

PREFACE

In the curricular structure introduced by this University for students of Post Graduate Degree Programme, the opportunity to pursue Post-Graduate course in a subject is introduced by this University is equally available to all learners. Instead of being guided by any presumption about ability level, it would perhaps stand to reason if receptivity of a learner is judged in the course of the learning process. That would be entirely in keeping with, the objectives of open, education which does not believe in artificial differentiation. I am happy to note that the university has been recently accredited by National Assessment and Accreditation Council of India (NAAC) with the grade 'A'.

Keeping this in view, the study materials of the Post-Graduate level in different subjects are being prepared on the basis of a well laid-out syllabus. The course structure combines the best elements in the approved syllabi of Central and State Universities in respective subjects. It has been so designed as to be upgradable with the addition of new information as well as results of fresh thinking and analysis.

The accepted methodology of distance education has been followed in the preparation of these study materials. Co-operation in every form of experienced scholars. It is indispensable for a work of this kind. We, therefore, Owe an enormous debt of gratitude to everyone whose tireless efforts went into the writing, editing, and devising of a proper layout of the materials. Practically speaking, their role amounts to an involvement in invisible teaching'. For, whoever makes use of these study materials would virtually derive the benefit of learning under their collective care without each being seen by the other.

The more a learner would seriously pursue these study materials, the easier it will be for him or her to reach out to larger horizons of a subject. Care has also been taken to make the language lucid and presentation attractive so that they may be rated as quality self-learning materials. If anything remains still obscure or difficult to follow, arrangements are there to come to terms with them through the counselling sessions regularly available at the network of study centres set up by the University.

Needless to add, a great deal of these efforts is still experimental-to fact, pioneering in certain areas. Naturally, there is every possibility of some lapse or deficiency here and there. However, these do admit of rectification and further improvement in due course. On the whole, therefore, these study materials are expected to evoke wider appreciation the more they receive serious attention of all concerned.

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Netaji Subhas Open University
Post Graduate Degree Programme
Master in Social Work (MSW)
Course : Social Welfare Administration and Social Policy
Course Code : PGSW - X

First Print : January, 2023

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(New Syllabus)**

**Course : Social Welfare Administration and Social Policy
Course Code : PGSW-X**

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Unit 1 □ Introduction to Social Welfare Administration

Structure

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1.7. Public Administration and Social Welfare Administration

1.8. Can Social Welfare Administration be regarded as Profession?

1.9. Conclusion**1.10. Exercise****1.11. References**

1.0 Objectives

This unit will impart knowledge to learners about the basic concept, characteristics, principles and contents or scope of social welfare administration. It has given basic analysis on social welfare administration, distinction between social welfare administration and public administration in easy language.

1.1 Introduction

Welfare programme refers to a series of government programmes that provide financial or other assistance to individuals or groups who are unable to support themselves. Wellness programs are generally funded by taxpayers and allow people to cope with financial stress during difficult times in their lives (Hayes, 2021). In most cases, social assistance recipients receive a biweekly or monthly payment. The objectives of well-being vary since it is oriented to promote the exercise of work, education or, in some cases, a better standard of living.

Social assistance systems support individuals and families through health care, food stamps, unemployment benefits, housing benefits, and childcare. In the United States, any person or family applying for benefits is assigned a case officer to identify and approve the applicant's needs. Social systems may have different names in each state, but they often serve similar functions. This allows for adjustments based on the cost of living, which is not based on a standard.

Administration is the process of converting community resources into a community service program, following the goals, guidelines, and standards agreed upon by those involved in the endeavour. It includes the problem-solving process of study, diagnosis, and solving treatment, or taking action and evaluating the results.

Social welfare administration is the process of ensuring resources and services to meet the needs of individuals, families, groups and communities. A comprehensive definition of social welfare administration is given in the American Council of Social Work Education

curriculum study in the following words (*e-PGPathshala*, n.d.) as administration is the process of turning community resources into community service programs, following established goals, policies and standards. agreed upon by those involved in the company. It is creative because of the structure of roles and relationships to change and improve the product as a whole. It involves a rigorous study process, therapeutic diagnosis and solution, or action and outcome evaluation.

John C. Kidneigh (1950) defines social welfare administration as the process of transforming social policy into social services... a two-way process : (i)... transforming policy into concrete social services, and (ii) the use of experience in recommending modification of policy (Hemant, n.d.). This definition, of course, encompasses the idea that the administration is transforming policies into action programs.

According to Walter A. Friedlander (1958) “administration of social agencies translates the provisions of social legislation of social agencies and the aims of private philanthropy and religious charities into the dynamics of services and benefits for humanity.” (Hemant, n.d.)

According to Arthur Dunham (1962), “administration is the process of supporting or facilitating activities which are necessary and incidental to services by a social agency. Administrative activities range from determining function and policies, and executive leadership to routine operations such as keeping records and accounts and carrying on maintenance of services.” (*IGNOU, n.d.*)

Harleigh Tracker (1971) interprets social welfare administration as a “process of working with people in ways that release and relate their energies so that they use all available resources to accomplish the purpose of providing needed community services and programs.”

1.2 Characteristics of the Administration of Social Assistance

Although the term administration is widely applied to areas such as social assistance, business and government, there are certain specific characteristics of the administration of social assistance. The following is the features that highlight the specificity of social administration :

- It deals with social institutions and helps them achieve their objectives within the

target community. It deals specifically with the identification of social goals and the implementation of programs. (*Features of Social Welfare Administration – Article1000.Com*, n.d.).

- From a functional point of view, three facets of social assistance (*Features of Social Welfare Administration – Article1000.Com*, n.d.) : (i) restoring impaired social functioning; (ii) provide social and individual resources for more fruitful social functioning; (iii) prevention of social dysfunctions..
- Despite differences in the size, scope, structure, and nature of programs, each agency has a board of directors as the final body for final decision-making. The board of directors is generally represented by the community it intends to serve (*Features of Social Welfare Administration – Article1000.Com*, n.d.).
- Social management requires optimal use of available resources, added to the active participation of the community, to adequately achieve the final objective of the programs.
- Welfare agencies work in a primarily cooperative manner and ensure that all members participate in the management of their activities.
- These agencies generally hire professionally qualified personnel which helped introducing a professional approach to work.

In short, it can be explain that social service or social welfare services referes mainly to any assistance or service by the state to optimally actualize potentials to persorm role and remove obstacles that comes in a way of personality development. The services rendered can be seen two terms: one public services and two social welfare services or work for the vulnerable section. It can be carried out by NGOs or Government. Social welfare administration is concerned with administration of welfare system and specifically government sponsored services. It deals with social welfare agencies and helps them to achieve its activites concerning the welfare of people. It has three facets, one restoration of social functioning, two ensure provision of resources and three prevention of social dysfunctioning.

1.3 Importance

The importance of social welfare adminstion could be elaborated in many respects. In order to formulate the appropriate objectives and programs for the agency, it is necessary

to obtain information and understand the general situation. The agency generally focuses on a specific problem in a specific geographic area. Besides, the analysis of the information collected in order to plan the appropriate measures to solve social problems, in social welfare administration, it is important to identify, review and decide on a suitable action plan to address the problems and address the initiatives of welfare organization. This is important to formulate policies, programs and plans to implement the goals of the social welfare agency in a planned manner. But it requires appropriate guidance and supervision of personnel following objectives and implement programs to achieve the agency's objectives.

The administration must delegate the work to different departments among the superiors responsible for the assigned work, in the different departments that need to be coordinated to obtain the maximum result.

However, it is very important to frame rules, regulations, practices, and procedures to ensure consistency and accountability among all agency staff, so that the agency's objectives can be easily achieved. Therefore, it is also important in social welfare administration to maintain adequate records and reports. These records and reports must be analysed and interpreted to determine the progress of the agency's work in line with objectives/goal.

Financial practices must be very economical and strictly regulated, so that misappropriation does not occur. Finances must be used and reported accurately because finances are the backbone of any organization. This can be very well practice when there is a strong welfare administration in the organizational framework.

However, it is very important in social welfare administration to put threads that holds the entire agency together is communication. Communication must be fair and smooth, either horizontally or vertically, from department to department or from top down or bottom up. It is also important to have an open communication channel with people in the community. Likewise, coordination of the agency within the various departments of the agency and at different levels of the agency is very significant in social welfare administration. In addition, social welfare must be duly coordinated with other organizations that operate in the same field. There should be a network with agencies dealing with similar issues in the same geographic areas.

1.4 History of Social Welfare Administration in India

In Indian society always responded for assistance to poor and oppressed. It is also a part of duty in every society. Traditional view in Indian context, social welfare is existed on dana, tyaga, dakshina, bhiksha. It prevails since immemorial. But its forms of helping people are changing over the period of times. All religions gives emphasis on putting some portion of their resource for providing charity. It gives happiness as it is granted as necessary for salvation of life. Kings, landlords, and now organizations too take part extending help to people affected or emergencies like COVID-19, floods, draughts and other natural calamities. In India the king like Ashoka, Harsha Vardhan, Sher Sha, Chandra Gupta Maurya regim are landmarks of administration who took care the need of poor. The British Government in Indian society in the past tried to maintain law and order and taken care some social problems (*IGNOU*, n.d.). For examples, some social reform measures done by them such as widowm remarriage, abolition of Sati and some Acts were passed in 1856 and 1829.

