CHAPTER- I
INTRODUCTION TO RESEARCH TOPIC AND RESEARCH METHODOLOGY

1.1 INTRODUCTION OF RESEARCH TOPIC:


The purpose of this research is to study the management of resources by Non-Government organizations (NGOs). “NGO is an organization of private individuals who believe in certain basic social principles and who structure their activities to bring about development to communities that they are servicing”

NGO is a non-profit making and service oriented organization. For success of any organization, whether profit making or non-profit making, effective management of various resources such as human resource, financial resource, time factor, information is of prime importance. This research covers study of the management of two important resources: 1] Human resource and 2] Financial resource.

A NGO is private institution which is legally formed and is independent of Government. Range of NGO activities is huge and wide spread, to name a few – women empowerment, environment protection, rural development, health, animal welfare, education. A NGO may exist to help a single individual or his family or it may work towards bringing about the positive change in the community. It could be of small or large size, with less or more number of paid staff, it could be of grass root level or national level. All NGOs work towards the common aim of welfare and development of community. NGOs are also known by the terms, Community Based Organizations (CBO), Non-profit organizations (NPO) or Voluntary organizations (VO).

In India, the term “voluntary sector” or “non-profit sector” includes organisations, societies, associations, trusts and companies registered under various acts such as the Societies Registration Act, the Indian Trusts Act and Indian Companies Act.
Today, India has huge number of NGOs. According to recent study, commissioned by the government, India has 3.3 million NGOs\(^2\). Existence and functioning of NGOs in India has been significant in national development.

Initially, such organizations existed for charity purpose, but today they mean much more. “The roles NGOs perform today are numerous – They are advocates, educators, catalysts, monitors, whistle blowers, mediators (Korten 1992), lobbyists, activists, mobilizers (of both men and resources), protectors of human rights, conscientizers, animators and concilators”\(^3\)

Effective and skillful utilization of available resources is one of the most important aspects of management of any organization that leads it towards achieving its desired goal. Most of the NGOs face the problem of shortage of funds and manpower, in such a situation measures should be taken to ensure optimum utilization of resources. NGOs have started realizing that they need to follow principles of management to achieve their goals and work efficiently.

1.2 NEED FOR PRESENT STUDY:

Role of NGOs is emphasised in every five year plan of India. “NGOs have reached out to all needy sections of society including women, children, pavement dwellers, unorganized workers, youth, slum-dwellers and landless labourers”\(^4\).

The constitution of India firmly rests on the principles of justice, liberty, equality and fraternity. Part III of the constitution includes fundamental rights based on principle of social justice as fundamental rights. The right to life includes right to live with human dignity and all those aspects of life which make man’s life meaningful, complete and worth living: right to food, shelter, pollution free water and environment and free education until a child completes the age of 14.

The present scenario in our largely populated country:

i). Government plans the activities and allocate budgetary resources but fails to use them productively due to which a common man has to face the problems of the uneven distribution of facilities and his desires to lead a comfortable, peaceful and fearless life remains dissatisfied.
ii). There are many bottlenecks that result in the locking of resources in the hands of Government officers and employees. The blocking of resources makes progress of common man difficult.

iii). Under the above mentioned circumstances, people experience less development, less justice and inequality; sometimes causing harm to interests of almost all classes (lower class, middle class, rich class families) in society.

The role of NGOs starts here – to encourage people to unite and struggle to resolve issues in areas like environment protection, road safety, safe drinking water, health, education, AIDS affected young generation, problems in slum area, movement against unfair trade practices etc.

Today NGOs are looked upon as the resources for development. The government efforts alone may not be able to meet the social needs of its large population and hence involvement of voluntary organizations is not only welcome but also essential and desirable. “NGOs are often set up to plug gaps left by government agencies”\(^5\). On this account it becomes vital that the NGOs function well on basis of proper management of available resources.

In the words of Peter Drucker, the great management idol, “…non profit institutions themselves know that they need management all the more, because they do not have a conventional ‘bottom line’…”\(^6\)

People and money are the two most important resources of NGO. The success or failure of every NGO depends in large measure in its ability to manage its human and financial resources. Human resource are the NGOs greatest assets; without them completion of day-to-day activities is not possible. NGOs need funds for running their projects. In absence of funds, charity or development work is not possible. Most of the NGOs face problem of shortage of funds, therefore the available funds must be used efficiently.

