CHAPTER 7

CASE STUDIES

7.1 INTRODUCTION

In terms of the research methodology, case study of two highly effective and two low effective organizations has been undertaken. The purpose of the case study is to ascertain the facts in the performance of these organizations, analyze the causes and factors contributing to the organizational effectiveness. The details of the organizations are as under.

7.2 CASE STUDY OF NGO 'A'

Name of the organization: NGO 'A'

Area of Disability: Mental Retardation, Cerebral palsy

Date of Establishment: 21.6.1991

This organization was established in 1991 to strive for integration and rehabilitation of adult women with mental retardation. The main objective of this model is to build and develop a symbiotic relationship with disabled individuals and their immediate community. To house and train persons with mental retardation before their employment and independent living is the mission. This model of group-homes for living and training in natural environment leading to independent living is the only organization of its kind in India. To date, this NGO has successfully rehabilitated 52 adults and at present has a strength of 91 individuals.

Although it was initiated with four girls, depending on the demand the policy was changed to train the other sex. This implies need based spread up of services. Initially in 1991 the number of beneficiaries were 8 and increased to 91 by 2001. Similarly, the services commenced with group homes, post
school programmes in urban setup spread to several rural based and CBR programmes in different parts of the country. In the rural and tribal areas, the vocational training include Banjara are work, tailoring, leaf plate making, vegetable garden, etc.

The trained staff in 1995 were 11 and increased to 16 and beneficiaries represent from 10 states across the country. The programmes include Group homes, Vocational Training Centre, Vrudhapya-Home for the mentally challenged, Grameenya-Rural project, Saranya- home for the destitute women and Accept – A day care center for Cerebral palsied children.

Initially the funding was by the family and gradually by the donors/sponsors manifesting the appropriate usage of increasing network and linkages. The NGO ‘A’ itself organizes income generation programmes by taking job orders from corporate sector.

The services have been expanded across the country to persons with all levels of functioning and with the introduction of vocational training units focusing on vocations suitable to the respective community. Staff are trained with the technical guidance from NIMH, they are encouraged to come with suggested solutions along with problems, to share their innovative ideas. The cooperative effort, weekly seminars and visit of experts in the field add to the Human Resource Development of the organization.

Placing the challenged individuals together and providing them with supervision and training is the Group Homes activity. The main objective is to create awareness amongst immediate community to enable their involvement leading to expansion of service network. These individuals do community work and earn for their home. They participate in NCC and Janmabhoomi camps with their normal peers, take part in Republic Day Parade along with Air Force, Army, Police, Scouts. These individuals have worked in their neighbourhood and earned Rs.4,940/- and personally donated the amount to Red Cross Society as their contribution to Gujarat Earth quake relief fund.
The organization has also used mass media effectively in creating awareness and also succeeded in involving core people of the community in all its activities and programmes. The collaborative work in this regard has led to development of the organization both financially and technically.

With the analysis of above case study it is observed that the following are the contributing factors for effective functioning of the organisation.

- Clarity in vision and mission
- Planning based on the needs and demands of the disabled & the community
- Comprehensive training and management programme for the individual and his family
- Involvement of the immediate community
- Collaborative working with other Agencies, Organisations
- Staff training and encouragement from management (Human resource development)
- Initiation of need based, community based, ecologically suited programmes
- Implementation of innovative ideas
- Effective utility of mass media
- Income generation programmes

On the basis of analysis of the NGO's working, it is observed that the factors such as service values and meaning, right and needs of persons with disabilities, individual attention to persons with disabilities, human resource management, resource management and collaborative working along with the background factors are significantly present in the working of this NGO. The organization made sincere efforts to secure the services of committed and sincere persons to effectively serve the needy. Healthy interpersonal relations and teamwork have largely contributed for the success of the organization.
7.3 CASE STUDY OF NGO 'B'

Name of the organization: NGO 'B'

Area of Disability: Physically Handicapped, Mentally Challenged, Hearing handicapped and Multiple Handicapped

Date of Establishment: 1982

This organization was established in 1982 with the objective of imparting Vocational Training to the persons with above mentioned disabilities. A play center for children with hearing impairment was started by Government owned Cooperative Corporation in 1984. This center was handed over to NGO 'B' in 1988. Initially Pre-school and Pre-primary education was given to 25 students with the help of 2 teachers and from 1999 primary and secondary education were also added. Till date the center has successfully imparted special education to 476 students and at present has a strength of 45 students.

