CHAPTER II

REVIEW OF LITERATURE

In this Chapter comprehensive attempt has been made to understand various dimensions of issues, challenges and current status of the children with different abilities in the country. The chapter has tried to understand various issues and challenges pertaining NGOs and its governance involved in the education of the children with different abilities. Greater attention has been paid on the review of literature which revealed issues involved in the governance of the NGOs working in the field of education of the children with different abilities. The review of literature has been classified and categorised under following themes:

1. Emergence and Importance of NGOs in Indian Context

2. Role, Issues and importance of NGOs in India (Special reference to differently able Children)

3. Importance of Good Governance and Organisation Climate in NGOs

4. Issues and challenges in Good Governance and Organisational Climate

5. Innovative approaches of the NGOs in Good Governance and Changing Organisation Climate

2.1. Emergence and Importance of NGOs in Indian Context

It is estimated that till the 1960s over 80per cent of the NGOs/VOs in India were either in relief (satisfying the immediate needs of the people) or in institutionalized programmes such as Schools and hospitals (Fernandes, 1986). The article further highlighted that Gandhian thought was prominent enough during the same phase. Further it stated that most Gandhi organisation were responded to the call of Mahatma Gandhi which clearly mentioned that the Congress party should dissolve itself and all the workers related to the congress
should go to the rural areas and work for the economic improvement of the poor. The call from Mahatma Gandhi inspired many of its worker and they got involved in various programmes and in the implementations of projects initiated by the Five Year Plans initiated by the Central Government. These workers focused mainly on productivity oriented technology and on functional literacy-oriented extension work. In other words, they did not question the system but sought to better implement the schemes connived by it. The article indicates historical development of the NGOs and its changing trends too.

Tondon (1986) indicated: Recognition of the work done by the NGOs/VOs has been duly acknowledged and recognised since last several decades. The review clearly indicated the NGOs/VOs have been successful in the process of making themselves as an independent, autonomous and vibrant Sector which can work on Social issues along with welfare and developmental aspects. Further it indicated the view of the Government towards the NGOs activity and its larger role into the society. The review indicated the historical acceptance of the NGOs especially in the Indian context.

According to Gupta (2013): Voluntary (VOs) have played a vital role in shaping and implementation of participatory democracy. The review has highlighted that in a current scenario the main role of NGOs is “gap-filling”. The author has suggested that the growing encouragement by the government NGOs are trying to fill in the gap of implementing various programme with variety of innovative approaches which are serving as models for better governance in the area of public enforcement system. The author has stated clearly that NGOs must continue doing what they already do best in order to become a useful laboratory for government. The author has highlighted that mainstreaming of various successful innovations by the NGOs will eventually help to the good governance. Further the article suggested that incorporating NGOs as policy partners and advisors, NGOs can become acknowledged innovators in the public interest. The author has considered that NGOs has the potential to adopt new innovative approaches in terms of delivering Good Governance and hence it must be
considered as more powerful actors in the process of democracy and Good Governance. The article has highlighted the overall strength of the NGOs as a powerful tool in terms of maintaining Good Governance.

Ghaus-Pasha (2004) is of the opinion: hat for over two decades now, the process of globalisation has been influencing the socioeconomic environment in countries. While globalization provides new opportunities for economic development to countries through trade liberalization, foreign direct investment, capital flows, information exchange and technological transfer, it has meant increased deprivation for those nations which have been unable to adjust to the new requirements of global society. Further it highlighted the economic, social inequality exist the world wide. The article clearly mentioned that the world is unable to resolve basic needs of the human being. The paper also highlighted the importance of Millennium Development Goals (MDGs) and its contribution to make the world more equal. The author specifically indicated the greater role of civil society s (CSOs) in a current scenario. The article has analyzed the role of NGOs, CSOs in the process of development and welfare aspects. The review is important and significant enough as it indicated the role and importance of the NGOs/CSOs in tackling the local developmental and welfare issues along with the same it indicated the role of NGOs/CSOs in the international commitment such as Millennium Development Goals (MDGs).

