CHAPTER 1

DISABILITY REHABILITATION IN NON-GOVERNMENTAL ORGANIZATIONS – ROLE OF HUMAN RESOURCES DEVELOPMENT

1.1 INTRODUCTION

Education and rehabilitation have continued to evolve, diversify and extend their reach and coverage since the dawn of human history. Experience has shown that every country – developed as well as developing – develops its own systems to express and promote its own socio-cultural identity and also to meet the challenges of the times. There are moments in history when a new direction deserves to be given to an age old process. The field of disability is no exception to this process.

Disability rehabilitation in India has a long past but a short scientific history. Several individuals and groups initiated measures for the betterment and improvement of the disabled. But, unfortunately, their efforts were highly individualistic and perhaps slightly unorganized and adhoc in nature, though they were quite committed to improve the lot of the disabled. However, organized efforts in this vital field commenced rather late. The efforts made were not very organized and cohesive and often lacked coordination and continuity. Taken as a whole, these individuals and groups were fairly sincere and committed in their efforts, but lacked planned and focused efforts in regard to the capacity building of their organization. Accordingly, there was little concern for systematic and scientific efforts in this direction. As a result, welfare and rehabilitation of the disabled could not attract the deserved attention and remained neglected for want of resources and concern on the part of various sections of the society. Systematic efforts have started only after International Year of Disabled Persons (IYDP) in 1981 although in the
last quarter of 19th century there were voluntary organizations working in areas of education, training, and rehabilitation of disabled. Institutions predominantly Non-Governmental Organizations (NGOs) have been working in addition to government organizations for the last two decades quite vigorously to take rehabilitation measures to the doorstep and within reach of the disabled child.

As a result of the concerted efforts made by NGOs and governmental machinery, a stage has reached when a major effort must be made to derive maximum benefit from the assets already created and to ensure that fruits of change reach all categories/sections including the disabled children, their parents, and society at large and the education and rehabilitation process which cater to and develop human resources.

In the National Policy of Education, 1986 (NPE) document a strong plea has been made to integrate disabled children with the general community as equal partners to prepare them for a normal growth and face life with confidence. These ideas were translated into creation of special and integrated system of education depending upon the severity of disability including processes for vocational training for the disabled. Human resource development measures were also taken up to prepare the required manpower and voluntary efforts and organizations were encouraged in every possible manner.

As will be seen, there are over thousands of NGOs working in the country for education, training and rehabilitation of handicapped. Until recently, they were working on their own but since 1992 i.e., with the formulation and enactment of Rehabilitation Council of India Act 1992 (RCI), there has been riders on human resource development activities, education and rehabilitation of the disabled programme and projects operating through NGOs as well as by Government agencies.
Time has come to make an appraisal of their functioning in terms of Human Resource Development (HRD) practices and resource management to promote the sustainability of effective organization and to ensure focused direction for the efforts being made by NGOs on the one hand and the Government on the other in this vital field.

1.2 CONCEPT OF DISABILITY

The theories of psychology profess that individuals have differences and their abilities in thinking, planning, doing and achieving are, therefore, not equal, though the political dictum stresses that all men are born equal. Human abilities, though, to a very large extent are inherited, environment too has a substantial role to play in growth and development. Nature and nurture influence the progress of a child during the developmental period. Nature and nurture apart, human organism is susceptible to damage through disease and injury. Disease, accident, genetic causes or any other reason, which afflicts the persons, causing loss or want of abilities, may not be equal in all cases. The degree of abilities or lack of abilities varies and this can be better understood if put on a scale and in a continuum. Deviations from average of physical and mental faculties of human beings beyond limits resulting in substantial and appreciable difficulties in performing a function or in social adjustment would be perceived as disability. The perception about disability is relative and would depend on the value system of an individual or society and on the situation and, therefore, the perception of the disability would also be subjective, situational and would depend on social and cultural factors.

Commonly, a significant loss or deficiency in physical or mental faculties would be known as impairment, disability or handicap (Pandey and Advani 1995). WHO manual has the following definitions:

Impairment: An impairment is any loss or abnormality of psychological, physiological or anatomical structure or function.
Disability: A disability is any restriction or lack (resulting from an impairment) of ability to perform an activity in the manner or within the range considered normal for a human being.

Handicap: A handicap is a disadvantage for a given individual, resulting from an impairment or disability, that limits or prevents the fulfillment of a role that is normal (depending on age, sex, and social and cultural factors) for that individual.

The definition of an individual with a disability under which NIDRR operates is contained in the Rehabilitation Act of 1973 (Public Law 93-112) as amended, and is as follows: any person who (i) has a physical or mental impairment which substantially limits one or more of such person's major life activities, (ii) has a record of such an impairment, or (iii) is regarded as having such an impairment. The impairments that lead to limitations in activities may be related to genetic conditions or to acquired diseases or traumas that may occur throughout the lifespan. The extent of disability and the conditions associated with disability are significant to individuals and their families, and to the Nation. As per NIDRR final long range plan for fiscal years 1999-2003, disability is a product of an interaction between characteristics (e.g., conditions or impairments, functional status, or personal and social qualities) of the individual and characteristics of the natural, built, cultural, and social environments. The construct of disability is located on a continuum from enablement to disablement. The new paradigm of disability is integrative and holistic and focuses on the whole person functioning in an environmental context.

As per the Persons with Disabilities (Equal opportunity, protection of rights and full participation) Act, 1995, the definitions of disabilities are as under:

"Blindness" refers to a condition where a person suffers from any of the following conditions, namely:
(i) total absence of sight; or
(ii) visual acuity not exceeding 6/60 or 20/200 (snellen) in the better eye with correcting lenses; or
(iii) limitation of the field of vision subtending an angle of 20 degree or worse.