Growth of service facilities from 1984 to 2001 include procurement of equipment, separate rooms for classes and assessment and induction of more number of teachers. Presently, the strength of the center is 45 and staff include 5 special educators and a speech pathologist. The center is equipped with 2 group hearing aids, 1 loop induction system and 2 speech trainers. In 1984 the number of students were 7 and presently it has 45. So far 32 students have been referred to other special schools to continue their education and 31 were integrated.

The center conducted Inter-School painting competitions for hearing impaired during 1998-99. 75 students from 10 special schools of twin cities participated in the competition. Student paintings are printed as greeting cards and is a successful project for the center.
Management has provided provident fund and gratuity facility for the staff which is unique among voluntary organizations working for the disabled. It also deputes the staff to workshops and seminars conducted by other organizations. The special educators at the center underwent computer training in developing lesson plans on computers with multimedia presentation. The teachers now are not only developing projects for hearing impaired using computers but are also planning to conduct computer training programme for special teachers of other schools.

The Human Resource Development Programmes include regularly providing lab school facility for the D.Ed. and B. Ed., students of NIHH and College of Teacher Education, Andhra Mahila Sabha. The center also conducts 1 month parent training programme regularly for the parents of inmates.

Initially the financial needs of the center were met by the Government Cooperative Corporation and partly by State Bank of India. Since 1990 the centre is availing grant-in-aid from the Ministry of Social Justice & Empowerment, Govt. of India. National Institute for the Hearing Handicapped also assist the center under the scheme of strengthening the infrastructure of schools adopted for teaching purpose. The center also receives donations for all its developmental activities. Recently Govt. of Japan has donated Rs. 43,00,000/- for construction of new building to run the center.

With the analysis of above case study, it is observed that the following are the contributing factors for effective functioning of the organisation.

- Belonging to a pioneer non-profit voluntary organization.
- Members of management work on honorary basis with the spirit of social service and concentrate on development of the center and provide focused direction.
- Dedicated staff working since the inception of the center.
- Planning based on the needs of parents of persons with disabilities
- Staff enjoys operational freedom in doing their work.
- Encouragement and provision of required facilities and welfare measures by the management.
- Collaborative working with other Agencies, Organisations
- Training of teachers, parent training programme (Human resource development)
- Constant parental support.
- Implementation of innovative ideas
- Assistance from the Govt. & Non Govt. organizations

As per the analysis, it is observed that the factors such as service values and meaning, right and needs of persons with disabilities, individual attention to persons with disabilities, human resource management, effective resource management and collaborative working along with the background factors are significantly present in the working of this NGO.

The organization has a clear vision and mission and undertakes programmes for staff development with the objective of enhancing effectiveness in the services provided by the NGO. The institution exhibits a high sense of belongingness to its members and encourages teamwork and collaborative spirit among the staff. Management team of the institution consisting of professionals is committed to the goal of promoting excellence in the services provided through improved management and HRD practices in the organization. Further, a unique feature of the organization is the presence of operational freedom, openness and trust and transparency and accountability throughout the organization in all their activities and programmes.
7.4 CASE STUDY OF NGO ‘C’

Name of the organization: NGO ‘C’

Area of Disability: Mental Retardation, Cerebral palsy

Date of Establishment: 1996

This organization was established in 1996 by a special educator with the objectives of concentrating on early intervention, to provide opportunity for integration and habilitation services to children with all levels of mental retardation, initiate vocational training and establish sheltered workshop, and work for opportunities and rights of disabled for independent living.

The objectives of the organisation are not specific and clear. The activities of this organization include special education, training in sports (Special Olympics), yoga, music and dance, visits to community places, free medical checkups and homeopathic treatment. The important projects of center include (1) a project on integration – guiding children below 10 years and teachers of normal schools; (2) a special school for children with mental retardation and spasticity; (3) a vocational training center for adolescents and adults – the vocations include block printing, tailoring, preparation of greeting cards, fancy items, food items. These vocations & products are traditional and being implemented by many of similar organizations working in twin cities; and (4) a home based training programme for severely, profoundly and multiple handicap children.

