

Problems and Challenges of Non-Governmental Organizations in Pune City, State of Maharashtra, India

Problemas y desafíos de las organizaciones no gubernamentales en la ciudad de Pune, estado de Maharashtra, India

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ABSTRACT

In India, Non-Governmental Organizations are seen to have a significant role in community development practice. NGOs are established with a vision by a group of like-minded people committed for community development, uplift of poor people. Importance of NGOs in various fields and the excellent work is done by NGOs in specific fields is no doubt a good task that has helped to meet the changing needs of the two-day special structure. But, nowadays, many NGOs in India is facing various problems and challenges which are creating barriers in the implementation of various developmental programs. In this context and efforts have been made through this study to focus on the major problems or challenges facing by Indian NGOs. The result of the study shows that NGOs are facing financial, problems, HR related challenges, administrative and social problems in the implementation of various social developmental programs.

Keywords: Administrative problems; HR related problems; NGOs financial problems; Social problems

RESUMEN

En la India, se considera que las organizaciones no gubernamentales tienen un papel importante en la práctica del desarrollo comunitario. Las ONG se establecen con una visión de un grupo de personas de ideas afines comprometidas con el desarrollo de la comunidad, la elevación de las personas pobres. La importancia de las ONG en diversos campos y el excelente trabajo realizado por las ONG en campos específicos es sin duda una buena tarea que ha ayudado a satisfacer las necesidades cambiantes de la estructura especial de dos días. Pero, hoy en día, muchas ONG en India enfrentan varios problemas y desafíos que crean barreras en la implementación de varios programas de desarrollo. En este contexto, se han realizado esfuerzos a través de este estudio para centrarse en los principales problemas o desafíos que enfrentan las ONG indias. El resultado del estudio muestra que las ONG se enfrentan a problemas financieros, problemas relacionados con los recursos humanos, problemas administrativos y sociales en la implementación de diversos programas de desarrollo social.

Palabras clave: problemas administrativos; Problemas relacionados con recursos humanos; Problemas financieros de las ONG; Problemas sociales

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1. Introduction

The term NGO and encompasses a broad array of organizations, varying in their specific purpose, philosophy, the total export ties and scope of activities. In two important ways, the NGOs in India stand out from the traditional private voluntary organizations. First, NGOs engage in activities which had traditionally been in the domain of government agencies and it is the failure of the latter page from Ted donors to route funds through these organizations. Second, NGOs are largely participatory in their approach - at least, during the early phase of their development, which enables them to deliver the services to targeted groups of the population better than the hierarchically structured government agencies will stop NGOs in India, constitute a dynamic entity which continues to accept new challenges for the intellect as well as for the polity in India.

Non-governmental organizations (NGOs) in India plays an important role in the shaping and implementation of our participatory democracy. NGOs have a legal status and registered under an appropriate act. NGOs are established not for profit-making activities but to perform social welfare activities. Due to certain limitations and intrinsic constraints, the government has laid two and increasing recognition of engines and sought their cooperation and involvement in the various community development programs. Nowadays, NGOs are recognized as an important partner of coal meant in the implementation of various developmental projects and programs. The participation of NGOs is not only in the developmental programs but also in the warm relations process of public policies and enforcement of social legislation (Lawani, B.T, 1999).

According to the world bank, “NGOs as a private organization that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social service or undertake community development”. In simple words, NGOs can be defined as, “Self-governing, private not for profit organizations that are geared improving the quality of life for disadvantaged people”.

If the government of India wants 10 the standard of living of the developed world in future NGOs would need to play an important role and must grow at a pace much higher than that needed of the overall Indian economy. Inspired of the important role in Indian society and economy, two-day NGOs are facing several problems and challenges. In this context and attempt has been made to focus on the major problems and challenges facing by Indian NGOs through the present study.

According to the author, the term “NGO” specifics the organizations undertaking voluntary social action. (Rajasekhar, D, 2000).