Continuous research is carried out on management of profit oriented organizations but there is comparatively less research in area such as the management of non – profit organizations. It is therefore desirable to study the management of
NGOs from the point of view of human resource development and monetary resources. The proper management of human resources and financial resources is essential for achieving the goals of organization as per target lines. This research will contribute to the understanding of resource management within the existing NGOs.

1.3 BACKGROUND FOR THE STUDY:

The concept of helping the needy people existed in India since long back. “Non-Government Organizations (NGOs) also called Voluntary agencies have a long history of active involvement in the promotion of human welfare and well-being. Our literature is replete with examples, where the tendency to help a poor, weak, old, sick, disabled, helpless, hungry, thirsty – existed from ancient times”7. Joint family system is an example of support system for its members. Similarly, voluntary organisations working for charity and human welfare emerged. Along with advancement of time, there have been changes in the concept of voluntary work. “Modern voluntarism is significantly different from the conventional voluntarism in form, content, intent and impact. Conventional voluntarism was primarily aimed at charity and relief or at best, social welfare and social reform. It sprang out of religiosity, generosity and altruism. It was inspired by idealism rather than ideology [Baxi 1986]. Modern voluntarism, while incorporating some of the elements of conventional voluntarism is based on ideology rather than mere idealism. It aims at achieving development and social justice rather than relief and welfare. Modern voluntarism strives to change the social, economic and political position of the poor, the deprived, the oppressed and the weak.”8 Today NGO sector plays an important role in overall development of society.

According to R. Sooryamoorthy and K.D. Gangrade (2001), “The NGO sector today is subject to a number of issues that emanate from both within and outside the individual organizations that, jointly or individually determine the existence, survival, or decline of the organizations. Internally, NGOs confront problems relating to objectives, ideology, perceptions on the concerns of the organization, organizational matters, management, volunteers, paid workers, staff programs, resources, and the like.”9 NGOs have to face many challenges in the process of raising funds for their functioning. Many a times, the project work of NGO is stuck up or gets delayed due to insufficiency of funds. Barring exceptional cases (big NGOs), NGOs have to hunt for the funds. NGOs face problems in the
management of their staff and volunteers, availability of suitable manpower, difference in ideologies, fund raising, continuity in work and actual implementation challenges. NGOs also have to face competition from other NGOs; since there is mushrooming of NGOs. There are many NGOs working on the same cause.

The perspective of looking at NGOs is not the same as it was, few decades ago. Earlier, it was considered as purely philanthropic work; now this sector is looked upon with doubt. There has been criticism on NGOs for corruption. In year 2009, 833 NGOs were blacklisted for misappropriation of funds by CAPART. The news in Times of India, New Delhi dated Dec 20, 2009, states that, “As many as 833 NGOs and voluntary organizations have been blacklisted by an autonomous body under rural development ministry after they were found indulging in misappropriation of funds. The ministry informed that these NGOs were blacklisted for their indulgence in irregularities including misappropriation of funds....”\(^{10}\). On one hand few NGOs are making money for their self interest and being criticized and on the other hand many NGOs are working sincerely towards social development. Many NGOs who have insufficient funds, spend money from pockets of the members to carry on the work. Development of our nation without NGOs is not possible. The work of NGOs stand at top position when national development comes into picture.

1.4 INTERPRETATION OF THE RESEARCH TOPIC

Title: A critical study of Management of Human and Financial resources by Non-Government Organizations in Pune metropolitan area (Period: Year 2005 to 2008)

Period: Year 2005 to 2008 – The financial data and manpower data pertains to the years between 2005 and 2008

Management of Human resources and Financial resources: The thesis pertains to the research of some selected aspects of management of human and financial resources in NGOs. The research wants to clarify that although this study is limited, it advocates that in NGOs, man and money – cannot be studied in isolation of each other – they should be studied simultaneously and together. Considering this, the present study will give a general guideline about practices related with the management of human resources and financial resources of NGOs. The human resource management and financial resource
management is a huge field of study. In this research focus is on some specific factors that are critical to effective management of human and financial resources.