But after Independence, the old legislations continued and some necessary changes could also be seen. For example, during First Five Year Plan, Government of India set up a board called Central Social Welfare Board in August 1953 at Central level and State Social Welfare Advisory Board at State level. The main ideas of creating such set up is to provide financial and technical assistance to non-governmental organizations (NGOs) working in the field of social welfare. Now a days the central, state government mostly carry out social welfare programmes through Department of Social Welfare and also through voluntary organizations. Some of the schemes could be given as examples, like widow pension, old age pension, supplementary nutrition programme, disability pension so on and so forth.

1.5 Scope or Content of Social Welfare Administration

Dynamism is the essence of social welfare. Only a few reformist measures will not accomplish the task of social welfare. Rather, it focuses on some preventive and palliative measures. With some collective effort, the social organization initiates changes in the social system. It can also be said that the task of social welfare is duly taken into account, giving importance to programs aimed at children, women, the elderly and the physically disabled. In a developing country like India, these programs are rarely carried out for

everyone in need. In developed countries, on the other hand, federal states take various social security measures and take care of social welfare accordingly. As a problem-solving mechanism, social assistance must view the social problem both objective and subjectively. The problems of a particular society are primarily objective. But the perception of society's problems by society itself is another important aspect of the discourse. The individuals are primarily affected by problems that arise in their lives. But when the problems are not solved by the individuals themselves, the problems acquire a social character. Problems such as poverty, unemployment, crime, etc. They affect not only the poor, unemployed or criminals, but also society, and society is forced to adopt social policies, laws and administrative measures to eradicate these diseases in the interest of society. What actual measures will be introduced in the area of social assistance? experts have expressed different opinions on the matter. We can take up the views of D. V. Kulkarni in this regard. In his opinion, "social service" and "welfare" are used synonymously and since "social service" is a very broad term, it is a necessity for all members of society. It ensures a qualitative change in the standard of living of people in general. Rather, "welfare" is intended for the backward strata of society who have traditionally been deprived of the opportunities of society.

The scope or content of social welfare administration is very diverse in nature. A brief description of factors and content area as pointed out by Sachdev (1992) is given below for better understanding on following heads :

Social Problems : To assess its causes, prevention and treatment through public participation and effective implementation of legislation.

Social Service : Meant service for all. For examples, ensuring provision of education, health, housing and upliftment of disadvantaged and vulnerable sections of society.

Social Security : To implement effective social assistance and social insurance provisions, aiming at compensation of loss of income due to unemployment, disability or death caused by accident and old age (Hemant, n.d.) by ensuring social assistance and insurance.

Social Policy : To adopt policy for the welfare of underprivileged sections of the society and ensure justice for all with a goal as welfare state.

In fact all social problems can be its ambit to address, such as poverty alleviation, housing, unemployment, problem of widow, elderly, prostitution, street children, problem of

scheduled castes, scheduled tribes, other backward classes, slums, women and child, druaddiction, alcoholism, unorganized workers, migrant labourer, alcoholism, delequency, beggary etc.

1.6 Principles of Social Welfare Adminstration

Principles as explained by Trecker (*IGNTU Amarkantak*, n.d.)

- 1.6.1. The Principle of Social Work Values :** The social work profession is based on values such as equality, social justice and empowerment. These values also form the foundation upon which the social work administration service delivery system is based. No one can ignore this vision for setting social welfare programmes.
- 1.6.2. The Principle of Community and Client Needs :** The interventions carried out by welfare / social development agencies are based on the perceived needs of the community residents or the target group. This is important for the program to be accepted in social welfare administration.
- 1.6.3. The Principle of Agency's Purpose :** The agency must have clearly defined and formulated goals and purposes and work directions be given for undertaking social welfare activities.
- 1.6.4. The Principle of the Cultural Environment :** The Administrator must understand the sociocultural environment of the community as it greatly affects the acceptance of the service and, in fact, the success or failure of the services.
- 1.6.5. The Principle of Purposeful Relationship :** An effective and purposeful employment relationship must be established between the Administrator and all stakeholders, staff, other institutions, and parishioners ("Principles of social welfare administration," n.d.).
- 1.6.6. The Principle of Understanding Agency or Organization :** Taking an ecological approach, an agency must be understood and how it works as a whole, which is vital for development management.
- 1.6.7. The Principle of Professional Liability :** High professional standards of exercise and liability and responsibility must be maintained at all levels of service delivery of social welfare programmes. This principal is also associated with the professional ethics of social work.

- 1.6.8. The Principle of Participation :** The management of development is based on the participation of people in the process of development from planning to implementation and the of assessment. Egalitarian participation is an important aspect.
- 1.6.9. The Principle of Communication :** Open channels of communication are essential to the delivery of effective services, including wellness / development interventions.
- 1.6.10. The Principle of Leadership :** While democratic and participatory approaches are essential to development management, visionary and transformative leadership is equally important to achieve the overall development goal.
- 1.6.11. Principle of Planning :** As a technical component, an ongoing planning process is critical to the development of meaningful services. In the context of implementing development, planning must be participatory and involve service users.
- 1.6.12. Principle of Organization :** The work of many actors should be organized in an organized and structured way so that responsibilities and correlation are clearly defined.
- 1.6.13. The Principle of Representatives :** Delegation of responsibility and authority is an important aspect of the administrative process and is universally practiced in all types of administrative settings.
- 1.6.14. The Principle of Coordination :** Coordination within the agency, with other stakeholders and outside social environment is an important component of administration which must be ensured for successful implementation of programmes and services.
- 1.6.15. Principle Optimal utilization of Resources :** Resources are almost always limited. The optimal use of resources for the maximum good is a must and is one of the primary responsibilities of managers and administrators.
- 1.6.16. Principle of Change :** Positive-guided social change is at the core of social development and is critical to well-being/social development administrators and planners.
- 1.6.17. Principle of Evaluation :** Continuous evaluation of the intervention process and programs are critical to achieve the overall goal of holistic development.
- 1.6.18. Principle of Growth and Development :** Planned interventions should lead to

growth and holistic development of all sectors of society. It should not be on an adhoc or should not be limited to the improvement of a select few. Its focuss should be on growth and development of society ensuring the benefits of most needy person

1.7 Public Administration and Social Welfare Administration

Public administration refers to the administrative part that is included in the activities of government administration. Public administration is the non-political bureaucratic apparatus of government for implementing laws and policies in action, for example, revenue collection, maintenance of law and order, operation of railways and postal services, maintenance of the army, etc(*e-PGPathshala*, n.d.). Kidneigh defines social welfare administration as turning social policies into social services and using experience in recommending policy changes. Social welfare administration and public administration are branches of political science. Public Administration was born in 1857. (*e-PGPathshala*, n.d.) Woodrow Wilson is rightly called the father of public administration.

The distinction between Social Welfare Administration and Public Administration is as follows (*e-PGPathshala*, n.d.) :

Public Administration	Social Welfare Administration
<ul style="list-style-type: none"> ● Public administration is well established as a Profession. 	<ul style="list-style-type: none"> ● Social security providers must lead the way to establish themselves as a profession.
<ul style="list-style-type: none"> ● Public administration emphasizes rule and regulation 	<ul style="list-style-type: none"> ● The Social Security Administration emphasizes the art of managing human relations.
<ul style="list-style-type: none"> ● A public administrator requires more than managerial skills. 	<ul style="list-style-type: none"> ● A Social Welfare manager must absorb the qualities of devotion, sincerity, devotion.
<ul style="list-style-type: none"> ● Public administration personnel follow their code of conduct more strictly than in compliance. 	<ul style="list-style-type: none"> ● Code of ethics for Jamsostek personnel incorporates specific standards of behavior in their professional relationships

<ul style="list-style-type: none"> ● Public administration is not participatory in the sense 	<ul style="list-style-type: none"> ● The operation of Jamsostek is participatory. The role of voluntary institutions is highly recognized in the provision of 'social care'. It brings out increasing association in a variety of ways to translate social policies into social services.
<ul style="list-style-type: none"> ● The activities of the public administration are oriented to increase revenues. 	<ul style="list-style-type: none"> ● Social Welfare administration is carried out with the noble objective of rendering service without any profit
<ul style="list-style-type: none"> ● Public administration implies the formulation of a development plan at a broader level 	<ul style="list-style-type: none"> ● Based on the specific needs of particular communities, programs and services are formulated.

1.8 Can Social Welfare Administration be Regarded as Profession?

To answer this point, one should know the important characteristics of a profession and at what extent social welfare administration meet such characteristics.

The meaning of a profession is specialized knowledge and skills acquired through rigorous training and it has a binding code of conduct. It has a service motto.

There is a difference between occupation and profession. Occupation generally means a livelihood, but all occupation cannot be called a profession. It can be said that all human services are mostly concerned with money. But in a profession, the service motto is an important part and all professionals should keep social interest in mind. (Sharma, n.d.) For example, a doctor helps the patient, not only to charge a fee but also to serve humanity. Likewise, a lawyer ensures justice for his client.

The case of social welfare administrators is not only for money but to use his knowledge and skills to serve the interest of the society. One can answer briefly that for claiming social welfare administration as an independent profession, it needs government approval, social sanction, professional bodies or association to regulate the profession and above all involvement of trained personnel in the field of social welfare administration instead of engaging bureaucrats. (Sharma, n.d.).