The center has started with one child in 1996 and reportedly till date it has 50 children availing services. In reality the number of children attending is observed to be around 20. The center also conducts parent training programme which is a routine activity of similar organization.

The organization gets financial assistance through Bank, donations and parents contributions. The financial status of the NGO is not reported clearly. Though it is in service for the past 6 years, the center still lacks the basic infrastructure necessary for a special school. The number of qualified
professionals is less as compared to the programmes and number of children. Most of the activities are carried out with the help of parents and caretakers as there are few professionals. The achievements of NGO ‘C’ mostly confined to running day care center and vocational center. Innovative methods of working is not manifested in any of its programmes. The NGO has not reported any activity under HRD programme.

Activities relating to the networking and collaborative working are not in the expected pace. The effectiveness of the NGO, is therefore, seen at a low level basically involving itself to maintain the day-to-day functioning of the NGO. As per the analysis, it is observed that the factors such as service values and meaning, right and needs of persons with disabilities, human resource development, resource management and collaborative working along with the background factors are not significantly present in the functioning of the NGO. It is observed that the factors such as service values and meaning, right and needs of persons with disabilities, individual attention to persons with disabilities, human resource management, resource management and collaborative working along with the background factors are not significantly present in the working of the NGO.

The organization does not have any clarity with regard to objectives and as a result ended up in taking too many activities and programmes with limited staff. Further, there is no commitment for the introduction of well-defined managerial practices and HR policies and practices and a well-defined organizational design. As a result of this, there is too much of ad-hocism in the provision and organization of services by the NGO. Taken as a whole, the organization is not being managed effectively. Further, the inaccessibility of the promoter has been adding new problems to the NGO-concerned and staff members often experience frustration due to lack of focused guidance and direction. This is further complicated by unnecessary haste in doing things, improperly conceived planning and execution coupled with serious resource constraint.
reported in the area of delivering the services to the parents except the special school and vocational training. In the vocational training also, new products, other than the traditional ones, have not been reported. The NGO has not reported any tangible HRD activity in giving training to the staff except nominating to some of the programmes. They have not yet undertaken any training programmes for the rehabilitation professionals as an activity instead of being in the services for the past 16 years.

Activities relating to the networking and collaborative working are not very visible in this organization. The effectiveness of the NGO, is therefore, remain at a low level basically involving itself to maintain the day-to-day functioning of the NGO. On the analysis of the NGOs working, it is observed that the factors such as service values and meaning, right and needs of persons with disabilities, individual attention to persons with disabilities, human resource management, resource management and collaborative working along with the background factors are not significantly present in the working of the NGO.

The case study clearly shows that organizational effectiveness was adversely affected due to ambiguity in organizational objectives and ad-hocism in management coupled with inadequate staff and infrastructural services. No efforts were made to determine the staff requirements in a scientific manner. This has resulted in imbalance between the volume of workload being handled and the staff available for manning various positions in the organization. Further, due to lack of focus in the direction being provided by the management, the organization did not create supportive environment for collaborative working and team spirit.
7.6 FINDINGS

From the above analysis of each case study of both highly effective and low effective organizations, it is seen that the factors of organizational effectiveness in terms of service values and meaning, rights and needs of the persons with disabilities, individual attention to the persons with disabilities, human resource development, resource management and collaborative working are significantly present in the NGOs, which are considered highly effective. In the organizations, which are considered low effective, these factors are not significantly present in the working of the respective organization.

The case studies of these four NGOs clearly show that organizational and managerial effectiveness is largely determined by well-organized management practices and professional HRD packages. Effective organizations have clearly shown their commitment with regard to their objectives and employed systematic HRD practices for carrying out the same. Ineffective organizations, on the other hand, believed in ad-hocism with regard to policies as well as programmes. Non-performance in low effective organizations was mostly on account of heavy workload and inadequate staff and infrastructure with least concern for well-defined HRD policies and practices.