2. Significance of the Study

The achievements and success of NGOs in various areas and excellent work done by many NGOs in specific fields is no doubt a tremendous work that has supported to fulfill the changing requirements of the social system. Therefore, it is a significant study the various problems and challenges facing by the NGOs in India and gives some suggestions to overcome the problems facing by NGOs. Through the literature review, it is also that, very few studies related to problems facing by NGOs have been conducted in the Indian context. Major AT of the studies are related to the role of NGOs in community development and role in the Indian economic. Apart from this, the available studies have mainly focused on the various community development activities of NGOs and their impacts on the community. These studies are not focusing on the problems or challenges facing by NGOs in implementation of developmental programs for the society. Therefore, the need was felt to understand the various financial, administrative, HR management and social problems of NGOs. The significance of the study could be appreciated with reference to the point such as - it would be a useful addition to the literature on this topic which scores in the Indian context.

3. Review of Literature

The author’s perception indicates some of the advantages and disadvantages of voluntary agencies in the national rural development endeavors of the third world nation. His focus was on effective experiments by voluntary agencies such as Martandam and Sriniketan. (Alliband, T, 1983)

Vijay Mahajan (1994) made an attempt to examine the role of NGOs and training institutions in the DWCRA program. His study emphasizes that there is a need for the NGOs and training institutions to make DWCRA program more effective. (Vijay, M, 1994)

The NGOs need to develop the people’s organizations at various levels in a project area. Such organizations would be in a strong position to gain access to government resources. According to the author, the main focuses of NGOs should be in providing services for poor people and enabling the people to plan, implement,

monitor, and also enable their organizations to become self-reliant, and independent (D. Rajasekhar, 2000) .

Author provides a critical overview of the main issues, problems, challenges involved in NGO management with an emphasis on some NGOs operating in Iran. Through the study, the author has observed that human resources issue organizational, financial dependencies are some of the most challenging problems and issues facing by Iranian NGOs. Apart from these challenges and problems, there are some other problems and challenges facing by engines these problems are complications in registration of NGOs, lack of interaction with other NGOs, complications in internationalization and financial crises are also the most challenging issues facing NGOs in Iran (Bromideh. A. A, 2011).

They have attempted to highlight some common problems and challenges facing by NGOs. Through the study, authors have presented the profile of Indian NGOs and give some suggestions to overcome the problems and challenges. Through the study author have also that lack of fund, lack of dedicated leadership, misuse of funds, lack of trained staff, monopolization of leadership, lack of public participation, etc. are some of the major problems and challenges faced by NGOs. Authors have suggested that government should liberalize the rules and regulations related to grant in aid and to sanction more grants for NGOs. Authors have also suggested that there should be the establishment of coordinating organizations such as - Association of voluntary association for rural development, coordination Council of a voluntary association to solve the problems of NGOs (Latha. L.K., & Prahakar, K, 2011).

Through the study, authors have explained that Non-Governmental Organizations are trying to solve the problems of the people in society. The effects of NOGs in developing countries are more important rather than in developed countries. So, the donors, government, politician and the people should support the organizations and help them to solve their problems at the grass root level (Latha. L.K., & Prahakar, K, 2011).

He has the scars on the various problems faced by the NGOs and the origin of NGOs in India. Through the study author has pointed out that, many NGOs have not been able to make the system work in a significant way and donor agencies are responsible for the various problems faced by NGOs, as the normally impose tangible targets on the NGOs they fund. The author has observed problems such as - the foundation, transparency woes, misuse of the image and mistrust, is financial problems, absence of strategic planning etc. author has also pointed out that there are several positive changes in development policy and practice that can be related to the increased role and profile of NGOs (K.Prabhakar, 2014).

He has focused on the HR related problems and challenges facing by NGOs encounter and the significance of considering HRM as a strategic process that can contribute to sustaining and NGOs performance. Through the study, the author has pointed out that, there are inadequate HR policies and practices and lack of capacity to manage a diversity of the workforce. The author has also found that in the majority of Indian NGOs there is mismatching of employee's qualification with their current jobs or positions. To overcome the author of the HR related problem has suggested that there should be the development of HR guidelines or policies in the context of NGOs. The author has concluded that there is a need for donor and government agencies to become sensitive and proactive in understanding the HR problems and offer support to build capacity in HR management (Balti. R. C, 2014).