1.9 Conclusion

In view of the above discussion, it is very clear about basic understanding of social welfare administration. It provided knowledge on the meaning, nature, scope, principles, difference between social welfare administration and public administration along with a historical note.

It has taken up a section highlighting whether social welfare administration can be called as profession. It is summarized that this subject is yet to come-up as per criteria to fulfil as a profession.

However, social worker needs a through knowledge on the subject so as to play an effective role as an administrator for correct application of social welfare programmes for the benefit of our society.

1.10 Exercise

- 1 : What is Social Welfare Administration? Discuss its scope/contents?
- 2 : Discuss various principles of Social Welfare Administration
- 3 : Outline the differences between Social Welfare Administration and Public Administration
- 4 : Can Social Welfare Administration be regarded as profession?

MCQ Questions

1. Social welfare administration is coming under the
 - a) Direct method of social work
 - b) Indirect method of social welfare
 - c) Not coming under any method
 - d) All the above
- Ans. (b)
2. The principle of specific objective is a principle of
 - a) Social case work
 - b) Social group work

- c) Community organization
- d) Social Welfare Administration

● Ans. (b)

3. Welfare administration is referred to

- a) Translating social policies into a welfare program
- b) Method of policies governance
- c) System of administration for social welfare
- d) all the option

● Ans. (d)

4. The nature of social welfare administration are

- a) It can be acquired
- b) It is objective in nature
- c) Practical application of knowledge
- d) All the option are correct

● Ans. (d)

5. Which is not the category of administration according to Henry Fayol

- a) Organization
- b) Command
- c) Coordination
- d) Supervision

● Ans. (a)

6. The nature of social welfare administration are

- a) It can be acquired
- b) It is objective in nature
- c) Practical application of knowledge
- d) All the option are correct

● Ans. (d)

7. Social work administration is coming under
- Primay method of social work
 - Secondary method of social wokr
 - Method of public administration
 - All the option
- Ans. (b)
8. Which of the following is not the principles of social welfare administration.
- The principles of social work values
 - Principles of agencies purpose
 - Principles of cultural setting
 - Principles of social worker selection
- Ans. (d)
9. Social welfare concept has been derived form
- Government
 - Constitution
 - NGOs
 - Others
- Ans. (b)
10. What is important for administration?
- Goal setting
 - Planning
 - Decentralization
 - All the above
- Ans. (d)
11. Social welfare is the responsible of
- State Government
 - Central Government

c) Both a & b

d) None

- Ans. (c)

12. Social welfare administration is translating into social programmes.

a) Social justice

b) Social Policies

c) Social activities

d) All the above

- Ans. (b)

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Unit 2 □ Administrative Process and Components of Social Welfare Administration-I

Structure

2.0. Objective

2.1. Introduction

2.1.1 Planning

2.1.2. Characteristics of Planning

2.1.3 Types of planning

2.1.4 Operational Planning

2.1.5 Intermediate planning

2.1.6 Contingency Planning

2.1.7 Strategic Planning

2.1.8 Principles of Planning

2.1.9 Planning stages

2.1.10 Advantages and Limitations of Planning

2.2 Organizing and Organization

2.2.1. Organization

2.2.2. Types of Organization.

2.2.3. Organizational Structure

2.2.4. Essential Concepts in the Organization

2.3 Staffing

2.3.1 Introduction

2.3.2 Staffing: meaning and significance

2.3.3 Staffing process

2.3.3.1 Personnel planning

2.3.3.2 Job Analysis

2.3.3.3 Hiring

2.3.3.4 Selection

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2.0 Objectives

The basic objectives of this unit is to make the learners understand about the basic concept of planning , organizing, staffing, directing, coordinating, reporting and budgeting. In this unit, they will be able to understand the types of planning, steps and principles of planning, organizations and organizational structures, three important concepts in organizations, namely delegation, decentralization and authority relations. Besides, learners can easily understand the basic characteristics of staffing, their meaning and significance and basic understanding of the eight steps of the staffing process. The other components of administrative process of directing coordinating, reporting, budgeting and monitoring will be taken in next unit caption as Administrative Process and Components of Social Welfare Administration-II

2.1 Introduction

The main categories of administration are organization, command, coordination and control. PM Queen says that the study of administration deals with men, material and methods. L. Guild has given a magic formula in a word 'POSDCoRB'. Each letter of 'POSDCoRB' can explain a technique. These letters stand for :

P : Planning

O : Organizing

S : Staffing

D : Directing

Co : Coordinating

R : Reporting

B : Budgeting

Let us try to understand each of those areas as mentioned below :

2.1.1 Planning

Planning is a fundamental aspect of welfare administration. Without planning, there would be no plan. So proper and systematic planning is the basis of good social projects or programs. Technically, planning is a process of reflection on how a program or activity will be implemented. In thinking like this, the desired goal is also kept in mind. The main output document developed during this phase is called a "plan" or "project". Since planning is concerned with future activities, preparing plans requires an evaluation of the current state of, in particular, the organization's current capabilities. Therefore, the plan must cover a sufficiently long period to anticipate the fulfillment of the commitments made in the plan. There are three main things that must be considered in planning. They are organizations, individuals (volunteers/staff), and the external environment (stakeholders and others).

The three aspects listed here are dynamic and a precise prediction of their behaviour is impossible to obtain. So planning must be flexible and adaptable, because you never know exactly what will happen in the future. We will discuss these aspects in detail in this chapter.

2.1.2. Characteristics of Planning

Some of the basic characteristics of planning are as follows :

- a) Planning is initially a mental (intellectual) function then becomes a documentation function because every activity must be planned and plan documents must be prepared before.
- b) Planning as an intellectual activity requires conceptual skills, foresight, and good judgment.
- c) Planning is goal oriented and is a continuous process
- d) Planning is pervasive at all levels of management and for all functional areas. For example, CEO/Executive Director at the highest level plan for the entire organization. Mid-level managers create quarterly, semi-annual, and annual plans for each of the departments under them. Field supervisors plan for a week or a month. Field staff also make daily or weekly plans and obtain supervisor approval. So planning is all pervasive.
- e) Planning is always futuristic, but past experience and current situation must be taken into account.
- f) Planning basically involves making the right choices.
- g) There is no rigid plan. Planning should always be flexible.

2.1.3 Types of planning

In general, there are four types of planning, namely operational planning, intermediate planning, contingency planning and strategic planning.

2.1.4 Operational Planning

Operational Planning is a short term plan related to daily maintenance activities. Provides a clear picture of how the team, section or department will contribute to achieving the organization's strategic objectives. For example, a program manager may schedule staff meetings in his departments to share information or conduct a review of existing programs to plan departments for the next quarter or so.

There are several stages in operational planning, namely

- a) Goal setting

- b) Priority setting
- c) Assumption setting
- d) Revision
- e) Primary and backup plan development
- f) Plan implementation
- g) Setting up monitoring and monitoring system for progress and results

2.1.5 Intermediate planning

Intermediate planning is usually carried out in the middle of the fiscal year. Technically, it is a mid-year evaluation process followed by the definition of a new plan for the rest of the year. It covers issues related to performance, resources and personnel development. For example, in a mid-term evaluation meeting, staff identified weaknesses in project implementation. Based on shared input, an intermediary plan was prepared for to address these weaknesses.

2.1.6 Contingency Planning

Contingency planning is done to solve problems that interfere with your work. Regulates the making of alternative plans in the event of a critical condition. So it's about having alternative strategies for dealing with change.

2.1.7 Strategic Planning

Strategic planning consists of defining and prioritizing long-term plans that include examining the organization's goals, mission, philosophy, and objectives in relation to its external environment. It aims to create a picture of the desired future and devise ways to plan an effective program. There are several stages in strategic planning, namely

- a) Analyzing the internal and external environment of the organization
- b) Assessing stakeholders
- c) Determining organizational goals
- d) Clarifying values, setting goals and objectives
- e) Communicating goals and objectives to constituents
- f) Identifying strategies and establish schedules and tasks
- g) Estimating and allocating resources
- h) Establishing systems for implementation and monitoring

- i) Establishing systems for exchanging information and building consensus
- j) Providing evaluation mechanisms

By nature of leadership, John C. Maxwell developed four types of planning models. According to him, there are four types of leadership styles in planning, namely passive planning, panic planning, scientific planning, and principle-centered planning (*Corporate Strategy Takes a Portfolio Approach to Strategic Decision Making by Course Hero*, n.d.).

In passive planning, leadership allows things to happen as they come. This is an unplanned or negligent style. Panic planning is another type, in which the leader makes a reactionary effort to solve the current problem. Most organized leaders use scientific planning. This is a very effective but labour intensive process. Leaders must gather scientific data on all variables before deciding which course of action is best. Principles-centred planning is another style practiced in many NGOs. This is an effective and artistic approach to leadership. Principle-centred planning recognizes that life in general cannot be represented graphically on graphs, but recognizes that planning is still important. Some creative tools such as social audits, participatory research ... can also be used by leaders practicing principles-centered planning.

2.1.8 Principles of Planning

According to Chris Halward, there are five basic principles of planning. They are as follows :

- a. Setting Goals :** The first step in the planning process is to define very clearly what you want to achieve. The goals need to be specific, because people have to recognize if and when they will be achieved.
- b. Clarifying tasks :** Once goals have been set, a to-do list must be prepared. The team also needs to clarify the task
- c. Agree on Responsibilities :** For the plan to work properly, every activity must be owned by someone on the team and, most importantly, each member must accept this responsibility. Therefore, is important to bring the team together to agree on their responsibilities.
- d. Developing a Timeframe :** There should be a time frame for implementing the plan. This is an absolute requirement. Tasks can be broken down into subtasks with a time duration so that the goal can be achieved.