Smith and Lumba (2008) were of the view: Non Governmental s (NGOs) are playing important role in developmental and welfare issues worldwide. The article has observed the greater acceptance of the NGOs and its credibility. Further authors have stated that the supports given to NGO’s by donors are evidence that The NGOs are more effective than state-owned s in implementing and sustaining developmental and welfare programmes. It further stated that NGOs are considered to be vehicles for “democratisation” and so become the preferred channel for service provision. The authors have clearly indicated the huge role and positive outlook of the world about the role and credibility of NGOs
as a sector. The authors have also mentioned the level of greater and effective functioning of the NGOs than the state owned agencies. The review is important and significant as it indicated the effective role of the NGOs, its positive look and greater and effective functioning of the NGOs than the state owned agencies.

**Literacy Watch Bulletin (2000)** has highlighted the role of NGOs in educational development in the field of disability. The bulletin has highlighted that before the deeply rooted democracy around the world, NGOs were not allowed to be registered and operate independently. Further it highlighted that as democracy started rooted deeply around the globe, NGOs have stated playing an effective role in various aspects and need of human life. The NGOs around the world have contributed in the field of health, family planning, environment and non-formal education. The role of NGOs in the field of rural areas and disability sector also been highlighted. The review is important and significant as it indicated the overall growth of NGOs around the globe along with the ‘Democracy’. The article also highlighted the greater acceptance of the NGOs along with the ‘Democracy’ around the world.

### 2.2. Role, Issues and importance of NGOs in India : Special reference to differently able Children

**Singh and Sethi (2012):** The main purpose of the study was to define the role of NGOs in promotion of education of disable in Jammu District. The authors have stated that although various schemes have been initiated by the state government and various NGOs are working for the benefit of the disable, yet they are not fully benefitted from these schemes. So, while continuing with existing schemes and involvement of NGO in the field of disabilities, efforts should be made to identify technically competent NGOs and enable them to assume a larger role in the education process of children with disabilities along with the help of government agencies in a significant manner. The author has highlighted the need for the Good Governance in the process of NGOs dealing in the field of Children with disabilities. The study has concluded that over the past few years, focus on children with disabilities has resulted in greater awareness and increased sensitivity towards these children. Even as a broad policy, the Government is
promoting the role of NGOs at all levels with a view to achieve participatory development and supporting the administration in implementing its programme. Now, Government and NGOs are initiating measures to review and plan appropriate strategies for special needs and inclusive education. The article highlighted the role and importance of the NGOs participation in the process of effective implementation of the educational facilities for the children with disabilities. The article also highlighted that NGOs and Government agencies cannot work in isolation and hence there is need for the initiation Good Governance practice in the field of education of the children with disabilities.

Prasad (2003): The author opined that the extent and magnitude of disability in India, has driven home better facts about our traditional approach to ‘Disability Management’ is not sufficient and enough to deal with the various issues in disability management. The children with disability are more vulnerable in the areas of disability especially in India. As we have stressed out on only our traditional strategies to deal with the issues in disability, it causes greater damage the rehabilitation task in the field of disability. In India still rural community is out of reach for the early medical and surgical intervention in the area of disability. Further the author has clarified that it is the urgent need for an alternative and more appropriate approach in the field of disability. If we follow the guideline of the suggested by the author Children with Disabilities are going to get benefit early than any other in the field of disability. Author also indicated the need for early detection and early identification of the cases specially children with disabilities through alternative ‘Disability Management’ module.

Mondal and Mete (2014): The authors have expressed that the children with disabilities (CWD) need education similarly like other normal child. The author has also mentioned that the initiation of the education process had already started after the independence in India. The article is an attempt to examine the policies and legislations for educating the children with disabilities in India after post-constitution era. The authors also have mentioned some recommendations in terms of improving overall educational outcome for the children with disabilities.
The article has concluded that for the discrimination free and equal education for the children with disability there is an urgent need for a comprehensive change in the institutional arrangements and legal provisions as far as Indian context is concerned. The author also highlighted the importance of the need for the greater change in social mind set, attitude and perception towards the children with disabilities. The author also highlighted the obligations of the Indian society towards the international agreement for the create equal and discrimination free community for the children with disabilities. The author also highlighted the importance and role of politician, schools, colleges, public places to create barriers free access for the children with disabilities.