**Study region** – Pune metropolitan area

The study region is Pune Metropolitan Area. Pune Metropolitan area consists of Pune city and Pimpri-Chinchwad town. The city of Pune can be divided into four zones: Central Pune, New Developments (inner), New Developments (outer) and Suburbs. Central Pune includes all the Peths (markets) of Pune and are referred as the old city. New Developments (inner) is bounded on the north by the Mula – Mutha river includes; Deccan Gymkhana, Erandwane and Shivajinagar in the west; Camp, Bund Garden and Koregaon Park in the east; Swargate, Parvati Hill, Sahakarnagar, Mukund Nagar, Maharshi Nagar, Gultekdi and Salisbury Park to the south. New Developments (outer) include Khadki, Aundh and Ganeshkhind in the northwest; Kothrud and Paud Road in the west; Dattawadi, Sahakarnagar and Dhankawadi in the southwest; Bibvewadi and Lullanagar in the southeast; Yerwada, Wadgaon Sheri (including Kalyani Nagar and Shastri Nagar) in the northeast; Vishrantwadi in the north; Ghorpadi, Fatimanagar, Wanowrie and Hadapsar South to the east. Suburbs include Baner and Pashan in the northwest; Bavdhan and Warje in the west; Wadgaon Budruk, Dhayari and Ambegaon in the southwest; Katraj, Kondhwa, Undri and Mohammedwadi in the southeast; Hadapsar, Mundhwa and Manjri in the east; Kharadi in the northeast; Dhanori and Kalas to the north.\(^1\)

1.5 **BENEFICIARIES OF THIS RESEARCH:**

This research will act as an informative source to:

- Non-government organisations
- management consultants
- philanthropists
- researchers
- students of social work
- students of NGO management
- volunteers or general people interested in social work

1.6 SWOT ANALYSIS OF RESEARCH

SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats) is used to identify the Strengths, Weaknesses, Opportunities and Threats of this research. Table 1.1 shows the SWOT analysis of this research.

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
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<tbody>
<tr>
<td>- This research is an important study</td>
<td>- Comparative analysis not easy</td>
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<tr>
<td>- It includes views of stakeholders</td>
<td>- Process of data collection is lengthy and complicated</td>
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<td>- It includes views of experts related with NGOs</td>
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<th>OPPORTUNITIES</th>
<th>THREATS</th>
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<tr>
<td>- Findings will suggest new research areas</td>
<td>- This research may bring out some sensitive issues</td>
</tr>
<tr>
<td>- This research would act as a knowledge base</td>
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**Strengths:** There is less research conducted in areas related to non-government organizations as compared to other topics of research. The number of non-government organizations is increasing day by day. This makes this study “need of the hour” and an important study. This research includes the interviews of some stakeholders to get in-depth understanding of the subject in study. It also includes views of experts related with NGOs.

**Weaknesses:** NGOs in the study region have different working styles, varied sizes, structures and ideologies which make the study complex as it makes the comparative analysis a bit difficult. Also, the data collection process is lengthy as primary data
includes not only NGOs, but also some stakeholders of NGOs like staff and volunteers.

**Opportunities:** The findings of this research will bring aspects that could be studied in depth further. This research would act as a knowledge base to understand how the human resources and financial resources managed by non-government organizations.

**Threats:** The findings of this research may bring out some sensitive issues and highlight some bitter facts.

### 1.7 RESEARCH METHODOLOGY

#### 1.7.1 INTRODUCTION:

The aim of this research is to understand practices followed by NGOs in managing their human and financial resources. The data collection is done through questionnaire and personal interviews. Both quantitative and qualitative questions are included in the questionnaire.

#### 1.7.2 SCOPE OF THE STUDY:

This research is an effort towards understanding NGOs and how do they manage human resources and financial resources. NGOs working on issues related with Women, Children and Environment are studied in this research.

In Pune metropolitan area, major area of Pune city is covered. NGOs from different parts of the study region were visited personally. Visited NGO offices exist in these areas; Navi Peth, Narayan Peth, Budhwar Peth, Sadashiv Peth, Deccan Gymkhana, Erandwane, Shivajinagar, Koregaon Park, Parvati Hill, Sahakarnagar, Aundh, Ganeshkhind, Kothrud, Yerwada, Wadgaonsheri, Ghorpadi, Pashan and Warje spread. The work area of these NGOs covers major part of Pune metropolitan area.
1.7.3 PROBLEM IDENTIFICATION

Being a non-profit organization, NGO depends on funds from donors. NGOs need to use the monitory resources in an efficient way. This in turn demands efficient team of people who can make optimum use of human and financial resources. Today most of the NGOs face problems of shortage of funds. Not all the NGOs have sufficient and suitable manpower to carry out different type of activities. Under such challenging circumstances, NGOs have to manage their organizational activities. The research aims to understand how the NGOs manage their human and financial resources.