- e. Learning :** Effective plans are not static but dynamic. They are frameworks for action, which help us to make decisions about what needs to be done in an efficient way. Hence we need to capture our experiences as the plan unfolds and feed them back into the planning process.

2.1.9 Planning stages

There are 6 basic stages of planning. They are as follows :

- a. Setting goals :** In fact, planning begins by defining goals in more concrete, clear, and unambiguous terms. This allows management to gain clarity on what they need to achieve so that they plan all activities accordingly. Hence establishing objectives is a prerequisite for planning.
- b. Reviewing External and Internal Environment :** Reviewing the internal and external environment is the second step in planning. Internal environment relates to conditions prevailing within the organization. External planning is about the market, government and other stakeholders who play a vital role in the life of the organization. The study of the internal and external environment allows an organization to find out the strengths, weaknesses, opportunities and threats of the organization.

SWOT analysis is the most commonly used tool for introspection and planning. It is used to assess the strengths, weaknesses, opportunities and threats involved in the project. Given below is an example of a SWOT analysis conducted by an NGO.

Strengths	Weakness	Opportunities	Threats
Good Reputation in the donor circles and in the community	Shortage of staff at the community animator level	Currently only our organization is working in this area	Large NGOs are trying to start their projects in our project area
Expertise in the area of rural and livelihoods development	Unable to deal with multiple projects because of lack of staff	Livelihoods sector is here to stay for the next few years	Small NGOs are mush rooming to capture the development aid in the livelihoods sector

Based on the SWOT analysis, the NGO was able to plan a comprehensive strategy both in the short term and in the long term.

- c. Developing Action Options :** In the next planning step, several action options are identified to achieve the objectives. Several alternative courses of action should also be planned.
- d. Evaluating Alternatives :** Evaluating alternatives is the fourth planning step. If there are alternative courses of action before a project manager / CEO, the latter must examine the feasibility and possible outcomes of each course of action before being able to choose the best one. Some alternatives may not be practical. Management / core group should ignore such alternatives.
- e. Choosing the appropriate action :** After evaluating the alternatives, the manager selects the alternative that will provide the maximum benefit at the least cost. When choosing the best rate out of alternatives, managers must also consider their own resource limitations. In making the final selection of alternative courses of action, management will ultimately be guided by the opportunities offered by the external environment and the organization's ability to take advantage of those opportunities (*Developing Strategy: Some Propositions - Stephen Bungay, n.d.*).
- f. Preparation for implementation :** Once management has made its decision, a necessary action plan for implementation should be developed in appropriate consultation with all key people who need to implement it.

□ Understanding on Steps of Planning

One can explain this ideas in terms of the following ideas :

1. Collect information
2. Analyze present situation
3. Decide expected result
4. Chalk out activities to achieve desirable results
5. Indicators to assess
6. Supervision
7. Evaluation

2.1.10 Advantages and Limitations of Planning

Advantages	Limitations
<ul style="list-style-type: none"> ● It gives direction to managers and no managers alike. ● Planning can reduce the impact of change. ● It minimizes waste and redundancy. ● Planning establishes objectives or standards that facilitate control. 	<ul style="list-style-type: none"> ● Planning may create rigidity. ● Plans can't be developed for a dynamic environment. ● Formal plans can't replace intuition and creativity. ● Planning focuses managers' attention on today's competition, not on tomorrow's survival.

2.2 Organizing and Organization

Organizing is the process that follows planning. In planning, we decided tasks that need to be done in the future. But when it comes to organization, we decide the ways and means so that can achieve what is planned. For example, there are plans to start a new balwadi in six months. The project manager's task is to identify and assign associated tasks and develop a structure of tasks and responsibilities to achieve the goal.

An example organizing matrix of an NGO balwadi project is given below :

Task	Responsible Person	Supervisor
Teaching and primary Engagement with the Children	Balwadi Teacher	Co-ordinator
Assisting in teaching tasks	Assistant teacher	Balwadi Teacher
Managing the nutritious Meal program	Meal organizer	Co-ordinator
Assisting in the cooking Task, cleaning, etc.	Helper	Co-ordinator
Co-ordinating with Parents, maintaining Accounts and Administering the project	Co-ordinator	Board Secretary
Mobilizing financial Resources for the project	Promotional worker	Board Secretary

In the example above, the task of doing balwadi is divided into five. Therefore, each task is assigned to a responsible person with an adequate supervisory structure. This process is called organization. Helping the smooth running of the organization.

Several things need to be considered in organizing. They are as follows :

1. Identification of tasks
2. Grouping of tasks
3. Define and determine who will do what
4. Establish supervisory relationships between various job positions
5. Define policies, rules and regulations with respect to the project

People who perform various tasks in a project organizations should have a solid understanding of what an organization is. This will help them become effective workers. As we move forward in this chapter, we will also discuss organizations and organizational structures.

2.2.1. Organization

Organization is a grouping of certain people to carry out various activities within the organization. The organization increases production and reduces duplication of work. The organization facilitates growth and helps diversify the business through a clear division of labour. Organizations also out of predicting the optimal use of technical and human resources.

The organization is a multi-stage process. It starts with identifying activities, grouping activities, assigning responsibilities, assigning authority, and building relationships. In the first stage of the organization, managers try to find activities to be carried out (e.g., teaching, cooking, administration, fundraising, etc.). After the activities were identified, were then grouped together. Specific job positions are then created (such as Teacher, Lecturer Assistant, Meal Organizer, Assistant, Promotion Operator, Coordinator, etc.) Finally, reporting relationships must be established (everyone in the organization must know who to report to, thus establishing a relationship structure). (For example, Teacher Assistant reports to Teacher). In this way, relationships are clarified and delegation is facilitated.

Organization is the establishment of a formal authority structure through which work is divided, organised, assigned and coordinated for the stated purpose. According to Scott (1964), organizations are defined as collectives that have been formed to pursue relatively specific goals on a more or less continuous basis. Thus organizations are deliberately created by human decisions to achieve goals. So achieving goals is an important and

vital aspect that was first created by an organization. There are two main types of organizations, namely formal and informal. The formal organization refers to a structured organization that has an organizational hierarchy, reporting relationships. Informal organizations usually have informal working relationships.

2.2.2. Types of Organization

□ Formal Organization

Formal organization refers to a pattern of tight relationships between departments and individuals to achieve certain goals. In formal organizations, roles are clearly defined. So every people know what they have to do. In formal organizations, staff also know who to take orders and which work rules, policies and procedures to follow. Thus, formal organizations promote order and facilitate planning and control functions.

□ Informal organizations

Informal organizations represent the natural grouping of people in work situations. Indeed, most of the informal organizations as social movements emerged because of the limitations of the formal structure. Informal organizations are numerous and varied in relation to objectives, structures.

2.2.3. Organizational Structure

Organizational Structure is the formal network of job positions and authority relationships within the organization. Various factors usually taken into account for the design of a good organizational structure are job specifications, departmental authority/responsibility relationships.

The organizational structure serves the following two basic purposes :

- To regulate the influence of individuals on the functioning of the organization (i.e. the Structure is predetermined and imposed on individuals to comply with the requirements of the organization).
- Establish a framework for the exercise of authority and facilitate better decision making

The most important components of the organizational structure are departments, job specifications, job descriptions, and line management. These concepts are described below :

□ **Departmentalization**

Usually the overall work of the organization is broken down into smaller components called. Departments and each component is assigned to individuals and groups. Interrelated components must be brought together and placed under a leadership or authority to facilitate the achievement of objectives. Departmentalization refers to the process of grouping components and interrelated. Therefore, the department is the art and science of dividing an organization into smaller units or departments.

□ **Job Specification**

Job Specification is a process that describes how the job will be done in the best possible way. It is an important part of personnel planning in any organization. Technically, a job specification is a formal specification of employee characteristics and qualifications required for good performance of assigned duties and tasks covering a specific job or function.

□ **Job description:**

Job description is closely related to job specification. It is a detailed task statement and tasks that are delegated to a specific job. When a person is hired, a job description of the relevant position is made available to the incumbent. This helps the person understand the responsibilities of the incumbent and the powers delegated to the position. Job descriptions are used for the purpose of recruiting, placing, training, and setting salaries.

□ **Line Management**

Line Management is the art of leading departments or functions of specific officials. It is usually a second management process in most companies, instead of a general manager managing all staff, the line manager.

The following points should be taken into account when designing the organizational structure :

- There must be a formulated formulation of objectives. Without being clear about the objectives to achieve, we cannot be sure which activities are necessary for organized action.
- We have to be able to divide the total work into small components and assign people.

- The work is divided according to the individual capabilities of the staff. People will be able to develop the necessary skills and specialize in their work.
- There must be a supervisory structure in the organization.

2.2.4. Essential Concepts in the Organization

The most important concepts to remember in an organization are delegation, decentralization, and authority relationships.

Delegation : Most of you may have gone to school or college or any organizations. Although the director is the head of the facility, you may have noticed that he does not do all tasks. It is assisted by an office manager, a finance officer, assistant principals, school principals, and athletic directors.