"hearing impairment" means loss of sixty decibels or more in the better ear in the conversational range of frequencies;

"locomotor disability" means disability of the bones, joints or muscles leading to substantial restriction of the movement of the limbs or any form of cerebral palsy;

"mental retardation" means a condition of arrested or incomplete development of mind of a person which is specially characterized by subnormality of intelligence.

1.3 MEANING OF REHABILITATION

Susan (1980) states that Rehabilitation is perceived by some of its practitioners as a graded sequential individualized approach in which purposeful, goal directed activities are selected from play, work and self-care categories and used for organized, controlled stimulations of adaptive behaviour.

Pandey and Advani (1995) say that all those with disability require measures to be taken so that the impact of disability is minimized and their latent abilities are given opportunities to develop to the fullest extent and these measures are known as rehabilitation. According to the Chamber's 20th Century Dictionary, to rehabilitate means to restore to former privileges, rights, ranks, etc., to make fit, after disablement, illness or imprisonment for
earning a living or playing a part in the world. The dictionary meaning is thus, confined to restoration of something which is lost. Many rehabilitation experts say that the disabled are differently able and the process of identification of abilities as well as disabilities and suitable interventions to empower the disabled is called rehabilitation.

Prasad (1999) defines developmental rehabilitation as under:

"Developmental rehabilitation needs to be defined in a broader sense as our understanding of the concept can limit our thinking process and action programmes. 'Development rehabilitation' can be defined as those comprehensive and integrated actions and programmes that cater to all the three levels of prevention viz., primary prevention that includes health promotion and specific protection; secondary prevention that relies on early diagnosis and treatment of the impending disabilities and tertiary prevention that includes all the rehabilitation measures towards ability development and placement in open community".

Rehabilitation aims at transforming the persons with disability in which it is expected that the persons with disabilities are empowered thereby they move towards enablement in the continuum of enablement-disablement. Rehabilitation is a holistic and integrated approach in which conditions are created to educate the society, identify the needs of the disabled and create facilities for intervention. The enabling conditions need to consider the personal characteristics of the persons with disabilities and the societal characteristics. The personal characteristics cover the conditions or impairment, personal and social qualities of the individual and the environmental characteristics cover the natural, built, cultural and social environment causing problems in the accessibility for the persons with disability. The gamut of disability rehabilitation is to focus on measures right from prevention, early detection, early intervention in medical, therapeutic and social areas, education, skill training, employment, leisure, social and cultural activities, sports and games, removal of physical, psychological and social
barriers, etc. The programmes of disability rehabilitation need to take into account the views and needs of persons with disabilities. It would be better if the persons with disabilities are closely associated in these programmes to make the rehabilitation programmes a success. Awareness building exercises are part of the rehabilitation programmes. The studies on the success of the rehabilitation programmes reveal that the involvement of the community is very important, which will enhance the capacities of the NGOs working in the field. Further, studies carried out in developed countries reveal that community efforts and programmes constitute the backbone of the whole programme of rehabilitation. Community efforts go a long way in building up awareness for such activities and also supplement rehabilitation and welfare programmes initiated by the government for the disabled.

1.4 NON-GOVERNMENT ORGANIZATIONS – AN OVERVIEW

The World Bank defines NGOs as "private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development".

Green and Mathias (1997) defined NGOs as "Organizations that are formally constituted, with a primarily non-profit-seeking objective of a group or community wider than the direct membership of the organization and with a decision-making authority independent of government. They may achieve their aims in a variety of ways ranging from direct service provision through to the support of other NGOs".

Korten (1990) classifies NGOs into a wide variety of organizations. They include: (1) Voluntary organizations that pursue a social mission driven by a commitment to shared values; (2) Public Service contractors that function as market oriented non-profit business serving public purposes; (3) People's organizations that represent their members' interests, have member accountable leadership, and are substantially self-reliant; and (4)
Governmental-nongovernmental organizations that are creations of government and serve as instruments of government policy.

Non-government organizations are an essential part of the change and development in the society in many countries. The scale and diversity of NGOs is remarkably varied. Taken as a whole their chief characteristic features include:

- Promotion of non-profit seeking objectives of specified groups.
- Focus on programmes and activities aimed at providing relief and empowerment to the disabled and disadvantaged.
- Organize activities that are generally aimed at relieving the suffering and promote the interests of the poor.
- Organize and execute community development programmes in select functional areas and having membership beyond regional confines.
- Enjoy operational freedom in decision making process, free from the clincher of government control.
- Self-reliant with regard to resources for pursuing social programmes.
- Exhibit high degree of commitment for organizing social service involving the community.

There are mutually benefit NGOs and public benefit NGOs (Thomas, 1992). The former are meant to benefit the members and include employees. Some NGOs are classified as process oriented and product oriented. The process oriented NGOs are more concerned with people’s attitudes, confidence, ability to act together, readiness to claim their rights, rather than with physical outputs. The process oriented NGOs may use physical targets as a means to an end. They tend to see themselves not as ends in themselves but more as facilitators or processes. The World Bank paper on
NGOs in sub-Saharan Africa (Dejong, 1991) compared the advantages and disadvantages of NGOs.

- Shared ideology as motivation is a character that defines the NGOs.
- NGOs are typically community-based.
- They are small scale and therefore more flexible and innovative in their operations.
- They are known for reaching out to remote areas due to their commitment to serve the poor and the disadvantaged.
- Their strength lies in intersectoral orientation towards the total welfare and development of the people.
- They provide self-advocacy for social development and most of them are seen to show efficiency in their services more than the government. The NGOs, however, also have problems and difficulties, which are (due to their reliance and external funding and weak resource base on their dependence) restricted in their sustainability due to reliance on external funding.
- They also become vulnerable to external pressures as their funding comes from outside.
- In most of the cases the NGO operations are poorly documented. They are not adequately equipped with specialized technical personnel.
- They are vulnerable to political and make changes.