The author has pointed out that Indian NGOs are facing difficulty in getting adequate, appropriate and continuous funding for the implementation of various developmental projects. The Indian NGOs are finding to accessing donors as challenging as dealing with their funding conditions. Through the study, the author has also discussed the various challenges like - poor governance, absence of strategic planning, poor networking and communication mechanisms and political interference, etc. in the opinion of author NGOs can use their assets to generate additional income for sustainability (V. M. Deo, 2015).

According to the authors, for the increasing role of non-governmental organizations could change the policy and strategies of NGOs. They involve the growth of planning, techniques, continuing advocacy human rights, and environmental concerns (K. Prabhakar, 2014).

They have explained Non-Governmental Organizations are facing different types of problems which differ from organization to organization, region to region and from place to place. So, NGOs for more efficiency and improving the circumstance need more support from the politician, people, and government. (M Lone, 2016)

4. Types of NGOs

According to the (Rajasekhar. D, 2000), NGOs can be classified under four broad categories; operational NGOs, support NGOs, network NGOs and funding NGOs.

4.1 Operational NGOs work with troubled people of society. Operational NGOs could be locally based, collaborating and working in single and small or multiple projects in location.

4.2 Support NGOs are involving in a charity such as (giving clothes, food, medicine). Welfare like (providing facilities such as education, health and etc.). Relief (responding to the natural disaster like earthquake, storm, tsunami, etc.)

4.3 Network NGOs are working on increasing the participating, enabling of people for involving in utilization and mobilization of resources

4.4 Funding NGOs combine development with issue-based struggles. they may be involved in the provision of services such as saving and credit; but they utilize such activities for economic, social, political, and cultural empowerment of the poor.

5. Objectives of the Study

- i. To understand the major financial problems facing by NGOs in the implementation of developmental programs.
- ii. To understand the major HR-related problems facing by NGOs.
- iii. To understand the admin of problems facing by NGOs.
- iv. To understand the social constraints in the implementation of community development programs.

6. Material and Method

The main aim of this study is to understand the problems, challenges facing by Indian NGOs. For the study purpose, the researcher has used a qualitative approach to collect primary information and secondary information. For collecting the primary information in-depth interview schedule prepared for the directors or responsible officials for the selected NGOs has been used. Therefore, the interview schedule was a major tool for collecting primary information. As per the objectives of the study, the research methodology adopted is descriptive or exploratory in nature. Keeping in view of the set objectives the research methodology was adopted to have accuracy and in-depth analyses of the study.

6.1 Selection of Sample

For the study purpose, 150 NGOs working in and around Pune city have been selected. These NGOs have to work since last 5 to 10 years and registered in Pune. The selected NGOs are working in various areas which have indicated in the following table:

Areas	No. of NGOs
Education promotion	33
Public health, Sanitation	47
Environment protection	27
Women & Child welfare	43
Total	150

Convenient sampling method has been adopted for the selection of NGOs. The interview schedule is where filled up from the directors or officials of NGOs situated in and around Pune city.



Map of India- (Google maps)

6.2 Limitations of the Study

- i. The presence study ease restricted only to the selected NGOs working in different areas.
- ii. The reluctance on the part of a few NGO officials to provide accurate information is limiting factor.
- iii. The results of the study are situational and may not be generalizable.
- iv. The results of the study are as per the socio-economic conditions of the study area, specifically in the context of problems or challenges facing by NGOs in the implementation of community development programs in particular geographical areas.