You can ask a question, “Can’t the director handle everything?”

“NO” is the answer.

It is really difficult for a school principal to do all the chores around the house. Therefore, he appoints others to do some of the work formally. This means that him / her assigns part of the work to subordinates and empowers them to continue the work while holding them accountable. This process of transferring responsibility and authority to others and creating accountability for performance is known as delegation. There are three elements of delegation: the assignment of responsibility, empowerment, and the establishment of accountability. Assignment of responsibility is also known as hiring. The person himself performs some tasks and the other party is assigned to subordinates to perform. Authorization refers to the governmental authority and job title assigned to a person to perform the task. For example, if the CEO is absent for a month and appoints a senior person as interim CEO, he / she must also give the senior person decision-making authority. Accountability refers to the obligation of the person in the position of responsibility to ensure that the work is done. In other words, the delegate is fully responsible to his superior for the execution of the assigned task. Therefore, delegation improves the responsibility and skills of the employees and helps the organization perform better.

□ Decentralization

Decentralization refers to a process of delegation of authority at all levels of management, from the international / national level to the Taluk or village level. This shifts decision-

making authority directly to the grassroots level itself. For example, if there is a problem in the local parish where the NGO operates, the village staff are authorized to act immediately. Decentralization reduces the workload of the head of the organization / CEO. It motivates the employees and gives them more autonomy. It also helps employees make quick and proper decisions. This frees the head of the organization / CEO from routine tasks and allows him to focus on the mission and growth plan of the organization.

□ **Authorization Relationship**

When a CEO assigns a particular job to an employee, he or she must be given the authorization necessary to perform the job successfully. Otherwise, she won't be able to get the job done. For example, suppose the CEO asks the coordinator to oversee the project leaders, but does not formally provide information about the authority in a meeting. In that case, the project leaders will not take the coordinator seriously. There are two types of authority relationships, line authority and personal authority. Lineage authority is the authority of a boss over his immediate subordinates. For example, in a psychiatric clinic, the chief psychiatrist has authority over the clinical psychiatrist and the clinical psychiatrist has authority over the clinical assistant psychiatrist. The line authority is the right of a senior psychiatrist to issue orders and see that those orders are carried out. The chief psychiatrist delegates this responsibility to the director. The supervisor then receives authorization from her supervisor and shares it with her subordinates.

Power of attorney is a power of attorney given to a manager for a specific purpose. For example, when the work of the chief psychiatrist increases, a personnel officer is appointed to assist him. The role of the staff officer is to provide advice, information, suggestions and guidance. In this regard, Staff Officer may be a human resource management consultant to assist the senior psychiatrist in recruiting and training people. He does not have the ultimate authority to appoint people (*General Law - Part II, Title II, Chapter 190B, Article V, Section 5-501*, n.d.). However, supervisors can accept or reject advice. Thus, power relates to the responsibility and authority to provide advice and services to superiors.

2.3 Staffing

2.3.1 Introduction

Staffing refers to the way of hiring and developing employees to perform various activities in an organization. Staffing involves processes such as staff planning, recruitment, training,

and administration of wages and benefits. Staffing is also an ongoing process, and managers have to oversee the organization's staff as some people leave, retire, get promoted, or transfer. Personnel is an important function of social welfare administration, usually managed by a senior, i.e. Human Resources/Personnel Manager. Personnel recruitment consists of supervising the organizational structure through selection, evaluation and development of adequate and effective personnel to cover the roles assigned to the employer/employee.

According to Heneman and Judge (2002) staffing involves the following process :

- Acquisition
- Deployment
- Retention

Adequate staff can help create a positive impact on organizational effectiveness (Heneman and Judge 2002). We will discuss staff in detail in this chapter.

2.3.2 Staffing : meaning and significance

According to Ployhart, “staffing is the process of attracting, selecting and retaining competent individuals to achieve organizational goals”. He continues that “every organization uses some form of a staffing procedure, and staffing is the primary way an organization influences its diversity and human capital.” (Ployhart, 2006)

Staffing has the following significance :

- It helps in getting right people for the right job at the right time.
- It allows the manager to do manpower planning.
- It contributes to improved organizational productivity.
- It leads to higher performances of the workers
- It helps in providing job satisfaction to the employees
- It assures the career advancement of employees.
- Maintaining goodness, harmony, and peace in the organization

2.3.3 Staffing process

The various steps involved in the staffing process are as follows :

- Personnel planning
- Job analysis
- Recruitment
- Selection
- Positioning and Induction
- Training and development
- Performance evaluation
- Compensation, promotion and transfer

2.3.3.1 Personnel planning

According to Fyfe (1988), personnel planning is an inventory and forecasting exercise. It is a Diagnostic tool for managers to make adjustments to meet business objectives. In simple terms, the process is about estimating staffing needs and ensuring that the correct number of People are available in the correct positions for the project / organization. Workforce planning involves setting goals, procurement guidelines, etc. Initially, the workforce planning team creates a forecast of the workforce requirements for the activities. Current and future staffing requirements are determined and anticipated so that quality can be achieved. It takes into account critical elements such as fluctuation and absenteeism.

2.3.3.2 Job Analysis

Job analysis is the process of identifying the content of the job in terms of programs, activities, and related tasks(*Job Analysis Is the Process of Identifying The Tasks Duties and / Course Hero*, n.d.). Job analysis enables the manager to understand important job-related tasks and the human resources required to do the job well. Therefore, the job analysis includes a job description of the position holder, the type and conditions of work, as well as the qualifications that the position holder needs to do the job well. Job Analysis helps organizations produce a formal document called a job description (often called a “JD”). This is helpful to both the recruiter and the applicant, as they are familiar with the specifications and duties of the position. Therefore, the job analysis helps determine the qualifications, skills, and experience required for the various positions. It includes both the identification of each position in terms of duties and responsibilities and the determination of the skills and abilities necessary to carry out the job.

2.3.3.3 Hiring

Hiring refers to the first steps in hiring people. The objective is to find suitable candidates for the different positions. Recruitment is therefore the process of finding and attracting suitable candidates for the job. Assuming you are launching a community-based water harvesting campaign, you should conduct a staff assessment and determine the number of employees needed to run the campaign. Let's say you've assessed your needs for a campaign manager, community organizer, accountant, and many community animators(*El Paso Community College*, 2013). Now you have to move on to recruiting. In the case of the campaign we are talking about, you first need a campaign manager. In the first step, the qualifications and experience required for the position are determined and then an advertisement is created. Job application / advertisement can be posted through various sources (internal and external) internal sources refer to your own organization. For example, if you want to promote and transfer of existing employees to fill open positions, this is known as an internal resource. The main benefit of internal recruitment is that it is easier for the manager to fill vacancies because he is familiar with the skills and abilities of his subordinates and has the performance of his. Employees are also happy, as their job performance is recognized by management through promotion. External sources Refers to outsourcing(*Recruitment and Selection - Sainsbury Assignment*, n.d.).

The different sources of external hiring are the following :

- Advertisements in the media
- Employment portals (such as [www.devnetjobs](http://www.devnetjobs.com), etc.)
- Recruitment on campus of renowned educational institutions
- Recommendations from colleagues, friends.

2.3.3.4 Selection

Selection is the art of choosing the right person for the position from the list of interested candidates. It involves reviewing the qualifications and experience of all applicants and comparing them to Expectations of the position to select the most suitable for the position.

The entire selection process consists of several steps.

They are the following :

- Initial examination of applications

- Aptitude tests
- Interview and actual selection of candidates
- Reference examination
- Issuance of an appointment letter

2.3.3.4.1 Initial Screening of Applications : Screening includes checking the content of the applications to determine the suitability of the candidates (age, experience, qualifications) who have applied for the position. Screening is generally performed by a screening committee. Based on the selection, a list of suitable candidates is created for additional evaluations. Candidates who are not eligible to participate will be excluded from the additional procedure.

2.3.3.4.2 Aptitude tests : Candidates who pass the selection process are usually called up to aptitude tests carried out by the organization. These tests usually measure the quantitative (logic, math, etc.) and qualitative (reading, comprehension, etc.) skills of the candidates. For example, if the Research Associate position requires an analysis of the census and other records, a test is conducted to ensure applicants have the required skills. Candidates who pass the test are qualified for the next level.

2.3.3.4.3 Interview and actual selection of candidates : The interview is the important phase of the selection process. An interview board will be created for this purpose. The board of directors conducts an overall assessment of the suitability of the candidate for the position. Based on the performance of the Interview, the best person will be selected for the position.

2.3.3.4.4 Verification of references : Although the suitable candidate was selected in the previous phase, the appointment is suspended pending verification of the references. (In the case of social work, references from former employers and teachers are very important.) Most formal organizations, such as a government agency or CSR department, will also have a medical examination for the selected candidates. Most informal organizations will skip this stage.

2.3.3.4.5 Issuance of letter of appointment : Selected candidates finally offer to join the organization through a letter of formal appointment Sent by post and email. The letter contains the tasks, the annual salary and other conditions. The

successful candidates will also be granted relocation time (from a minimum of 10 days to a maximum of 90 days / 3 months) to join the organization.