The impact of NGOs on the life of poor people is highly localised and often transitory. There is a need for effective development work on a sustainable and significant scale (Edwards and Hulme, 1992). Many NGOs have also highlighted the need to alleviate the social impact of structural adjustment programmes (UNDP, 1992b). NGOs need to take up well-defined
programmes after a careful analysis of the client-system's need for help. They are required to establish helping relationship in order to identify the problems and issues. This facilitates the NGOs in establishing continuing relationship with people and ensure cyclical involvement of new people in various development programmes being undertaken by them. In order to create an impressive impact on the lives of poor and needy the NGOs need to evolve comprehensive development programmes. They need to develop concern for problem-solving and developing a spirit of self-reliance in communities which are typically depended on others for the solution of their problems. The dynamics of the social relationships involved in the working of NGOs deserves to be handled with utmost care and concern in order to build up their image and credibility in the field of welfare and rehabilitation activities.

1.5 HUMAN RESOURCES DEVELOPMENT - ITS ROLE AND SIGNIFICANCE

United Nations (1992) in its report on Regional Framework for Human Resource Development and Utilization in Africa, defines human resource development as "the totality of skills and knowledge available to any given society as well as the prevailing attitudes and resourcefulness of members of that society to manipulate natural and physical resources towards the production of socially and economically valuable goods and services. Human resource development concept depends on the focus in which it is used. In some, it may have somewhat restricted meaning that use in organizational context though even in organizational context there is essence of it being used in the same senses as in human development.

In India, the term HRD was perhaps first introduced to professionals and academicians by Pareek and Rao in 1981 (Sethumadhavan and Keren, 1998) as a departure from the traditional function of Personnel Management. The authors pointed out that personnel function was essentially designed to respond to the demands of personnel administration and by nature was a coping function performed only by personnel managers. In response they
suggested a Human Resources System the major attention of which was
directed to people and their competencies. Rao (1985) has come out with the
most comprehensive definition of HRD. According to Rao, human resource
development in the organizational context is a process by which the
employees of an organization are helped, in a continuous planned way to:

- Acquire or sharpen capabilities required to perform various functions
  associated with their present or expected future roles;

- Develop their general capabilities as individuals and discover and exploit
  their own inner potentials for their own and organizational development
  purposes;

- Develop an organization culture in which superior-subordinate
  relationships, teamwork and collaboration among subunits are strong and
  contribute to the professional well being, motivation, and pride of
  employees.

Some of the definitions and concepts of HRD as stated by
academicians as edited by Rao, Abraham and Nair (1994) are mentioned
below:

M.J. Arul defines HRD as a set of inter-related activities, by which
human potentialities are detected, selectively upgraded and appropriately
deployed for achievement of envisioned goals which foster human dignity.
Arul states that HRD as a philosophy must be wary of technique orientation
although techniques have their legitimate place.

Dr. P.K. Barthakur states that HRD refers to the process of designing
organizational systems and procedures, maintaining organizational
communication, in order to ensure the centrality of the human individual in
social organizations. An adequately developed HRD process in an
organization would ensure a joint optimization of individual growth and
organizational efficiency and effectiveness. He believes that the development
of integrated individuals and authentic relationships in the workplace through appropriate organizational design and communication is the goal of HRD.

Prof. Ishwar Dayal states that HRD is for development of individuals. An individual must become better adjusted to his environment, develop enhanced capabilities and skills. HRD is not a fixed programme. It consists of activities that lead to better understanding of the individual by himself and those around him. Many of the personnel management functions such as appraisal, career development, training, etc. must contribute to HRD goals. The effectiveness of HRD has to be measured in terms of how it has contributed to the individual's growth and his adjustment to the situation.

Prof. D. Nagabrahmam says that HRD is to bring essentially the best out of an individual. Its philosophy, however, is based on that every human being has certain potentialities and these could be identified and developed. It is another way of saying that most of the situation offers scope for such a development. In the changing scenario of industry or business or even the economy in general, the focus must be shifted from HRD as skill orientation to the ability to provide for the individual to take responsibilities for the work, for himself and for others.

As per Dr. N. R. Sheth, HRD is to enable people to think for themselves, to facilitate their awareness and understanding of the realities around them, to plan their growth and development in time with the growth and development of the enterprise, where they work within the framework of opportunities and constraints in the larger society, to help them to raise the value of their creative energy, redefine HRD according to changing context.

According to Prof. Keith C D'Souza, Human Resource Development refers to a planned, systematic approach to facilitating human development. Like any other planned approach, HRD rests on three major pillars: a definite philosophy — a set of goals, principles or values concerning human beings and their development; a structure and set of mechanisms intended to
facilitate the achievement of the goals and the promotion of the principles and values; and a culture or a set of processes which have to be practiced in order for the structure to successfully achieve the goals and values.

Dr. Prayag Mehta states that HRD is essentially flourishing of human capability. It includes inculcation of social values such as respect for plurality and tolerance of various points of view: equality irrespective of caste, creed and gender; autonomy at workplace and in society; and concern for quality of life for all including one's own. In the context of organization, it includes efforts for realizing human creativity and innovativeness and at the level of society and country, it should aim at, in the present context, promotion of self-reliance in technology and social responsiveness about issues relating to environment, gender, poverty and inequality, people related development and respect and pride for our products including intellectual products.

Dr. Dharni P. Sinha stated that HRD is a new way of looking at people, looking at human process, understanding organizational values, building organization culture, and linking people with performance. HRD recognizes that individual development is as important as group development, is as important as organization development and growth. It focuses on personal growth, team work, inter team relationship and organizational growth.