Gandhi and Shirshat (2011): The authors have felt that Community Based Rehabilitation (CBR) is a relatively new strategy which is increasingly being adopted by developing countries to improve the quality of life and integration of the persons and children with disabilities in their own communities. The article highlighted the need to adopt Community Based Rehabilitation (CBR) as a strategy which can be used within the community for the rehabilitation, equalization of the opportunities along with minimizing the discrimination, stigma towards the person and children with disabilities. The article highlighted that through CBR social integration of the children/ persons with disabilities through the combined efforts of the persons/children with disabilities, their families and communities is possible. Further authors have highlighted that the community organisation as a method of social work can contribute to strengthen the Community Based rehabilitation (CBR) process.

Sharma(2005): The author affirmed that number of strategies to address the current challenges that Indian administrators and educators face in the move towards more integrated education of the children and person with disabilities. The author also highlighted the importance of India’s commitment towards other country for the promotion of integrated education in the field of disability. The author also highlighted the importance of community assets, community empowerment, partnership, inter-sartorial cooperation and capacity building and
strengthening NGO and civil society working with government in the field of disability. The author also highlighted the world wide experience of the various governments to work with NGOs and civil society s and a better outcome of the same. The review is important and significant as it indicated the role of NGOs in the field of education especially along with the children with the disability.

Kandyomunda, et.al, (2010): The authors have tried to understand the role of local NGOs in promoting and participation in community based rehabilitation services (CBR). The authors have stated that during the implementation of community based rehabilitation services (CBR) community participation remain very crucial. The study was based upon the Africa experience of the various NGOs involved in the education, training and employment of disable children and individual. The study has highlighted the innovative method community based rehabilitation services (CBR) which has been utilized by various NGOs working in the field of disability. The author has highlighted the issues of the children with disability being in the open community and community based rehabilitation services (CBR) as an methodology to deal with various rehabilitative and educational measure of the children with disability. The review is important and significant as it indicated the role of NGOs in the field of children with disability along with the global acceptance and practice of the community based rehabilitation services (CBR) in the field of children with disability.

Mazibuko (2000): The author have examined the role of Non-Governmental s (NGOs) working in the field of education in developing countries by sharing his personal experience in South Africa. The article has highlighted that NGOs are being dependent on donations to create resource to carry on their activities. The article has highlighted the overwhelming dependency of the NGOs working in the field of education on donations and outer resources. The article highlighted that the state owned agencies and government are being unable to provide holistic resources in the field of education. The article is drawing attention of the current status of the NGOs working in the field of education, so one can understand that how much the special education is being neglected. The article is important and
significant as it indicated the overall status of the NGOs working in the field of education.

2.3. Importance of Good Governance and Organisation Climate in NGOs

Gandhi and Jadhav (2012): Have stated that in 21st century Non-Government s (NGOs) have become irresistible global force. The country has witnessed that over the past several decades, Non-Governmental s (NGOs) have grown in number, size and stature and have become important across influencing governmental interaction in society. The article advocated that for effective welfare administration NGOs can be considered as an effective tool to implement as well as develop developmental policies, which hardly get implemented or compressively developed especially in India. The article explores the urgent need of the partnership between GOs and NGOs for the effective welfare administration along with issues and barriers involved in the same. The article concluded that partnership between Government s (GOs) and Non-Government s (NGOs) for effective welfare administration is a two way process that would require initiation from the both sides. GOs has to initiate and utilize the partnership with the NGOs working in its territory for planning, evaluation and coordinating the activities which has been developed for the masses. The article highlighted that considering the strength of the NGOs as an emerged sector, GOs will benefit eventually. The need for the hour is to start dialogue form both sides for how the partnership will be developed based trust, confidence and mutual respect which will take the partnership long lasting in the future. The article highlighted the need to have partnership with GOs and NGOs for the effective Good Governance practices especially in the areas of welfare activities.