2.3.3.5 Mediation and induction

As mentioned above, the successful candidate has a time to join the organization. If candidate joins within the deadline, she enters the placement phase. You must first register with competent authority (as mentioned in the appointment letter) and formally join with your consent. Sometimes a loan is also executed. Therefore, placement refers to the process of incorporating the candidate to position in the organization. Induction or initiation is a related mediation process. Induction is none other than the practice of introducing new members to the organization. Usually it is a 2-4 day workout. Newcomers meet through induction and learn to adapt to the work environment. They also learn vision, mission, goals, organizational structure, and organizational culture.

2.3.3.6 Education and training

Education and training are an important part of recruitment. Help the employees improve their knowledge and skills to do their jobs more efficiently. For example, if the new candidate has no knowledge of Microsoft Office tools, training in these components will help them to be more productive at work. There are two methods for training employees, the on-the-job methods and the off-the-job methods on-the-job methods include training, job rotation, service learning, second grade, temporary promotions. Off-the-job methods include demonstrations, lectures, case meetings, video shows.

2.3.3.7 Performance Evaluation

Performance evaluation is about monitoring and evaluating the performance of employees using certain indicators. It enables management to identify the employees who are doing their assigned work satisfactorily, and those who are not, and why. The performance evaluation is based on a standard Questionnaire. As a general rule, the immediate superior carries out the performance evaluation of the subordinates of him.

2.3.3.8 Compensation, Promotion and Transfer

Compensation refers to financial and non-financial rewards granted to employees for services rendered to the organization. The compensation consists of two categories, namely the main compensation and the additional compensation. The main remuneration is a fixed monthly amount. It includes salaries, wages and benefits that are paid regardless

of their performance. Bonus refers to compensation paid to employees for the purpose of motivating them. Also known as an incentive.

An employee may be considered for a promotion after long hours of work and sufficient performance. Suppose a person enters a university as a professor, completes 10 years of professional activity is eligible for promotion(5 *CFR 335.104 - Eligibility for Career Ladder Promotion.*, n.d.). Consequently, a promotion refers to the promotion of an employee to a higher level or position. In many cases, senior people in the organization receive a transfer after having worked in the region / state for a period of time. Transfer refers to a type of job change in which each employee is assigned a different position of the same rank and salary(iwwadmin, 2016). The transfer allows the employee to gain more experience, which will help him in his career advancement.

2.4 Directing

Once the employees are selected, it is necessary to place the order and get the work done. Directing refers to giving orders and guidance to employees by motivating them, monitoring employee activities, and talking to them. Managers act as leaders and guide them in the right direction(mahajan, 2020). Therefore the management function includes supervision, communication and leadership. The leadership role of management refers to teaching, directing, inspiring, and motivating the organization's employees so that their efforts lead to the achievement of the company's objectives. But the real work doesn't begin until these people get work from their superiors. Training does not only mean training, but also includes accompanying employees in the performance of their work, motivating them to perform more efficiently and leading them to achieve the company's goals. Leading also means telling people what to do and making sure they do the best they can. It is a complex role and includes all activities that encourage the next generation to do meaningful and efficient work. It deals with the steps the manager takes to get his subordinates and others to carry out the plans.

2.4.1 Importance of Directing

□ Take action

Work in an organization only begins when employees receive instructions and instructions from their superiors. In this leadership role, seniors direct the worker's efforts toward the planned goals of the organization. If the leadership function is exercised successfully, this leads to the organization in the form of unity in alignment and achievement of goals

□ **Including the efforts of employees**

In an organization many employees work at different levels and in different positions of work.

Employees may differ in their authority and the type of position assigned. But all jobs are similar to the others in that they are part of an organization. When employees at different levels work with different authorities, their efforts are not separated and only fit together with the help of the managerial function.

□ **Means of motivation**

It is not just about getting the job done by issuing orders and instructions at the highest level, but also about motivating employees to perform at their best. Motivation is a very important part of leadership. The role of director connects you closely with the organization and encourages you to do your best.

□ **Provide stability and balance to the organization**

Management always tries to create an organizational balance.

When employees work at different levels, they generally develop different attitudes and the balance between their attitudes is established by the managerial function.

□ **To facilitate change**

Most employees postpone accepting change, but leadership roles can facilitate change because older people guide them to make changes good for them.

2.4.2 Elements of directing

□ **Supervision**

Supervision refers to the management, monitoring, observation and ordering of employees in the exercise of their work in the company. The word supervision comes from the combination of two words: super means beyond and vision means to observe or see. So supervision means observing the activities of the workers from above. Some important functions of supervision are Ensuring instruction.

- a. Optimal use of resources
- b. Discipline
- c. Feedback

- d. Improves communication
- e. Improves motivation
- f. Preservation of group unity

□ **Motivation**

Motivation means building faith and inspire the organization's employees to improve their actions, and then convert them in favor of the organization. Motivation is an emotional term that cannot be imposed on employees. Motivation is created from within for the will to work. It is the process of getting juniors to act in the desired way to achieve the company's objectives.

□ **Motivational traits**

- a. It is an emotional event.
- b. Intentional behavior.
- c. Motivation in a problematic situation.
- d. Active and continuous process.

□ **Communication**

Communication describes the exchange of thoughts, ideas, opinions, messages, information, orders between two or more than two people in different ways with the help of spoken words, written words, diagrams, pictures, graphics or gestures. Communication . It is never a one-way street Communication is always useful in two ways, one as a transmitter and the other as a receiver. At least two people or parties must participate in the communication process.

2.4.3 Types of communication

- Formal communication
- Informal communication

2.4.3.1. Formal communication :

It is also known as official communication because it usually takes place in organizations. Whenever it happens, there is an exchange of ideas and information between two people. There are four types of formal communication.

- **Downward Communication :** This type of communication passes information from the higher level to the lower level

For example : The message goes from the CEO to the subordinates

- **Upward communication :** In this type of communication flows from the lower to the higher level.

For example, information is transmitted from lower levels to the CEO or SEO.

- **Horizontal communication :** This type of communication between two people who work under the same organization at the same level.

For example, the head of the other department communicates with the head of the other department of the same organization

- **Diagonal communication :** This type of communication aids between two people working at a different level under the same organization with different powers.

For example: salespeople can request the production manager to change the product design according to customer requirements.

Ultimately, this type of communication is between companies because it requires an official venue for communication.

2.4.3.2. Informal communication

Communication that takes place without an official associate is called informal communication.

Informal communication networks are

- Gossip.
- Cluster.
- Single-stranded.
- Probability.

In short, this communication can take place anywhere and at any time,

For example, when we talk to our friends, informal communication is because we do not repress an official attachment to it.

2.4.4 Leadership

It is the process of changing the employee's behavior to achieve a defined goal. The following elements must be present in leadership. First, leadership is always about achieving a common goal. Second, at least two members are required since influencing one's behavior is not leadership. Third, the influence should be to achieve voluntary cooperation from employees, rather than forced cooperation.

2.4.4.1. Types of leadership

- **Autocratic leadership** : In this type of leadership, one person maintains control over all subordinates in the organization. He centralizes power in himself and makes all decisions without consulting anyone. For example: Adolf Hitler, warned his committee to meet independently. He expected committee members to be fully prepared.
- **Democratic Leadership** : In this style, executives make decisions in consultation with and with the participation of workers. Here there is delegation of authorities and decentralization of powers. For example: Narayan Murty, Under his leadership, Infosys employees were supported to speak freely with each other and make suggestions.
- **Laissez-faire Leadership** : This type of leadership gives enough freedom to make decision, show creativity etc. But the experience is that there is a lot of disadvantage of this type of leadership and it can lead to chaotic situation in any organization.

The other administrative process like coordinating, reporting, budgeting , public relation, supervision, monitoring and evaluation will be taken up in Unit-III.

2.5 Conclusion

The unit could give very clear POSDCoRB view of social welfare administration. In case of planning, there are four major types of planning highlighted, namely operational planning, intermediate planning, contingency planning and strategic planning. It is also given a light of five basic principles of planning, namely setting goals, clarifying tasks, agreeing on responsibilities, developing a time frame and learning. Along with this, six basic steps in planning, namely establishment of objectives, reviewing external and internal environment, development of courses of action, evaluation of alternatives, selecting the appropriate course of action and arranging for implementation given ideas. Organizing is the specific grouping of people to conduct various activities in the organization.

Organization is the establishment of the formal structure of authority through which the work is sub-divided, arranged, defined and coordinated for the defined objective. Organization structure is the formal network of job positions and authority relationships in the organization. The important concepts in organization are delegation, decentralization and authority relationship. Recruitment is the process of recruiting, selecting, and retaining competent individuals. Recruitment provides job satisfaction and ensures advancement of employees. Various steps such as personnel planning, job analysis, recruitment, selection, placement and induction, training and development, performance evaluation and compensation, promotion and transfer are included in the recruitment process. Once the employee is selected, they need to be trained and the job done. Guiding means giving instructions or directions to employees motivating them, monitoring their activities and communicating with them. Managers act as leaders and guide them in the right direction, therefore the role includes supervision, motivation, communication and leadership. The other administrative process is highlighted in next unit (Mahajan, 2020).