HRD is thus understood as

- a complex subject having many facets.
- a continuous process.
- a function that needs keep changing as the goals are accomplished.
- a means and an end requiring to maintain balance in the treatment of HRD.
- a value to empower people and enable them to participate in determining their own developmental goals and means through democratic means, contribute to the growth of less advantaged people.

- a key for economic and organizational development.

- a change agent for social development.

Today, HRD has developed into a major function with a constellation of skills and talents covering a broad spectrum of activities concerned with the recruitment, training, assessment, selection, placement, growth and development appraisal, compensation and organization. Indeed, HRD ensures a steady supply of competent and well-trained people at all levels. No matter how well a project is conceived, how large its investment, or how advanced its technology, the success of the organization in the ultimate analysis would depend on the quality and performance of its people. NGOs are no exception to this process. Effective administration and management of NGOs requires comprehensive strategies for managing people at work – the planning, direction and control of human beings in employment – a function that must be performed diligently and efficiently on the success or failure of the organization is dependent upon the effective management of the people. Effective HR policies and practices require well-designed organizational structure to be internalized to successfully implement the HR package.

1.6 ORGANIZATIONAL STRUCTURE – HR SYSTEMS

People make things happen. If they have to make things happen, they need a set of circumstances to make them happen. However, it is the people who create 'circumstances' that can help them and others in making things happen (Rao, 1996). People have to necessarily work. Work is regarded as a duty without concern for outcomes (Karma Yoga). In other words, work is treated as a right of the individual to indulge but without regard to the concern of the outcome. Work is dharma, a kind of duty, which has to be performed without concern for or involvement with the outcome. These are the
traditional concept of work. However, in the modern world, every work has compensation in terms of money or fame or recognition or satisfying one's desire to accomplish certain goals in his life (Chakraborthy, 1987; Sharma, 1987).

In the present world, no work is performed in isolation. Work is a continuous process, and is performed effectively by a group of people rather than one individual. A group of people may be called a work group or organization in which 'work' is the central force binding the people engaged in a set of activities to achieve planned goals or objectives. A formal organization is defined as a system of consciously coordinated activities of two or more persons (Barnard, 1938).

The term organizational work refers to human activities within the context of formal organizations performed with the intention of producing something of acknowledged social value (Rice, 1958). The work place is usually called as an organization and the way work is organized may affect the actual working conditions and individual characteristics of workers (Stewart and Cantor, 1982). Life in the modern society is becoming increasingly organizational in nature (Presthus, 1962). Even on a day-to-day basis organizations play a central role in our lives: everything in an individual's life such as food, water, clothes, shelter, vehicles etc. come from organizations.

Organization dominates our lives. Our associations with some of them may be close and long and with others it may be short lived. But there is no escape from organizations. They are composed of people who run and manage them. They have aims and objects before them. They have rules and regulations, policies and procedures which all organisations envelop to define the role of its members, their behavior and activities. Organisations are therefore made of objectives, people, and procedures. This is also true of NGOs working in the field of disability rehabilitation.
In fact, understanding capabilities of organisational structure and systems are more now than ever. Organisational Audit would help to develop effective systems and process within an organization. There are major organisational changes for providers of disability services. All services are subject to resource constraints but emphasis in efficiency and quality are what sought for.

Such an assessment proposes an appraisal of user and service-focus in an organization, coherent policy, strategy, procedure and implementation within organizations, link between activity within an organisation and measuring their activities, quality assurance of activities and effective communication within the organisations and with other relevant organization as well.

There are several other elements of organisational evaluation leading to a thorough work of quality and performance across the organisations. These are: institutional capability for HRD activities, rehabilitation measures, effective managerial practices, and accountability around which effectiveness and efficiency of NGOs are built. Against this back drop there is a need to look at disability rehabilitation and HRD in the field of disability for developing an acceptable Disability Rehabilitation Management (DRM) model.

Management has now become the key word not only in the industrial sector but also in other sectors of development in the economy. Today, management is in transition from an art based on mere experience and skills to a profession based and organised body of knowledge of substantial intellectual content. NGOs will benefit by adopting models relevant and specific to their needs in order to enhance their capacities.

Today, administration and management of NGOs has become a major concern in all nations – developed as well as developing. The experience so far, proved that importance of sound and improved administration and management are not confined to various traditional forms of organization and
areas of development, but are also vital for the success of NGOs. Improved management practices, organizational structures and HR policies and practices in this crucial field of NGOs will not only ensure more complete utilization of scarce resources, but also contribute to the holistic development of disabled sections of the society. The NGOs have grown in size, number and activities, and thus call for professional approach for effective management of their activities and programmes. The most important issues relating to human resources management in NGOs concern the need for developing the required managerial and technical resources and the adoption of policies and practices which are suitable to administration and management of NGOs. Well-defined and clear-cut rules of recruitment and selection, training and development, promotion and growth and standardized conditions of service, terms of employment are the basic principles of efficient and effective human resources management in NGOs as in other public and private organizations.

1.7 RATIONALE OF THE STUDY

Services for persons with disabilities in India were not new phenomena because people used to extend care and show concern in persons with disabilities in the olden days on the strong religious belief that serving such people would bring heavenly abode to them after death or "Punya". Workshops were set up for vocational training and rehabilitation of physically handicapped during the days of Gupta Emperors as early as 320-480 AD (Mukherjee 1983). Although in the pre-Independence India, there were a few established organisations in the service of the persons with disabilities, the growth of organised services has of course been seen after Independence only because concept of Welfare State and the Directive Principles of State Policy and goals laid down in the Constitution have given rise to a plethora of institutions to devise and implement development and welfare programmes for people of all categories in the country irrespective of caste, creed, religion, region or sex. The welfare and rehabilitation programmes for the disabled
deserve special attention and accordingly suitable infrastructural facilities need to be developed. In this task public as well as non-Governmental social/welfare/rehabilitation organisations have been playing an important role. The programmes initiated by Governmental organisations engaged in relief and rehabilitation effort need to follow a well defined path and policy which should be able to render effective services.