1.7.4 APPROACH TO PROBLEM:

The approach to research problem is through its objectives and hypothesis. The study makes use of different tools for primary data collection like questionnaire with qualitative and quantitative questions, personal interview (of the respondent of questionnaire) based on the given responses in the questionnaire. Not only response of NGO personals but also views of staff of NGO, volunteer of NGO, beneficiary of NGO and MSW students are taken into consideration.

1.7.5 RESEARCH OBJECTIVES:

This study aims at following objectives:

1. To study the management of human and financial resources of NGOs.
2. To understand the strengths & weaknesses of NGOs.
3. To understand role of NGOs in development of the selected sector (Pune metropolitan area).
4. To assess whether a relation exists between the size of NGO and effective management of human and financial resources.
5. To assess whether there is need of any regulatory mechanism for proper functioning of NGO.
1.7.6 HYPOTHESIS:

This research is based on following hypothesis:

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

Hypothesis 3: Effective management of human resources is important for retaining volunteers and reducing employee turnover.

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

1.7.7 ASSUMPTIONS IN RESEARCH:

1. The respondents of the research instrument (questionnaire and interviews) will answer honestly. For this respondent is assured of keeping his identity confidential.

2. The study of the selected sample gives picture of total universe of study.

3. The respondent’s gender will not affect perception of researcher.
1.7.8 SIGNIFICANCE OF RESEARCH:

1. It will assist in understanding of current resource management practices of NGOs.
2. The strengths and weaknesses of NGOs derived from this research will be beneficial to NGOs while finalizing their strategies.
3. This research will help in understanding the importance of effective utilization of available resources of NGOs.
4. This research will prove whether the effective use of resources depends on the size of the NGOs or not.
5. This research will prove whether there is need of any regulatory mechanism for proper functioning of NGOs.
6. It will act as an informative source to NGOs, management consultants, researchers, students of NGO management.

1.7.9 METHODOLOGY

The Research Design used is of Descriptive type. The Descriptive research is used to collect data to answer the current status of NGOs management of human and financial resources. The Questionnaires and Personal Interview are used as a tool for data collection.

A) Selection of study region: Pune metropolitan area was selected as study region since the study region has substantial number of NGOs and the researcher resides in this area.

B) Population and Sample size: Population comprises of 208 NGOs, 35 samples were selected for study.
**Appropriateness of sample size:**

Formula used: Sample size determination for attributes:

\[ n = \frac{Z^2 \cdot p \cdot q \cdot N}{((N-1) \cdot e^2 + z^2 \cdot p \cdot q)} \]

- \( n \) = Sample Size
- \( N \) = Population
- \( p, q \) = probabilities
- \( e \) = error
- \( z \) = confidence level

For management of human resource:

\( p = 0.751 \) .......(finding: Maturity in managing human resources is 75.1%)

\( q = 1 - 0.751 = 0.249 \)

\( z = \) confidence level of 95.44% = 2

\( N = 208 \)

\( e = \pm 0.15 \) ...........(20% of \( p \))

\[ n = \frac{Z^2 \cdot p \cdot q \cdot N}{((N-1) \cdot e^2 + z^2 \cdot p \cdot q)} \]

\[ = \frac{2^2 \times 0.751 \times 0.249 \times 208}{((208-1)0.15^2 + 2^2 \times 0.751 \times 0.249)} \]

\[ n = 28.78 \]

Similarly, with \( p = 0.835 \) .......(Maturity in managing financial resources is 83.5%)

\( q = 0.165; z = 2; N = 208; e = \pm 0.167 \)

\[ n = \frac{Z^2 \cdot p \cdot q \cdot N}{((N-1) \cdot e^2 + z^2 \cdot p \cdot q)} \]

\[ = \frac{2^2 \times 0.835 \times 0.165 \times 208}{((208-1)0.167^2 + 2^2 \times 0.835 \times 0.165)} \]

\[ n = 18.12 \]

The appropriate sample size should be 29 (for managing human resources) and 18 (for managing financial resources) as findings. In this study 35 samples are studied. Therefore sample size selection is appropriate.
C) **Sampling**: Convenience sampling method used during the research process. NGOs working on various issues related to women, children and environment were used. As far as possible, researcher has tried to include NGOs working at city level, state level, district level, national level and international level.

