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GOOD GOVERNANCE PRACTICES AND ORGANIZATIONAL CLIMATE OF NGO'S: ISSUES, CHALLENGES AND OPPORTUNITIES

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ABSTRACT :

NGOs have also played an active role in India to impart education to children with special needs (CWSN). Indian NGOs are working for the issue of specific disability like cerebral palsy, mental, physical, loco motor, autism, speech, hearing, visual and multiple disability by providing capacity building services Mubarak Singh & Anupama Sethi (2012). Capacity building is an ongoing problem faced by Non-Profit Organizations (NPOs) for a number of reasons, mostly rely on external funding (government funds, grants from charitable foundations, direct donations) to maintain their operation and change in these sources of revenue may influence the reliability or predictability with which the organization can hire and retain staff, sustain facilities, or create programmes. In addition unreliable



funding, long hours and low pay can lead to employee burnout and high turnover rates. There are number of problem confronting the NGOs. NGO's dealing in the field of education of the differently able children had been well recognized and has made substantial impact in the lives of the differently able children across the country. In India large numbers of differently able children are living with the families who have income significantly below the poverty level. Mondal & Mete (2014) have clearly stated the importance of the education in terms of differently able children. It stated that education

of these children is a human right and will make immense transform of the lives of the differently able children. It also pointed out the efforts of the Government of India to provide education to the differently able children across the country through the enactments, schemes and through institutions established for various relevant activities. The article indicates various issues, challenges and opportunities for the NGO's working in the field of education of the differently abled children

KEY WORDS: NGOs, Good Governance, Organizational Climate, practices .

INTRODUCTION:

NGO's have increased its capacity to intervene in various aspects which includes social issues, civil issues, good governance, human right issues, environmental issues, as well as developmental issues too. Currently NGO's seems to work intensively on the issues of 'Good Governance' and role of the NGOs in the same. The core objective of the same reflects the philosophy that almost all human issues can be tackled with the help of 'Good Governance'.

"Good Governance" has been buzzing phenomenon around the world. Almost all organization, government and corporate are striving for the good governance. As the concept of "Good Governance" is multi-dimensional and has different notions and perspective with each separate organization. The term remains very important when it

comes to social administration. As social administration deals with various social issues and public needs of the community in such situation "Good Governance" has been demanded as a public right now a days. In the 1992 report entitled "Governance and Development", the World Bank set out its definition of good governance. This term is defined as "the manner in which power is exercised in the management of a country's economic and social resources for development".

The concept of organizational climate was formally introduced by the human relationists in the late 1940s. Basically, the organizational climate reflects a person's perception of the organization to which he belongs. According to Forehand and Gilmer, "Climate consists of a set of characteristics that describe an organization, distinguish it from other organizations are relatively enduring over time and influence the behaviour of people in it." According to Campbell, "Organisational climate can be defined as a set of attributes specific to a particular organisation that may be induced from the way that organisation deals with its members and its environment. For the individual members within the organisation, climate takes the form of a set of attitudes and experiences which describe the organisation in terms of both static characteristics (such as degree of autonomy) and behaviour outcome and outcome- outcome contingencies."

NGO'S IN INDIA: CURRENT SCENARIO:

Fernandes (1986) stated that it is estimated that till the 1960s over 80% 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. The article further highlighted that Gandhian thought was prominent enough during the same phase. Tondon (1986) indicated that recognition of the work done by the NGOs/VOs has been duly acknowledged and recognized since last several decades. Gupta (2013) stated that Voluntary Organizations (VOs) have played a vital role in shaping and implementation of participatory democracy. Ghaus-Pasha (2004) stated that for over two decades now, the process of globalization has been influencing the socioeconomic environment in countries. Smith and Lumba (2008) noted that Non Governmental Organizations (NGOs) are playing important role in developmental and welfare issues worldwide. Literacy Watch Bulletin (2000) the bulletin has highlighted the role of NGOs in educational development in the field of disability. Singh & Sethi (2012) defined the role of NGOs in promotion of education of disabled 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 disabled, yet they are not fully benefitted from these schemes. Prasad (2003) stated 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.

Issues and Challenges in NGO's: dealing with education of the differently abled children:

Mondal & Mete (2014) stated 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. Gandhi and Shirshat (2011) stated 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. Sharma(2005) stated 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. Kandyomunda, et.al, (2010) 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.

Mazibuko (2000) examined the role of Non-Governmental Organizations (NGOs) working in the field of education in developing countries by sharing his personal experience in South Africa. Gandhi & Jadhav (2012) stated that in 21st century Non-Government Organizations (NGOs) have become irresistible global force. It 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. Palod (2014) carried out with the objective of to get deeper

understanding of the NGOs and the challenges faced by the NGOs in terms of their good governance. 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.

Tandon (1997) stated the current status of NGOs in Indian context. The article has stated that India has seen a phenomenal growth in the number of NGOs and its networks. Wyatt (2004) highlighted various key issues involved in NGOs and its good governance. The book has mentioned various principles and Guidelines for Good governance for the NGOs and its Governance. Purohit & Wadhwa (2012) stated that Organizational Climate (OC) has been an important topic of research in Organizational Development. The author have stated that there are several frameworks and approaches to study OC.

Meenai (2013) stated that 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. 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. Jain (1986) stated that of late there have been several official and semi-official moves to regulate and control the NGOs/ Voluntary Sector.

Opportunities for the NGO's: To improve GGP and OC:

Singh (2015) 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. Goodman and Wandersman (1996) stated that networking among Non-Governmental Organizations (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. Smith and Lumba (2008) carried out by the authors to evaluate and understand the knowledge management practices and challenges in an international NGO network. Samuel & Mahadewan (2008) 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. Walter (2004) stated that Non-governmental organizations (NGOs) have in existence from the colonial period and have contributed a major role in socio-economic development in Africa.

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. Punarbhava (2014) the 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 an awareness among the children and person with special abilities, there family members and the larger society about various information, issue based discussion and network to find employment in the area of disability.

CONCLUSION:

In the 21st Century Non-Governmental Organization (NGO's) has become buzzing term. Since last decade NGO's has gained attention and cognizance around the world. The fact of the matter is that currently almost all NGO's around the world and especially in India are trying to expand their horizon in terms of its initiatives, objectives, geographical coverage, structures and outcomes. The article indicates an urgent need for the Social work intervention to improve overall GGP and OC of the organization working in the field of special

education of the children with special ability. It also indicates need to organize in-depth training to improve GGP and OC of the NGOs working in the field of special education.

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