Article 45 of the Constitution of India under the Directive Principles of State Policy states that “State shall endeavour to provide within a period of 10 years with the commencement of the Constitution, for free and compulsory education for all children until they complete the age of 14 years.

Article 41 provides "Right to work, to education, to public assistance in certain cases and stipulates that the state shall, within the limits of its economic capacity and development, make effective provision for securing the right to work, to education and to public assistance in cases of unemployment, old age, sickness and disablement and in other cases of undeserved want”.

The policies of the government both at Central and State level were designed to provide facilities for education and extend opportunities for employment/livelihood/care to the persons with disabilities, but the programmes were not adequate to cater to the entire disabled population. The Non-government Organisations had to take up the responsibilities according to their capacity and the financial assistance received from the Government from time to time. With the growing numbers, Governmental machinery had to seek the support and cooperation of NGOs for providing the required assistance to the disabled. Inadequate infrastructural facilities, and limited financial resources compelled the Governmental machinery to seek the help and assistance of NGOs on a massive scale for the upliftment of the disabled and attend to their growing requirements.
Thus, the present-day scenario, makes it obligatory on the society for strong and well-organized NGOs to effectively cater to requirements of the disabled in the country. The study highlights the fact that NGOs have emerged in big way and have been providing the necessary support and assistance to the disabled all over the country. Governmental machinery at the national as well as State levels are increasingly aware of this crucial role of NGOs and accordingly efforts are made by the respective governments to create a favourable and supportive environment for their growth and development of NGOs. These developments have necessitated professional approach to all HR problems in NGOs replacing all adhoc policies and practices in this vital field. Indeed, professionalization of services provided by NGOs calls for planned and well-designed HR package.

An interesting development that deserves to be highlighted is that at the international level, the UNO has come up with major policy reforms for the welfare and development of the disabled all over the globe. This has necessitated action on the part of member countries all over the world. In its forty-eighth session, the United Nations General Assembly resolved to adopt Standard Rules on the Equalization of Opportunities for Persons with Disabilities in the Member Countries to which our country is a signatory. By accepting the standard rules for implementation our country has assumed herculean task of providing relief and rehabilitation services to the persons with disabilities which throws open abundant scope for creating infrastructure in the rehabilitation area to fulfill the obligations as per the above resolution.

There is a big gap between the need of services in the area of education, vocational training and employment, etc. for the persons with disabilities and the facilities available. Hence, as a natural course there is also continued growth and development of rehabilitation organisations for the persons with disabilities mostly in the Non-Government sector. Majority of these organisations receive financial assistance from the central Government and in some States from the state Government. The growth and development
of organisations for rehabilitation of persons with disabilities will continue further as there is tremendous demand in view of the extent of disability in the country and commitment of the Government being a welfare State and a signatory to the United Nations General Assembly Resolution on Standard Rules on the Equalization of Opportunities for persons with Disabilities.

As per the Directory of Institutions working for the Disabled in India (1995) compiled by the National Information Centre on Disability and Rehabilitation, CACU-DRC Scheme, Ministry of Welfare, Government of India, New Delhi, there are 2,199 organisations working in the field of rehabilitation for the persons with disabilities. Category-wise breakup of these organisations on all India level and in the State of Andhra Pradesh is noted below.

Table-1: Organizations working in various categories

<table>
<thead>
<tr>
<th>Category</th>
<th>All India</th>
<th>Andhra Pradesh</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Locomotor</td>
<td>476</td>
<td>38</td>
<td>8.0</td>
</tr>
<tr>
<td>Visual Handicap</td>
<td>406</td>
<td>18</td>
<td>4.4</td>
</tr>
<tr>
<td>Hearing Handicap</td>
<td>693</td>
<td>53</td>
<td>7.6</td>
</tr>
<tr>
<td>Mental Retardation</td>
<td>626</td>
<td>48</td>
<td>7.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2199</strong></td>
<td><strong>157</strong></td>
<td><strong>7.1</strong></td>
</tr>
</tbody>
</table>

It is estimated that the total manpower in these organisations would work out around 25,000 at all India level and around 2,000 in the State of Andhra Pradesh.

The growth of rehabilitation organisations in our country is seen as a voluntary effort by non-Government organisations supplemented by Govt. financial assistance and thus it did not have the back-up of a systematic and planned effort. It is seen that most of these organisations were the outcome of the contributions and unstinted effort of few philanthropists and social workers who are running these organisations in an individual style. There is a growing shift from “charity” to “rights” and “voluntarism” to “professionalism” in the
NGOs on account of various UN resolutions, covenants, recommendations, RCI standards, P.D. Act, National Trust Act and Public Policies. These significant developments call for well planned and professional commitment on the part of NGOs to engage required trained manpower to administer various welfare and development programmes for the disabled.

The growth in number coupled with massive welfare measures initiated by NGOs for the disabled require trained and competent manpower to successfully deal with the growing challenges in this vital area. This has called for in-depth study of the H.R. scenario in NGOs and the need to ensure continued supply of trained and qualified manpower to improve the quality of help and assistance being provided to the disabled all over the country. Human Resource Development strategies adopted in these organizations require competent, qualified and committed manpower. Further, the complexity of problems necessitate professional approach in successfully dealing with emerging problems in NGOs. The orientation, outlook and approach of the people engaged in NGOs is fairly unique and they exhibit enormous amount of tolerance, sympathy and consideration in dealing with the disabled. Accordingly, HR policies and practices adopted by NGOs call for high degree of professionalism and in-built flexibility to ensure adaptability to the changing scenario.