D) **Criteria for sample selection (NGOs):**

1. NGO should be legally formed
2. It should be existing for minimum six years
3. NGOs working on following issues are to be covered in research:
   a. Women  b. Children  c. Environment

E) **Instruments used** : Questionnaire and Personal Interview

F) **Questionnaire design and types:**

The main tool for collecting primary data was Questionnaire. Respondents were assured that the data provided was strictly for academic purpose and would be kept confidential. Total five types of questionnaires were designed:

1. Questionnaire for NGO (Annexure 2)
2. Questionnaire for Staff of NGO (Annexure 3)
3. Questionnaire for Volunteer of NGO (Annexure 4)
4. Questionnaire for Beneficiary of NGO (Annexure 5)
5. Questionnaire for MSW student (Annexure 6)

Out of the above 5 type of questionnaires, “Questionnaire for NGO” was used for hypothesis testing; whereas others act as a supporting data.
**Questionnaire for NGO:** This questionnaire included qualitative as well as quantitative questions. The questions asked are of closed type, open type and multiple choice questions.

It is divided into two sections: Section I and Section II.

Section I contains general information about the respondent (name, sex, designation, education and name of the organization) and 11 questions related to the general details of NGO like establishment year, address, contact details, mission statement, budget.

Section II includes 15 questions related with the management of human and financial resources and other aspects like strength and weakness, problems faced. Question number 1 of the Section II contains 24 sub-questions; out of which 20 are closed type and 4 are multiple choice questions. Question number 2 asks for data for the years 2005 to 2008 for annual expenditure, administrative expenditure, paid staff, volunteers and employee turnover. Question number 4 is about major sources of funds.

**Questionnaire for Staff of NGO:** This questionnaire includes general information of respondent (like name, age and sex) and total 8 questions.

**Questionnaire for Volunteer of NGO:** This questionnaire includes general information of respondent (like name, age and sex) and total 5 questions.

**Questionnaire for Beneficiary of NGO:** This questionnaire includes general information of respondent (like name, age, sex) and total 6 questions.

**Questionnaire for MSW student:** This questionnaire includes general information of respondent (like name, age and sex) and total 7 questions.

In all above questionnaires, “open type” or “open ended” questions were used for providing maximum freedom and openness for the respondent in answering.

**G) Personal Interview:** It was conducted after receiving and studying the filled questionnaire. The response in the questionnaire was discussed for better understanding and reasoning for given information in the questionnaire. In case of NGOs, presence of internal control system for managing finances like record keeping
periodic monitoring system for expenses and financial planning, motivation methods, training methods were discussed.

H) METHODS OF DATA COLLECTION:

PRIMARY DATA: The primary data was collected through Questionnaire and Personal interviews. Preliminary study was conducted, prior to finalisation of the questionnaire. The questionnaire was discussed with the experienced people from the NGOs for its appropriateness in contents related with management of human and financial resources. Pretesting was also done on 5 NGOs. The questionnaire was properly filled by these NGOs proving the worth of questionnaire.

A combined list of 208 NGOs working on issues related with women, children and environment was prepared from the following directories / sources:

1. NGO Directory of Pune city – Published by All India Institute of Local Self Government, November 2008

2. Reach – A directory of NGOs working in Pune Published by Chinmayee & Shailaja, Feb. 2002

3. The Pune Green Guide – Published by Kalpavriksh, April 2000

4. Directory of Pune city – Published by SNDT (Shreemati Nathibai Damodar Thackersey Women’s University)

5. Known sources (personally known NGOs)
SECONDARY DATA: Desk research carried out to collect the secondary data. Secondary data was collected through various sources - Books, National and International Journals, Articles, News papers, Research thesis, e-books, internet data base, educational websites.

I) Procedure for collection of Primary data:

Upon finalisation of Questionnaire, it was sent to 148 NGOs by UPC (Under Postal Certificate) along with the covering letter. But the response from the NGOs was lukewarm.

Most of the NGOs did not respond. Out of twelve which responded, eight were keen in having discussions while others had their own reasons for not contributing in this research.

The next action plan was contacting the NGOs personally and visiting them. Most of the NGOs did not show interest in the research. It took a lot of efforts in convincing the NGO to contribute in the research. The questionnaire was handed over personally (along with the covering letter – Annexure 1) and explained to the NGOs those who were convinced.