2.6 Exercise

1. What is planning in social welfare administration? Mention different types of planning? Discuss necessary steps of planning.
2. Explain the concept co-ordination. Write methods of making effective coordination in social welfare administration.
3. Write organizing organization and its various process.
4. Write Short Notes on the following questions :
 - (a) 'POSDCoRB'
 - (b) Leadership
 - (c) Communication
 - (d) Directing

MCQ

1. Who said study of administration deals with Men, Materials and Method ?
 - a) Luther Gulick

b) Henery Fayol

c) P.M Queen

d) M.ovean

- Ans. (b)

2. Who advocated POSDCORB view ?

a) Henry Fayol

b) Luther Gulick

c) L.Urwick

d) M.ovean

- Ans. (b)

3. Organization is the part of

a) Administration Process

b) Welfare administration Method

c) Integral View

d) POSDCORB View

- Ans. (d)

4. Which of the following is not the component of agency administration

a) The chief executive

b) The staff

c) The donor agencies

d) The beneficiaries

- Ans. (d)

5. In the abbreviation POSDCORB-CO stands for

a) Communication

b) Coordination

c) Counselling

d) Corporation

- Ans. (b)

6. What is not the steps of planning in welfare administration
- Formulate appropriate objective
 - Identify the problem
 - Collect and understand existing fact
 - Drafting the report
- Ans. (a)
7. Organization is the part of
- Administration Process
 - Welfare administration Method
 - Integral View
 - POSDCORB View
- Ans. (d)

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Unit 3 □ Administrative Process and Components of Social Welfare Administration-II

Structure

3.0 Objectives

3.1 Coordination

3.1.1 What is coordination?

3.1.2 Importance of Coordination

3.1.3 Division of labour

3.1.3.1 Origins of the division of labour

3.1.3.2 Division of labour in administration

3.1.3.3 Division of labour and coordination

3.1.4 Aspects of coordination

3.1.4.1 Coordination mechanisms

3.1.4.2 Control in coordination

3.1.5 Teamwork and coordination

3.1.5.1 Teamwork

3.1.5.2 Phases of team building

3.1.5.3 Teamwork process

3.2 Reporting and Documentation

3.2.1 Annual Report

3.2.1.1 Annual Report Components

3.2.1.2 Other forms of reports

3.2.2 Documentation

3.2.2.1 Process Documentation

3.2.2.2 Participatory Documentation

3.3 Budget

3.3.1 Introduction

3.3.2 Basic Accounting Concepts

3.3.2.1 Accounting

3.3.2.2 Accounting

3.3.2.3 Journal

3.0 Objectives

The student can understand on the basic concepts of coordination and its importance, mechanism of coordination, basic concept of accounting, budgeting, budgeting techniques and types, budget model for social welfare project, concept of monitoring, its logical framework approach, basic steps of monitoring and evaluation etc in this unit. The learners will be able to understand the difference between monitoring and evaluation very easily

3.1 Coordination

Coordination is an important aspect of administration. It is close to the act of organizing. The etymology of the word dates back to the arrangement of the Latin word, which means “disposition.” Technically, coordination refers to the act of making different people or things work together to achieve desired goals in an organization. In social welfare management, coordination refers to the act of integrating and bringing together the activities of all groups / departments that provide services to individuals or groups or communities. Let us look at the concept of coordination in detail in this unit.

3.1.1 What is coordination?

There are various activities going on in any organization. These activities are carried out by a variety of agents, staff, and volunteers. The end product of all these activities is achieving the vision and mission of the organization. In this context, it is important that the management team harmonize the work of different departments. This aspect is known as coordination. Suppose an NGO works with the elderly, adolescents and children, and there are many employees who are carrying out different activities with these audiences. Management must have an overview of all activities. It should also be able to harmonize work. Therefore, ensuring unity of action between people and departments and creating harmony in the efficient conduct of the various activities and functions is called coordination.

There are different definitions of coordination. They are as follows :

According to the business dictionary, “coordination is the synchronization and integration of activities, responsibilities, management and control structures in order to ensure that the resources of an organization are used in the most efficient way in the search for objectives”.

The Oxford Dictionary defines coordination as “the organization of the various elements of a body or complex activity so that they can work together effectively.” From these definitions it follows that coordination is a process of interrelation between the different parts of the job. The need for coordination is evident in the design of the organizational structure, supervision, report.

3.1.2 Importance of Coordination

The importance of coordination is listed below :

- Ensures that work performed by different groups, units or departments is an integral part of the overall work for which an organization is formed.
- Helps to achieve unity of action and avoid overlapping and contradictory actions.
- Helps achieve goals in departments.
- Brings together people who work across the board and helps better understand how others work for greater efficiency.
- In large organizations, coordination is even more important now that there may be operations in different locations / regions.

3.1.3 Division of labour

Division of labour is the allocation of different tasks between employees. Instead of one person doing all work, it is assigned work to several people do different parts of it. The essence of the division of labour is that individuals specialize in doing part of a larger task rather than doing the entire task themselves. As workers specialize in a particular task, their ability to perform that task tends to increase. Of course, if you are focused on doing just one job, you are trying to make your job easier and more efficient. In this way, the division of labour creates a situation where workers only need to know how to do their part of the work instead of thinking about everything.

3.1.3.1 Origins of the division of labour

The first scientific idea of the division of labour was proposed by Emile Durkheim, a French sociologist. The famous work of Durkheim is *The Division of Labour in Society*, published in 1893, paved the way for a series of scientific articles by various scholars. Durkheim stated that it is necessary for society to progress to assign tasks to people

based on their income. Karl Marx and Engels understood the division of labour as different tasks assigned to different people. They believed that at different stages in history there were different stages of development in the division of labour. For example, there was a drastic shift from tribal and primitive communism, where everyone shared the work equally in, to a feudal society where landowners had land and resources, and the rest of the population served as slaves. Slaves were exploited and received inadequate wages. According to Marx, the new age of capitalism is no different from feudal society. In the modern capitalist order of, the owners and capitalists get huge dividends while the workers starve. Thus, in there is an unequal division of labour in society. While social scientists have different perspectives on the division of labour, management scientists are more or less in agreement in their understanding of the division of labour as an effective mechanism for the proper functioning of the organization.

3.1.3.2 Division of labour in administration

In the present period of administration, division of labour is the art of dividing the workforce into specially assigned task teams and to make them specialized. The division of labour ensures that the production process is divided into a sequence of stages and that workers are assigned to specific stages according to their training and qualifications. Job specialization leads to higher productivity. Karl Mark turned against the method of specialization because it leads to alienation. Modern Times, Charlie Chaplin's famous film, sheds light on this process.

3.1.3.3 Division of labour and coordination

Coordination is of great importance in a shared work situation. Establishing and maintaining coordination requires close monitoring. Mary Parker Follett provided important guidelines for coordination.

They are as follows :

- Coordination is achieved less through direct horizontal relationships and face-to-face communication. When a coordination problem arises, partners can find ways to solve it.
- Maintaining coordination is an ongoing process and should be treated as such. Managers cannot assume that because their management system shows coordination today, it will show coordination tomorrow.

- The human component is important and the communication process is an essential part of any attempt to promote coordination.
- The level of competence and motivation of the staff are also fundamental considerations for the activity Coordination.

3.1.4 Aspects of coordination

3.1.4.1 Coordination mechanisms

There are three basic coordination mechanisms: mutual adaptation, direct supervision and standardization. Mutual accommodation is based on informal communication. It is especially useful when no one really knows how to do what they are doing beforehand. Direct supervision is a form of coordination in which one person assumes the work of others gives them instructions and supervises their actions. When the organization is large, one person cannot manage all of its members and there are so many managers involved, the efforts of those managers are coordinated by a project manager. Another coordination mechanism is called standardization. Coordination is pre-programmed in one of three ways, namely work processes, outcomes, and worker skills.

3.1.4.2 Control in coordination

Control is an important element of coordination. It is closely related to planning. We learned about the importance of plans and for its implementation. Various aspects, people and departments are involved in the implementation. Therefore, a check is absolutely necessary. In another sense, the organization's performance in terms of results / expenses needs to be evaluated from time to time to ensure that what has been achieved is in line with plans. This is known as control. Control is therefore a management function that relates to evaluating actual work performance against planned or standard work and, if necessary, introduces corrective measures. Sometimes the organization's plans are modified to be more effective because of the control function. For example, in an NGO, 10 social workers have to distribute free condoms 100 people in months. After a month, the coordinator realizes that only 200 target people were reached. To find out the causes of this deficit, the coordinator evaluates the team. Based on the evaluation, he / she concludes that in this particular area the target of 300 per month for employees is too high.

3.1.5 Teamwork and coordination

In general, "team" is defined as a group of people who come together to achieve a

common goal. For example, in a cricket team unites to win the games. It is also defined as a group of people with different levels of skills and different tasks working together on a common project, ministry or goal, with interlocking roles and mutual support.

Business Dictionary defines “A team as a group of people with all the auxiliary skills necessary to perform a job. Members of Team operate with a high degree of interdependence, shared authority, are accountable for the collective performance of, and work toward a common goal and rewards. So the team is more than a set of people”.

Working together in a team is called teamwork. Teamwork is an integral part of success in the workplace. It is the work done by multiple team members, of whom each plays a part, but all subordinate personal importance to the efficiency of the whole. The main effects of team work are to solve problems faster, complete tasks faster, promote healthy competition, develop good relationships, and appreciate the unique qualities of others.

3.1.5.1 Teamwork

Teamwork also develops the following skills and habits :

- Cooperative work
- Contribute to groups with ideas, suggestions and effort
- Communication
- Assume responsibilities
- Respect different opinions, customs and preferences individual.