In some cases where the organisations are very big they follow and adopt models evolved by the developed countries despite the cultural and social constraints. In-depth studies pertaining to various management and organisational aspect of relief and rehabilitation organisation have been very limited and are largely confined to the Governmental organisations.

Studies carried out by experts have highlighted the need for evolving a suitable HR packages for effectively handling the growing volume of operations being undertaken by NGOs. Experts have repeatedly cautioned the administrators engaged in NGOs about the need to build up well-trained and committed workforce. This observation of experts is based on the
contention that in the final analysis it is human capability and commitment which distinguish successful organizations from the rest. Managing human resources is a matter of truly strategic importance in these organizations.

The present scenario in which NGOs are operating call for indepth study of their management systems, organizational designs and structures and human resource polices and practices with a view to develop their managerial capabilities and ensure the desired orientation to effectively cater to the growing requirements of the disabled.

The organizations engaged in the rehabilitation of persons with disabilities incur an expenditure up to 80% of the operating costs on salaries, wage and other fringe benefits on account of manpower. The employment cost of staff is, therefore, a critical cost factor for the rehabilitation organizations which are mainly established for providing services to the disabled. Their work culture has to be client-oriented leading to the provision of certain most desirable social objective of providing services to the disabled. Manpower requirements of NGOs have to be developed by pursuing a careful policy in the field of human resource management. HR policy ought to be so designed to ensure that each member of the staff understands the objectives of the organization and is properly trained and oriented for the job which is required to be carried out.

Systematic and scientific assessment of manpower needs of NGOs has emerged as a crucial factor in the present-day scenario to ensure judicious use of available resources. Further, assessment of proper manpower requirements, ensuring their effective utilization and retention and development of human resources are the areas that have emerged as critical areas of operation for NGOs. Rehabilitation organizations dealing with persons with disabilities have attracted the attention of HR experts in regard to determining their human resources requirements.
Care is required to be taken for developing suitable human resource policies and practices for these organizations based on self-assessment and reflection from the field. Thus, study of HRD in NGOs has emerged as an important area of research. The present study assumes importance in the context of growing number of NGOs, as a consequence of increase in the demand for services. Their services are required to be provided as per Legislative provisions enacted by the Parliament. As highlighted earlier, the manpower input has emerged as the essential and major cost component in the area of disability rehabilitation. Studies elsewhere indicate that Disability Rehabilitation needs of specialists in various disciplines, which gives rise to teamwork as a critical process of management in NGOs. Further present profile of disability rehabilitation professionals indicate that they are highly technically oriented whose needs for operational autonomy will also be high. The NGOs have to involve these staff members in the decision making which is also challenge for the NGOs if they are not prepared for such an eventuality. Therefore, there is a need to study these aspects of Human Resource Management with the issues of organizational structure and systems for achieving the ultimate goal of organizational effectiveness.

1.8 SIGNIFICANCE OF THE STUDY

The dimension on human resource development has added momentum because, there is dearth of such potential in the whole country and with the emergence of RCI structured curriculum for different personnel, the NGOs are taking up the responsibility for developing trained man power. It is in this context, a probe into this would provide right measure for quality content and efficiency of organisation as well.

On the other hand, disabled child is also a human resource. How does he grow? How are his parents and community cared for? How are the personnel involved in all these activities are managed, trained, looked after in terms of policies educational, welfare and organizational? How are individual rights protected? How does collaborative working occur in the direction of
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HRD practices, policies, programmes and fulfilling the aims of disability rehabilitation?

The findings of the study will contribute clear points of reference to manage these aspects based on direct inferences, causal-comparative analysis of most effective and least effective organisation on the basis of which indicators/parameters can be drawn. Such a step is timely and unique in approach is the sense that an organisational management model would emerge using NGOs as the kingpin in disability rehabilitation.

The complexity of the organizations in NGO sector has increased while the professionalism is taking roots of these organizations. The work culture and ethos still remain on the concept of charity and welfare. In the charity and welfare model, the beneficiaries are treated as subjects to receive the benefits namely, food, cloth, shelter and facilities for leisure and play. However, with the advocacy of human rights and as per the constitutional requirement, the persons with disabilities are to be treated at par with the other citizens of the country. This caused shift in the meaning of various NGOs. Today, the NGOs are working towards the empowerment of the persons with disabilities. All the endeavours focused on the persons with disability to move from disablement to enablement, require scientific and professional inputs from the people specially trained in the field. This invariably highlights the need and significance of the present study with focus on HR policies and practices.

The 20th Century has gone down the annals of the history as a Century of achievement in the area of rehabilitation of persons with disabilities; particularly the recent couple of decades brought significant change in transforming the mindset in the society and bringing innovative and newer methods of rehabilitating the persons with disabilities. Yester-year concept of charity is replaced with the rights concepts in the field of rehabilitation for the persons with disabilities. The objective of the present day rehabilitation is not to maintain the disabled on sympathy based welfare measures, but to improve their quality of lives through empowerment. Various programmes have been
developed through the past two decades with considerable technology advancements requiring specially trained professionals to deliver the services to the persons with disabilities. There is, thus, a paradigm shift in the approach and services of the persons with disabilities from voluntary work to professional work leading to established organizations with its attendant complexities in managing the organizations.