Palod (2014) carried out a study with the objective of getting deeper understanding of the NGOs and the challenges faced by the NGOs in terms of their Good Governance. The study also provided further guidelines in terms of maintaining Good Governance practices among the NGOs. The author has stated that today Not-for-Profit or Non-Government s (NGOs) have emerged as great power in terms of national and the international developmental issues. The author
has stated that the emergence of NGOs has impacted on the various social and developmental issues across the world. Further it mentioned that due to increased influence and intervention done by the NGOs globally studies have been focused worldwide to understand various dimension of the NGOs specially its role and scope of the intervention. The author stated that there is a greater need for transparency and accountability in fund utilization and overall operation of the NGOs globally. The author also highlighted various hurdles in the process of maintaining transparency and accountability within the NGOs. Further it stated the importance of Good Governance to deal various issues pertaining to the transparency and accountability of the NGOs. The author has guided that in current scenario the NGOs has to learn Good Governance practices specifically from both the corporate sector and the public governance sector too.

**Sharma (2013):** Stated that socialist India always has given importance to the growth without compromising the equality principal. The author has stated that the Good Governance was always been identified as an important aspects to attend the growth with the equality. The author carried out the study with the objectives to study various factors that affects the dynamics of NGOs and its governance and made comparisons with the various Good Governance practices globally to propose Good Governance practices in the Indian context. The study highlighted the importance of NGOs/Civil societies in terms of welfare aspects and its implementation especially in the Indian context. The author strongly recommended that NGOs and the government actions both should walk with the same direction which goes towards the Good Governance. The study concluded that civil society is a great forum through we can promote development, welfare and capacity building of the large section of the society. The author also suggested local, state and center level approach towards the Good Governance. The article highlighted that the civil society as an optimum vehicle for carrying out actions with Good Governance to encouraged and promoted to activities of social welfare and development at all possible levels.
**Tandon (1997)** examined the current status of NGOs in Indian context. The author feels that India has seen a phenomenal growth in the number of NGOs and its networks. Further it clearly stated that there are a wide variety of NGOs and its network which are addressing both traditional and emerging development and welfare issue and concerns. Further it also highlighted the existing variety of the NGOs working for variety of the issues along with various broad objectives. The review indicated the overall growth of NGOs and the strength of its networking. The review indicates that the increasing number of NGOs need to be given direction in terms of building an effective networking among themselves. The review also highlighted greater scope for the building strong and effective networking among the NGOs for the proposed Good Governance to deal various social, developmental and welfare issues in which they are being involved. The review is significant and important as it indicated the current scenario of NGOs in the country and strongly identified the need of strengthening them.

**Wyatt (2004)** Has highlighted various key issues involved in NGOs and it Good Governance. The book has mentioned various Principles and Guidelines for Good Governance for the NGOs and it governance. The book has emphasised the importance of the ‘Accountability of the NGOs’ to maintain Good Governance. The book also underlined the role of governing management and staff of the NGOs in terms of practicing Good Governance practice. The book has been important source for the NGOs who wish to relook of their governance to improve into the Good Governance. The book also drawn attention to the importance of the Good Governance in the life of NGOs management cycle. The book also concluded various strategies which can be utilized by the NGOs to maintain Good Governance practices. The review is important was significant and important as it has highlighted various indicators and content for the Good Governance practices in terms of NGOs sectors.

**Purohit and Wadhwa (2012):** Have affirmed that all Climate (OC) has been an important topic of research in Organisational Development. Furthermore, the author have stated that there are several frameworks and approaches to study OC.
The authors have focused one of the frameworks of the OC which impacts on motivation level of the staff. The authors have clarified that there were very few studies which explores the relationship of OC and motivation level of the staff and especially in the area of Indian public health system. The present study uses a comprehensive framework that focuses on assessing OC from the viewpoint of motivation in a government district hospital. The overall objective of the study was to assess the OC of a District Hospital (DH) from the viewpoint of motivation. The study involved total of 66 staff, all from the same district hospital. To collect data the study has utilized a validated instrument called Motivational Analysis of Climate (MAO-C).

The study revealed that the dominant climate in the organisation was that for Dependency motive while the backup climate for the organisation was for Control motive. Further the study highlighted that according to the literature, both Dependency and Control motives are dysfunctional climates. The review is important and significant as it indicated the relationship between OC and motivation level of the specific organisation. These kind of studies are very few which have tried to understand the relationship between OC and motivation level of the staff especially in the Indian context.