In most of the NGOs, the researcher had to fill the questionnaires while the respondent gave the answers. Personal face to face interviews were conducted with the respondents after studying the filled questionnaires. Same procedure had to be followed for getting the questionnaires filled from staff members, volunteers and beneficiaries. For getting complete data from the NGOs, each NGO had to be visited at least 3-4 times.

During the process of data collection, some of the NGOs suggested to conduct interview of MSW students since they are important part of the future NGO sector. According to these NGOs, MSW students are the most suited for working in NGOs therefore their views and expectations are worth considering. This suggestion was taken in right spirit and immediately implemented by conducting interview of 40 MSW students. Prior conducting the interviews, permission from concerned authority was taken.
In all, 125 questionnaires [Questionnaire for NGO: 35, Questionnaire for Staff of NGO: 26, Questionnaire for Volunteer of NGO: 11, Questionnaire for Beneficiary of NGO: 13, Questionnaire for MSW student: 40] were filled by various respondents. In case of Questionnaire for NGO, the responsible and knowledgeable person in NGO (like Manager, Founder, President) was interviewed.

In case of Questionnaire for beneficiary, following method was adopted:

- The questions were explained in local language wherever necessary.
- In case of children (who cannot fill the questionnaire) as beneficiary, the questionnaire was filled by responsible person (guardian or parent)

During the research at least 150 people (including respondents of all questionnaires) were interviewed formally and informally during the research.

J) **Data compilation and analysis**: Data entry was done using Microsoft Excel software. Testing of hypothesis is done using correlation coefficient. List of factors related with management of human and financial resources was prepared. These factors were derived from the questionnaire for NGO (Annexure 2). Weightage for each factor was assigned and maturity level of NGO in managing human and financial resources was calculated. This is explained in detail in Chapter - V.

K) **Period of data collection**: Primary data was collected during the period of Year 2009 to Year 2011.
1.8 COMPLEXITIES AND LIMITATIONS OF RESEARCH:

1. Since research is being done by an individual, there are natural limitations considering the large number of NGOs operating in the Pune region with different ideologies. Still, a representative sample was studied to reflect on the working of NGOs.

2. Since NGOs themselves have certain organizational limitations, their effect may not be concluding proof of gaps existing in management of human and financial resources. Still, efforts will be made from the available data of personal interviews, questionnaires and secondary data to understand the present practices followed in management of human and financial resources.

3. NGOs in the study region have different working styles, varied size, structures and ideologies which make the study complex as it makes the comparative analysis a bit difficult.

4. Study is limited to NGOs in Pune metropolitan area.

5. Updated and comprehensive list of NGOs in Pune metropolitan area is not available. List from various sources were combined and a final list was prepared that included NGOs working on issues related with Women, Children and Environment.
1.9 OUTLINE OF THE THESIS:

The chapter scheme for this research is as given under:

Chapter - I  Introduction to Research Topic and Research Methodology: This chapter describes in brief the need of this study, research background and research methodology.

Chapter - II  Introduction to NGOs and their management: This chapter includes meaning and types of NGOs, their characteristics, roles, history, and concept of management in NGOs.

Chapter - III Legal aspects of Non – Government Organizations: This chapter includes registration methods in NGOs, comparison among Trust, Society and Non profit Company, India’s tax laws affecting NGOs and regulatory framework of NGOs.

Chapter - IV Literature review and Introduction to the study region: This chapter focuses on review of literature and the study region.

Chapter - V Analysis and Interpretations: This chapter explains the method of analysis, the results and its interpretation.

Chapter - VI Findings and conclusions: This chapter explains the findings and their conclusions.

Chapter - VII Recommendations and scope for further studies: This is the concluding chapter which explains the area for further research and its scope.
SUMMARY

NGOs are important entities that bring about overall development in India. Though, today the non-profit sector is facing criticism, not all the NGOs are involved in unethical practices. There is need to motivate the efforts of those NGOs which are transparent in their functioning. This research will help in creating awareness among the people regarding NGOs and their continuous contribution towards society.

In spite of having its own limitations, this research contributes in: i) understanding the current practices employed by NGOs for management of human and financial resources, ii) understanding the strengths and weaknesses of NGOs, iii) finding the correlation between the size of NGO and effective management of human and financial resources and iv) understanding whether there is need of any regulatory mechanism for proper functioning of NGOs.
References:


5. “Voluntary bodies plug gaps left by government”- Piyush Daga, The times of India, Nagpur 30 Nov. 2013


9. *Ibid* 3, Page 11