1.9 REVIEW OF LITERATURE

As pointed out earlier, though the disability rehabilitation has a long history, scientific way of working in the field is of recent phenomena. Accordingly, research in this field is also of recent origin, which has always focused on the area of disability rehabilitation per se. Since scientific and systematic techniques, services and therapeutic processes were in the past, non-existent so far as the disability area was concerned, all energies and efforts were focused towards developing the models and techniques. It is very pertinent to highlight the fact that attitudes of the people towards the persons with disabilities were very unfavourable, which had to undergo a sea-change, not only in developing countries but also in the developed countries.

The beginning of systematic attempts to educate children with mental retardation can be traced back to 1620. In this year, Juan Pable, a Spanish Hebrew physician is reported to have made such an attempt in Spain. But As the Spanish citizenry was not ready for a change in their understanding of the handicapped persons they forced Pable to abandon his work and leave Spain (Gearheart and Litton, 1975). Jean Marc Gaspard Itard’s work in 1799 gets the recognition of being the first systematic attempt which received the approval of others. Gradually, after having realized that persons with disabilities would be benefited if given proper education and training, attention was shifted to develop many more models, techniques, methods, materials and equipment to educate, train and make persons with disabilities in various types. In the developed countries through deliberated effort people made
effort to understand the concept of disability by redefining the meaning and the concept of disability on regular basis.

The latest definition of disability demonstrates the recent trends (DFID, Feb 2000). The change in the attitude brought change in the approach to handle the persons with disabilities as it could be seen that in Scandinavian countries the Principles of Normalization were formulated before 1970 and these were later promoted in America. In America itself the concept of Child Advocate, solicits to accommodate the persons with disabilities with dignity which is due to ordinary persons in the society and in relation to the culture pertaining to that society.

Finklestein (1980) has divided the history of disability into three distinct and sequential phases. And that within each phase the manner in which disabled people were socially included or excluded within contemporary society differed. First, the period before the European industrial revolution was characterized by agrarian feudalism and some cottage industries. During this period, there was scant social mobility, where it is maintained that the mode of production did not exclude disabled people from active participation in their local communities. During the second phase, the industrial revolution and its immediate aftermath, disabled people were effectively excluded from being in paid employment, due to the fact that they were not able to maintain the pace set by the factory system. As a consequence, disabled people were separated and socially excluded from mainstream social and economic activity. Finklestein maintains that during the third phase, which is just commencing, disabled people will witness and experience their liberation from social oppression (Lang, 2000).

Knowledge regarding various disabilities, in our country, was present in the period known as Ancient India. The Sage Charaka studied the phenomenon in detail and postulated the causes for the disabilities (Balodhi, 1985). However, there is no evidence in literature which indicates that some
form of educating the disabled too existed at that time. It is possible that the scholars were forbidden to undertake any attempt to educate any type of disabled persons because of the preponderance of certain teachings about social systems.

If Manusmriti is seen as a reflection and summary of some of the prominent social teachings and practices of the time one can understand why the scholars did not go beyond discovering the causes of disabilities. Sage Manu does not give equal status to the disabled in a society. The disabled persons along with the women, the aged and the animals were put into a separate category and were thus discriminated as being unequal. They were debarred from participating in social functions of religious nature. Manu also recommended that these members of the society be given no share in inheritance (Bhat, 1983).

The first recorded work of caring and looking after the mentally retarded in India is in the name of a Muslim Pir, Shah Daula of Sialkot. He lived in the period around 1600 (Uday Shankar, 1976, Prabhu, 1983). Christian missionaries and other voluntary organizations are reported to have started caring for disabled persons especially the blind and the deaf from the middle of nineteenth century. More and more activities started getting established after 1955. Several individuals, organizations and even the government initiated services exclusively for the disabled persons in various parts of India. However, the attitudes towards the persons with disabilities need to change further. Indeed, disabled people have been described as a “sort of fifth caste, below the other four” (Coleridge, 1993). The attitude of society towards the persons with disabilities had not changed much, which is a crucial responsibility of the government and non-governmental organizations in particular and the society at large (Murickan and Kareparampil, 1995).

The research studies conducted after 1960 have had more value in terms of the influence, they have on changing the outlook of special
education. These studies most of them multidisciplinary, extended the scope of special education to vocational training and life preparation for the persons with disabilities. Early intervention was another area which was attached much importance because of the fact that early detection and intervention would arrest further damage to the abilities of the disabled persons and give scope for learning things early so as to overcome the adverse effects of the disability. There were major efforts to undertake studies in the area of prevention and early intervention.

As mentioned in the previous paragraph, these studies include prevalence of disability, historical perspective of the disability, approaches for rehabilitation, methods and techniques of services covering the life-cycle namely, early intervention, special education, vocational training, independent living, sports and games, etc. The special education area usually covered individualized education programmes in case of mental retardation, curriculum, teaching and training methodologies, self-help skills, sign language and lip reading in case of hearing impaired, Braille and talking books in case of persons with visual impairment. Much of the studies has covered the technology namely, audiological tests by developing audiometers, hearing aids, orthotic and prosthetic aids and appliances. It is observed that lot of teaching and learning materials required for various types of persons with disabilities have been developed by undertaking research.