2.4. Issues and Challenges in Good Governance and Organisation Climate

Meenai (2013) was of the opinion that the growing importance of the NGOs in the current scenario it clearly mentioned that the dominant paradigm has been that the government is increasingly outsourcing development activities in all fields to the NGOS. The statement clearly indicated the strong approval from the government towards the NGOs to look after the developmental as well as welfare facilities. Further it mentioned that NGOS are acting as implementation partners for several projects not only for the government but the funding agencies also. Considering the philosophy of NGOs as an independent voluntary agency who works on the principle of people’s participation has become implementing agency. The review indicates overall current functioning of the NGOs across the country. It becomes a very important to relook the current functioning of the
NGOs and to advocate Good Governance practices to them. Good Governance practices need to be considered the current practicing mode of the NGOs which is as ‘Implementing Agency’ than the independent NGO.

Clark (2014): Stated that in some countries NGOs are major contributors to the overall welfare and development processes at the same time in many countries NGOs has been weak and unable to contribute to the national developmental and welfare position. The author has highlighted that number of factors influence the NGOs in terms of being effective, and has clearly indicated that which is widely determined by the relationship between the NGOs and the State. The article has describes the characteristics of this relationship between state and NGOs which affect overall efficacy of the NGOs in terms of its contribution. Further it explores the government policy and practice towards the NGOs affect a lot than any other factor to the NGOs. The author has highlighted that positive relationship of the state help to the NGOs to be an effective in their approaches and interventions. The article examined various issues which are related to the relationship of the state and NGOs. Further study has discussed various "best practice" which can improve the overall process of "Good Governance."

Jain (1986): Has stated that of late there have been several official and semi-official moves to regulate and control the NGOs/ Voluntary Sector. Among them one can mention the various laws meant to regulate the inflow of the funds. Based on the Foreign Contributions (Regulation) Act, 1976, as amended in 1984 as many as 142 s considered quasi-political have been debarred from receiving any foreign contributions. Further it highlighted that in May 1986, another 27 agencies as many as 23 of them Christian oriented agencies have been ordered to get prior permission from the government before each and every foreign contribution. The review indicated the historical control made by the government on the NGOs regarding its operation and foreign funding too. When it comes to NGOs as an independent, statutory agency the Governmental control hurdles overall growth of the NGOs and its implementation. The real issues is that how the NGOs can be sustain without foreign funding. The review is important and
significant enough because it indicates the overall government approach and its control when it comes to foreign funding. The Good Governance practices need to be considered the government and its regulation towards foreign funding.

**Singh (2015):** Has provided a framework for Good Governance in India. The article identified various shortcomings which hampers overall Good Governance practices at the same time it provides rational for need of innovative approaches in the same. The article emphasized that Good Governance must aim for justice, empowerment, employment and efficient delivery of services. The article also considers that criminalization of politics and corruption as two major challenges for the Good Governance. The paper identified several areas of concern that need to be addressed for the Good Governance practice. The article also highlighted the changing trend of state and the governance in the process of Good Governance. The article remains important and significant as it provides the insight of the concept of Good Governance and the challenges to attend the same.

**Goodman and Wandersman (1996):** Stated that networking among Non-Governmental (NGOs) has emerged as a key strategy. As we all are aware that NGOs will have to face problems while delivering as well as implementing its own services within the community. The research article indicated and highlighted the benefits of networking which includes pooling of resources and making optimal use of them, gaining wider geographical coverage, sharing skills and knowledge resources will help them during the networking process. The article advocated the importance of ‘Networking’ as an affecting factor which will impact on overall efficacy of the NGO. The article also put forward various strategies which can be utilized during the networking process. The overall networking process will help eventually to the NGOs to be successful in the process of their governance too. The article provides insight towards the ‘Networking’ as an strategy for the Good Governance which can be used by the NGOs.

