefficient = 0.13)
- There is negligible relation between Manpower (size) and “Maturity in managing Financial resources. (correlation coefficient = 0.09)
- There is low relationship between Budget (size) and “Maturity in managing Human resources”. (correlation coefficient = 0.41)
- There is low relationship between Budget (size) and “Maturity in managing Financial resources”. (correlation coefficient = 0.22)
**Hypothesis 3:** Effective management of human resources is important for retaining volunteers and reducing employee turnover.

This hypothesis 3 could not be tested due to absence of organized data for staff turnover and volunteer turnover with the NGOs.

**Hypothesis 4:** Availability of funds is scarce but achievable if financial resources are managed properly.

**Hypothesis 4 is tested positive and accepted since:**
Correlation coefficient between “Maturity in managing Financial resources” and Goal achievement is 0.74, which denotes positive high relationship between “Maturity in managing Financial resources” and Goal achievement.

Most of the NGOs experience scarcity of funds. Unless there are funds with the NGO, it cannot carry out its projects or day to day activities. Goals are achieved if funds are available. If financial resources are managed properly, scarcity of funds can be overcome.

The positive high relationship between “Maturity in managing Financial resources” and Goal Achievement is an indication that if NGO is managing finances well, it can achieve its budgeted expense goals. Therefore hypothesis is accepted.
6.2 CONCLUSIONS:

A] SPECIFIC CONCLUSIONS

The specific conclusion of this study revolves around the set hypothesis and research objectives:

1. NGOs have noble intentions of serving the community but effective management of human and financial resources are of great significance in achieving their goals in time. NGOs are essential entities that help the society in different ways based on their mission. These good intentions come to an effect only when they achieve their targets. Those NGOs who manage their human and financial resources effectively achieve their targets in time. There is positive correlation between management of human and financial resources and goal achievement.

2. 94% NGOs in the study region are having work experience of more than 10 years. It is expected from these NGO to be good at managing their human and financial resources. However this study brings out the fact that only 20% NGOs are efficiently managing their human resources and 48.5% NGOs are efficiently managing their financial resources. The findings are: 20% NGOs are having 90% and above maturity level in managing human resources and 48.5% NGOs are having 90% and above maturity level in managing financial resources.

3. There is no relation between the size of NGO and effective management of human and financial resources. A NGO can have effective system for management of human and financial resources whether it is of small size or large size. The study brings out the fact that effective management of human and financial resources is independent of size of NGO.

4. There is need of regulatory mechanism for proper functioning of NGOs. Based on the findings of this study it is observed that NGOs have noble intentions of serving the society and are doing really good work based on their mission. The NGOs under study felt there is need of regulatory mechanism for proper functioning of NGOs since, because of ‘few unethical NGOs’, credibility of all
the NGOs is looked upon with doubt. NGOs feel independent regulatory authority will bring transparency in functioning of NGOs. In this study, 56% NGOs feel there is need of independent regulatory authority for accountability.

5. NGOs covered in this study have been playing an important role in development working towards educating the needy children (under privileged, disabled and special children). There are many issues related with women like women empowerment, health, legal aid, education, justice, gender inequality and recurring issues of safety of women in Pune. NGOs are playing vital role in solving these issues. NGOs have been influential in taking efforts towards providing a better environment to citizens of Pune. Environmental NGOs are actively involved in preservation and conservation of environment. Important issues of Pune like increasing traffic, traffic pollution and river pollution are worked upon by them.

6. Strengths and weaknesses of NGO:
Based on findings, the major strengths of studied NGOs are: motivation, staff and volunteer satisfaction, efficient, qualified and committed manpower, beneficiary satisfaction.

Major weaknesses of studied NGOs are: Lack of funds, Lack of suitable human Resource, Insufficient human resource, Lack of planning, Lack of long term plans for fund raising
B] GENERAL CONCLUSIONS

The general conclusions of this study are derived from the findings:

1. NGOs in the study region show heterogeneity. They have different characteristics, like size, level of operation, manpower, working method.

2. It is found that in NGOs, management of financial resources is better than management of human resources (average maturity in managing financial resources is 83.5% and average maturity in managing human resources is 75.1%).

3. As compared to the work experience of NGOs (9 years to 78 years), their management of human and financial resources is not that efficient. Many NGOs (40%) lack long range planning. Many NGOs (66%) do not have HRM plan. Only 51% NGOs have organization charts. 33% NGOs do not have training plans for staff. Leadership development training records are not maintained by 55% NGOs.

4. The management aspects followed properly in studied NGOs are: motivation for human resource, performance measurement of staff, feedback (beneficiary) system, accountability to all stakeholders of NGOs

5. The studied NGOs need training in fund raising techniques, and management of human resources.

6. Biggest challenge that NGOs are facing currently are ‘insufficient funds’, ‘lack of qualified staff’ and ‘lack of volunteers’

7. MSW students are the most suited human resource for NGOs, but inclination of these students is towards private sector and professionalism though they are willing to compromise on salary for working in a credible NGO.