7. Results and Discussion

Table.1 Major financial problems facing by NGOs

Financial Problems	No. of NGOs	Percentage
Inadequate Financial Provision	43	29%
Dependence on external financial agencies	18	12%
Limitation on raising funds from government and other financial institutions	33	22%
Complicated legal process in getting foreign funding	25	16%
Increasing administrative cost	31	21%
Total	150	100%

In India majority of the financial institutions support to NGOs only after NGO has been operational for a longer period. Therefore, the majority of NGOs are not able to make adequate financial provision for the implementation of various community development programs at the beginning stated by 29% of respondents. Due to this, reason NGOs have two suffered and completely depend on the external agencies for the financial aid, therefore financial dependence is the main drawback of Indian NGOs stated by 12% of respondents. Apart from this, there are very few options available to NGO to raise funds from government agencies and other financial institutions stated by

22% of respondents.

As per the Foreign Contribution (Regulation) act 2010 (FCRA), the newly started NGOs are not eligible to get funds from foreign funding agencies due to the complicated legal mode of this act, stated by 16% of respondents. Increasing administrative costs ease and another challenge facing by Indian NGOs stated by 21% of respondents. It shows that the Indian NGOs struggle is the most at the beginning of the operational phase.

Table.2 Major HR related problems facing by NGOs

HR related problems	No. of NGOs	Percentage
Lack of proper HR policies or procedures	07	4%
Challenge of retaining current employees	28	19%
Low capacity of HR management	13	9%
Difference between employees qualification and job profile	38	25%
Lack of good incentives and attractive benefits for employees	49	33%
Lack of Career development opportunity	15	10%
Total	150	100%

The above table reveals that the NGOs are facing many diverse challenges in the context of human resources. Due to a short period of projects and low priority given by NGOs for investing in nurturing HR capacities and employee retention measures, there is a challenge of referring capable, trained employees in the organization started by 19% respondents. 4% of respondents have stated that they do not have proper HR guidelines that help in implementing HR management activities effectively. Therefore, project-oriented NGOs are facing a great challenge as employee turnover is offered very high and erratic and create disturbances in the implementation of project programs stated by 9% respondents. In same NGOs employees are recruited in a position that they did not have required qualification, competency skills to carry out their duties satisfactorily. Therefore, the difference between employee's qualification and the present job adversely affected the performance of employees and it creates a great challenge stated by 25% of respondents. NGOs inability to provide good incentives and attractive benefits to the employees are also one of the most challenging in NGOs because it has high-cost implications and the majority of the NGOs do not have adequate financial provision to provide incentives and other benefits to the employees stated by 33% respondents.

Many NGOs in India are project-oriented and therefore there is no certainty of development and growth of employee's career as the funding duration ease short-term and a perch in the 80s to support the career development of employees and their capacity development are inadequate or even not available this fact also create a great challenge to the NGOs stated by 10% of respondents.

Table.3 Administrative problems facing by NGOs

Administrative problems	No. of NGOs	Percentage
Lack of proper governance	42	28%
Lack of strategic planning	27	18%
Lack of effective networking and communication system	37	25%
Political interference in day to day activities	44	29%
Total	150	100%

The above table depicted the administrative challenges facing by NGOs. 28% respondents have stated that poor governance eases major administrative problems facing by NGOs today. According to the 18% of respondents due to lack of proper strategic landing of work, NGOs are facing many problems. Due to lack of strategic work plan, NGOs are not able to have ownership over their mission, values and project activities and this fact makes NGOs vulnerable to the whims of donors and creates a challenge to measure their effects overtimes. In the opinion of 25% of respondents, lack of effective networking and effective communication system creates a big challenge to NGOs. This happened because of the duplication of efforts, conflicting strategies at Society level and absence of learning from past experience, etc. Poor networking and also creates problems due to this there is a great deal of suspicion among NGOs and people and lack of transparency in every aspect related to NGOs. 29% of respondents have opined that interference of political parties in the day to day activities also creates problems in the implementation of developmental project activities in a particular region or areas.