2.5. **Innovative approaches of the NGOs in Good Governance and Changing Organisation Climate**
Smith and Lumba (2008): The research is an outcome of a study carried out by the authors to evaluate and understand the knowledge management practices and challenges in an international NGO network. The study was comparative case study in its nature and had adopted two centres of the same international network. The study used framework of knowledge management practices proposed by Holsapple and Joshi (2004) for their study to evaluate overall knowledge management practices of the same NGO. The study emphasis to understand various factors which impacts on organisational knowledge management such as activities (processes) and organisational knowledge resources. The study revealed that a variety of factors affect knowledge management of the organisation. The study highlighted that management styles, incentives for knowledge creation, resource influences; and environmental influences impacts on overall knowledge management of the organisation. The results of the study highlighted the overall importance of knowledge management practices within the organisation and various impacting factors on the same. The study also highlighted the importance of the networking with other NGOs and keeping good relationship among the organisation also has importance in the process of knowledge management of the organisation.

Samuel and Mahadewan (2008): Has highlighted the growing importance of NGOS and its functioning. The author has mentioned that NGOS are increasingly providing strategy in terms of tackling various social and developmental issues. The article presets the importance of 'Networking' in the NGO Practice models. The author has presented an effective and practical model to improve overall networking among the NGOs. The article demystifies the networking process by presenting a hypothetical model based on the author experience. The article stated clearly that in the current globalized context NGOs also must be able to deceiver better and effective Strategy. The review is important and significant enough because it highlighted the importance of NGOs and "Networking" with the same.

Walter (2004): Stated that Non-governmental s (NGOs) have in existence from the colonial period and have contributed a major role in socio-economic development in Africa. Further the article highlighted that specifically after the
independence the role of the NGOs has expanded largely. The review highlighted the failure of the government to provide basic needs services to the poor both in the rural and urban slums has triggered the overall growth of NGOs in Africa. The author has highlighted the NGOs in Africa has emerged as a major player in the design and implementation of projects as well as the actual provision of basic needs services to the disadvantaged groups both in the rural and urban areas. The author has highlighted the great and extensive contribution made by NGOs in the area of education, health and general welfare of the country. The author has highlighted the innovative module of the NGOs which involved the operational strategies employed by the NGOs to reach the intended beneficiaries. The NGOs have opted for direct linkage with service recipients. The impact of NGOs has varied both in terms of quality and quantity of service provided. The study has been based upon Kenyan case study which demonstrated that the NGOs have emerged as a major player in the provision of basic needs services. The review highlighted an innovative approach of the NGOs and its Good Governance in the Africa which is based upon having direct linkages with the service providers. The review is based upon African opinion based upon experiences received in Kenyan case study which resemble the situation of Indian context as far as welfare issues of concerned which are usually same in Africa and India. Kannan (2011): Stated that Good Governance has become a buzzword in development today. Further it stated that corruption issues, raising accountability and promoting transparency are increasingly important for the Good Governance. The article highlighted the outcome of the Good Governance which includes development in terms of economic, social security and peace. The author has highlighted the important role of the civil society in the process of Good Governance. The research paper examines the different scholarly debates around Good Governance and put forward the importance of the Right to Information Act (RTI) to enhance the Good Governance in the Indian context. The article is important and significant because it indicated the importance of Right to Information Act (RTI) and its role in the overall maintenance and development of
Good Governance at the same time the role of civil society in terms of Good Governance.

Punarbhava (2014): Online web portal called ‘Punarbhava’ which means 'renewed being' symbolizes an attempt to provide a gateway to information for persons and children with special abilities. This portal is an attempt to create awareness among the children and person with special abilities, their family members and the larger society about various information, issue based discussion and network to find employment in the area of disability. It is recognized that information holds the key to knowledge, which in turn enables and empowers people and this initiative of Media Lab Asia in collaboration with Rehabilitation Council of India, is envisioned as a medium for persons with disabilities and all related stakeholders to be empowered and to participate fully in the national mainstream. This is user friendly web portal which provides information along with its detail inline link with various NGOs, National Institutes working in the field of disability, Legal provision made for the children with disability and list of various resources available into the society. The web portal is useful for the NGOs working in the field of disability, Policy makers, caregivers, Service providers and people working in the disability sector and the public at large and interested persons wanting to know about disability and related issues. The role of the web portal is important and significant in the era of globalization and technological advances. The web is an innovative module based upon the technology which can
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