However, there is hardly any evidence to show that studies have been undertaken relating to the issues of management, organizational effectiveness and human resource development, except on awareness, attitudes, working conditions and training needs in a very sporadic manner (Rajendra, 2002; Jones, 1999; Chhetri, 1999; Coleridge, 1993; Kroese and Fleming, 1992). There are also few studies on measuring of staff burnout (Hegarty, 1987; Shadock, Hill and Limbeek, 1998; Alexander and Hegarty, 2000;). There are also few studies on staff stress and strained relations (Rose, 1991a; Rose,
From the review, it is observed that there is hardly any attempt to study the aspects relating to HRD management and organizational effectiveness in the area of disability rehabilitation. However, there is a rich and vast literature available in the area of HRD management and organizational effectiveness relating to government organizations, public sector and private sector business organizations. The studies on HRD in public and private sector organizations include manpower assessment, selection, recruitment, induction, on-the-job training, training and development, job rotation, job enrichment, motivation, organization development, training and re-training, retention, welfare measures, leadership, job design, job description, job enlargement, business re-engineering, learning organization, etc. These have had reportedly, positive outcomes on application in the real working situations. The NGOs in the disability rehabilitation area in particular and the voluntary sector in general, seem to have very little influence of the management and HRD concepts in their workings. The fact that the NGOs in the disability rehabilitation area have not taken up the systematic and scientific management policies and practices into their work situations indicate that there is little evidence about the studies relating to HRD, management, organizational effectiveness, undertaken. Thus, a gap in the literature is observed pertaining to the management studies in the field of disability rehabilitation while it is no denying the fact that the optimal utilization of the human resources considering it as investment instead of expenditure is always practically viewed as an essential requirement for organizational effectiveness, the need to have studies in HRD and management policies and practices in the NGOs of disability rehabilitation is not to be over-emphasized. The HRD studies in the field of business are very extensive as reviewed in Chapter-2. The requirement of HRD and management studies in disability rehabilitation is all the more important in view of the fact that the NGOs need to enhance the capacity building of the organizations within the available
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resources. This will be possible if better HRD policies and practices along with better resource management is adopted to do the right things in right way, instead of doing things right. This is the present day dictum to survive and excel in any field and certainly the organizations dealing with persons disabilities are no exceptions.

By undertaking the present study, it will be possible to come up with a model and a scale for self-appraisal of the NGOs in order to enable the NGOs to improve the organizational effectiveness. They will be in a position to know the exact position where they are now and make plans of future where they have to reach by benchmarking the performance of other organizations in the region and also benchmarking their immediate performance. The researcher would be looking into various aspects concerning HRD as an integrated process relating to the organizational effectiveness. The researcher’s work is expected to create literature in the field of disability rehabilitation management.

1.10 OBJECTIVES OF THE STUDY

Based on the above observations, the present study has the following objectives:

1. To make an analysis of the variables concerning human resource development practices in NGOs dealing with disability and rehabilitation, with reference to the State of Andhra Pradesh.

2. To critically analyze the variables in relation to specific disabilities concerning human resource development practices in NGOs dealing with disability and rehabilitation.

3. To develop a scale for measuring organization effectiveness in terms of the various components of human resource development practices in disability area.
4. To make a profile of sub-scale variation on human resource development practices based on the scale for NGOs dealing with disability rehabilitation.

5. To examine the inter-relationship among the sub-scales along with the relationship with the total test for the purpose of establishing testing validity.

6. To analyze the human resource development practices in NGOs varying in effectiveness (high, moderate, low) in relation to each dimension of the scale and the total scale.

7. To identify variables related to effective human resource development practices in NGOs dealing with disability rehabilitation in terms of specific factors (variables) dealt in Objective-1.

8. To undertake case studies of two most effective and two least effective NGOs for the purpose of identifying factors leading to success and failure of the organizations.

9. To evolve and suggest a suitable HR package for improving the performance of NGOs and enhance their accountability.

10. To develop a functional approach and model for NGOs in the field of HRD.

1.11 PLAN OF THE STUDY

The above mentioned ten objectives state the central theme of the present study. The specific issues derived from and related to the above objectives comprise the essential part of this thesis, in the form of analysis and interpretation of the results and discussions.

An instrument has been developed on the basis of the pool of items available in the document in Wessex Regional Health Authority, Kingsfund
The instrument designed for the purpose of carrying out this study is divided into two parts. Part-I deals with the following:

- date of inception of the organization
- recognition received
- labour/staff turnover
- infrastructure
- participation of the NGO in decision making at State and Central level
- strength of teaching staff, disabled pupils/person, with ancillary staff
- post school adjustment of disabled.
- location of the organisation (rural-urban)
- service areas (MR, VI, HI, LI, Multiple disabilities)
- qualified professionals
- line of activities (service, HRD, consultancy)
- ownership of the building
- adequacy of infrastructure, equipment, awareness materials
- research and developmental activities.

Part-II deals with:

i) Service values and meaning – 31 items
ii) Rights and Needs of person with disabilities – 17 items
iii) Individual attention to person with disabilities – 15 items
iv) Human resource development - 16 items
v) Resource management – 31 items
vi) Collaborative working – 35 items

The plan of research is as follows:

Chapter-I: An attempt has been made to provide an overview of the disability rehabilitation in NGOs and role of Human Resource Development.

Chapter-II: Various concepts of HRD along with its evolution and the framework as applicable in corporate sector in India have been reviewed, in order to meaningfully relate the same to the NGO working. A review also has been undertaken about the NGOs sector in general and NGOs working in the field of disability in particular.

Chapter-III: It presents an overview of the disability status in India, manpower development, role of NGOs and linkages with other developmental agencies for the rehabilitation of the persons with disabilities. It also outlines the proposed e-rehab project of the Government of India.

Chapter-IV: The problem has been defined along with the statement of objectives of the present study. Research hypotheses for the present study have also been formulated.

Chapter-V: Deals with the research methodology, in which the design of the study and the sample, tools for assessment, procedure of the study and scoring have been described. Provision has also been made to conduct case studies of the few select NGOs.

Chapter-VI: The chapter deals with analysis and interpretation of the results of the empirical study.

Chapter-VII: Deals with Case Studies. Four NGOs - two having high effectiveness and two having low effectiveness have been selected for the case study purpose.
Chapter-VIII: Presents the highlights of the discussion. In addition, an integrated model of the organizational effectiveness of the NGOs has been presented.

Chapter-IX: Contains summary and conclusions of the study.