Table.4 Social problems facing by NGOs

Social problems	No. of NGOs	Percentage
Poor response from people	45	30%
Barriers of social traditions and culture	54	36%
Influence of political leaders on the people	38	25%
Other social problems	13	9%
Total	150	100%

Many NGOs are not aware of the cultural and enormous requirements of poor people and NGOs are also not aware of the increasing needs of people and feel at a loss as to how they can respond to all the needs of people. In this situation people are also not showing their interest and they give the poor response to the programs of NGOs stated by 30% of respondents in the opinion of 36% respondents, sometimes local traditions and cultural factors create big problems in the implementation of developmental programs. Many times, people come under the influence of political leaders who are having negative attitudes towards the developmental programs of NGOs and these political leaders make negative the mindset of people about the NGOs programs or make people I asked about NGOs. This fact also created a big problem in the implementation of developmental projects in a particular region or areas stated by 25% of respondents. Lack of good infrastructural facilities, groups of people conflicts at the village level, influence of a regions person, the blind faith of people, are also some of the major problems facing by NGOs stated by 9% of respondents.

8. Major findings and conclusions

- i. It is observed that, due to poor financial strategy for planning Indian NGOs are unable to implement community development programs effectively.
- ii. It he's found that there is no standardized legal model available for NGOs to overcome the financial issues. Therefore, there is maybe a fragile environment with regard to the sustainability of NGOs.
- iii. It he's found that there is no priority by the NGOs for investing in nurturing human resource capacity is a staff retention programs in the organization; due to short-term nature of projects.
- iv. When NGOs are recruiting the employees, they are facing the challenge of retaining them up to the completion of the project, as the employees leave the organization before completion of the project.
- v. It is observed that, in the ability to provide good incentives and attractive benefits to the employees adversely affected the morale of the employees and their performance. The salaries, incentives and other benefits are provided to the funds received by the donors or the income earned through the

activities undertaken by NGOs which are generally inadequate to provide an attractive monitor the benefits expected by employees.

- vi. It is found that, NGOs have inadequate HR management activities and this affects the overall performance of employees and also organization.
- vii. It is found that some NGOs mismanage their resources quite often and with the involvement of their board members that utilize the NGOs resources. This happened due to poor governance strategies of NGOs.
- viii. Very few NGOs are with a better understanding of good governance and appreciated that this is a base to NGOs accountability and transparency.
- ix. Poor networking and communication system create problems and challenges in the implementation of developmental programs at grass root level in the rural area
- x. Due to poor networking and communication system, many NGOs could not access the authentic and reliable information about the development of related issues and therefore, NGOs are generally out of touch with issues of global, national and regional importance.
- xi. Through the study it is found that, interference of local or regional political leaders and civic leaders make major hindrance in the working of NGOs.
- xii. groups and conflicts among people also create a major problem in the implementation of developmental programs of NGOs.
- xiii. On the basis of about this question and findings it is computed that, you too financial problems, HR related problems, administrative problems, Indian NGOs are unable to work efficiently and effectively in a specific geography can region. Lack of good infrastructural facilities and transportation, negative the mindset of people towards development, the blind faith of people, etc. all these factors also create big challenges and problems in the effective implementation of projects of NGOs in India.

9. Suggestions

- i. The Indian government should liberalize the rules and regulations grants – in – aid and sanction adequate grants as per the requirements of NGO.
- ii. There should be proper guidelines related to HR policies and practices of NGOs.
- iii. There should be the appointment of a commission of inquiry or committees to cross-check the misuse of funds and other resources.
- iv. There should be optimum efforts by NGOs to avoid political interference in the day to day duties.
- v. There should be the utilization of the latest technologies like the Internet, websites, for raising their funds and improve the communication system.
- vi. NGOs having excess assets and other resources can use them with a view to increase the income level and increase income may be utilized for providing a good salary and other attractive momentary benefits to the employees, so that they can retain in the organization for a longer period.
- vii. Innovative local solutions to local problems always attract the people and their support. Therefore, there should be false by NGOs for the building of community an institution, training of local people which enable NGOs to plan, implement and evaluate the performance of developmental projects and NGOs are able to access the available resources at the local level.

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