3.1.5.2 Phases of team building

There are four phases of team building. They are as follows :

- Forming
- Storming
- Norming
- Performing

During training or the initial stages of team building, people are generally careful not to attack each other. There are hardly any notable differences of opinion, and everyone is expected to contribute to the team. During the second phase (i.e., assault), conflicts

arise between team members leading to frustration and confusion. Sub-groups from within the team can lead to more problems. During the normalization phase, all these problems slowly recede. The team develops goals, and clarity of roles is established. Conflicts continue to arise, but they are about problems, not individual problems. In the fourth phase (ie, performance), the team acts on common goals with a high degree of synergy, morale and productivity.

3.1.5.3 Teamwork process

Coordination office staff must be able to work with teams and team leaders must be able to do so. For example, if a university is organizing a conference, there may be different committees like finance, logistics, and program administration. Each of the committees can have a large number of students, staff, and advisors. The person of each committee is chaired by the convener. The convener of each committee must be able to lead the team. On the other hand, the conveners of each committee must inform the conference coordinator. This is on a higher level. Therefore, coordination requires leadership and coordination teams at different levels. It should be understood that it is necessary for the members of each committee to meet and work as a team. In addition, it is also important that the chairpersons of the three committees are in contact with the Chairperson to make the entire program a success. This makes teamwork very important at the coordination level.

3.2 Reporting and Documentation

Reporting and documentation play an important role in the effective functioning of NGOs, VOs, and CBOs. They help share project results with donors, aid organizations, government officials, applicants and individuals from like-minded. An effective information and documentation system will assist the organization in its efforts to build the image of its stakeholders. It also increases the credibility of the organization in society.

□ Reports :

There are two types of reports, namely, internal reports (intra-organizational) and public reports (programs and finances). Internal reports include the collection of information for internal use. These reports are not intended for publication and may contain confidential information. These reports can be used to analyze efficiency, performance, and other aspects of employee activity that may be of interest. Many organizations also support

whistle-blowing activities and encourage employees to file reports if they suspect the activity violates law or company policy. For example, an accountant could raise a concern about the financial reports of another branch of the organization, or an employee could report an employee who behaved inappropriately. Many scholars argue that the explicit public nature of charitable activities and tax subsidies for the voluntary sector encourages public information to the government and citizens. Several public information initiatives have also been launched in the business sector. These reports are often referred to as the Annual Report or Sustainability Report.

3.2.1 Annual Report

Trusts and companies are not required by law to produce annual reports. NGOs under article 25 of Company Law are obliged to publish annual reports. However, organizations wishing to apply transparency and accountability standards must prepare their annual report for the financial year in question within eight months after the end of the financial year. The annual report should be widely disseminated among interested parties and made available to the public. The annual report should clearly describe what the organization is trying to achieve and the strategies it is following. It should also list the organization's capabilities to achieve its Mission, and describe its goals and how it will measure its progress. The Annual Report provides a comprehensive view of what the organization has accomplished during the year. It is important that organizations also provide consolidated financial statements (includes a balance sheet, an income and expense account, and income and payment accounts). The organization must also provide its key registration details, contact details, and information about its bankers and auditors.

3.2.1.1 Annual Report Components

Annual reports are used to review the organization's work over the past year, discuss new routes to work, and define the rationale for scheduling decisions. In general, the annual report has the following components :

- About the organization
- Main objectives
- Vision
- Key activities

Annual comments / welcome notes from the project leader may appear on the first page. The next five to eight pages may contain the details of the programs executed / organized

by the organization in the specified year. Some statistical highlights can also be displayed. This can be followed by the annual financial statements of the organizations. You can also mention a page about the board of directors and the legal status of the organization. In order to achieve greater credibility and accountability, information on staff salaries has also been included in the annual report for recent years. The last page before cover contains information on all donors.

The basic format of the Credibility Alliance Annual Report is presented below :

- Message from the President
- Message from the CEO
- About the Organization
- Vision, Mission and Core Values
- Programs
- Governance
- Finance
- Future Plan
- Appreciation
- Call for Support for the Work of the Organization

3.2.1.2 Other forms of reports

□ Performance reviews :

Performance reviews refers to an examination of a program, function, operation or management system and procedures of a government or a non-profit organization to assess whether the agency is achieving profitability, efficiency and effectiveness in the use of available resources. The INTOSAI Performance Audit Guidelines, ISSAI 3000, define the scope of performance auditing. Thereafter, performance auditing is concerned with evaluating economy, efficiency and effectiveness and includes :

- (a) Review the soundness of administrative activities in accordance with sound administrative principles and practices and policies;
- (b) Review the efficiency of the use of human, financial and other resources, including the review of information systems, performance measures and monitoring

arrangements, and procedures followed by audited entities to correct any deficiencies found; and

- (c) Review the effectiveness of performance to achieve objectivity of the entity being audited and examining the actual impact of the activities versus the anticipated impact.

□ **Financial Audit**

Financial auditing is the process of reviewing the financial statements of a governmental or non-governmental organization, to provide an audit opinion. The auditor's report is intended to provide reasonable assurance that the annual financial statements are presented correctly and in accordance with the accounting framework. The purpose of a financial audit is to provide an objective independent examination of the financial statements, which increases the value and credibility of the financial statements produced by management, thus increasing stakeholder confidence in the financial statement.

3.2.2 Documentation

The term documentation is closely related to documentation science or information science. It is the process of documenting knowledge and providing evidence. Documentation includes both archiving information (namely project report or technical report, etc) as well as first hand writing of the process happening in the field.

According to HURIDOCS, a documentation centre / documentation centre is part of an organization that files information and supports the work of the organization. Documentation centres provide services to staff and other external users. According to HURIDOCS, there are seven phases that must be followed when building a documentation unit / centre. They are as follows :

- Collection of organizational information
- Collection of information on available resources
- Identification of user groups
- Analysis
- Decision-making
- Initiation of practical work
- Follow-up

The main objective of the Centre of Library documentation is to document organizational development processes, to act as an archive of organizational data. The centre can also carry out process documentation, monitoring and impact evaluation of the programs. You can publish the annual reports, brochures and information brochures of the organization. The centre can also serve as a reading library for social activists, academics, and volunteers. A person in the organization can identify himself as the head of a documentation unit. He remains in charge of unit. In larger organizations, an independent person may be hired for documentation and research.

3.2.2.1. Process Documentation

An applied and practice-based research method to continuously find the occurrence of similar events or deviations, causal factors. The term was first used in 1978 in the Philippines. He referred to the method of a group of social scientists who stayed in the Project villages and made detailed observations and documented the process of creating user groups and how it worked. The term process documentation is used today in social development projects around the world. The following sources and methods are used in process documentation.

- Recordings
- Structured interviews
- Case studies
- Project staff field diaries
- Video and audio recordings
- Newspaper clippings
- Observation of participants

According to Dr. Rajesh Tendon, There are five steps to follow when performing a Process Documentation exercise. These are the following :

- Know and establish a relationship
- Establish priorities of the documentation of the process and development of the framework of reference
- Support to the process

- Review of the documentation of the process
- Conclusion

The documentation of the process documents the work of the community welfare office is professional. This serves as an important source of evidence for future on-site interventions. Therefore, documenting the process is critical.

3.2.2.2 Participatory Documentation

In the recent past, many agencies have begun to use participatory methods to document the impact of their work. Some of the characteristics of the participatory methodology are :

- People are the object of research.
- There is no dichotomy between subject and object of research.
- Human beings themselves collect process and analyze data using simple methods.
- The final knowledge generated belongs to the people and is used to promote
- Subsequent actions in the community.
- There is a built-in authenticity and authenticity to the information because the data is used by people themselves.

Innovative tools used for documentation include participatory photographic documentation, community radio production, and participatory video production. The participatory photographic documentation and the production of community radios is practiced in the development area years. The number of academics dealing with these innovation research methods is also increasing. Recently, participatory video documentation has gained enormous popularity. Participatory video documentation is useful for documenting how Initiative was implemented and what effects such interventions have. People make their own video and make their own interpretation. Thus, it offers local people the opportunity to document their own experiences and knowledge. In the participatory video production exercise the following process is followed :

- The moderator helps people on the site to learn to use video devices and recognize problems
- The video product is led by people

- There is a dynamic brainstorming
- The finished videos are stored in documentation unit for reference. Participatory documentation gives credibility to the work of the organization.

3.3 Budget

3.3.1 Introduction

The budget is a statement of expected future financial results, and budgeting is the process of preparing a detailed statement of financial results that are likely to appear in the future.

The budget is useful for the following reasons :

- Helps with the separation of activities and the allocation of funds
- Helps to choose the best option
- Helps determine where costs can be reduced

The budget can be tailored that the process can to set financial goals, forecast future financial needs and resources, monitor and control income. The main budgeting concepts are budgets, operating plans, cost estimates, and revenue generation.

3.3.2 Basic Accounting Concepts

There are many concepts in accounting. We are going to discuss about some of the basics such as accounting, bookkeeping, journal, general ledger, cash book, financial statements, income and expense account, balance sheet, and financial statement analysis.

3.3.2.1 Accounting

Accounting is a business transaction recorder that creates financial information about organizations to aid decision-making. According to the American Institute of Certified Public Accountants, accounting is “the art of recording, classifying, summarizing, analyzing, and interpreting transactions and communicating the results to interested users.”

3.3.2.2 Accounting

Every organization has many monetary transactions on a daily basis. It’s hard to remember all of these transactions in any way. Therefore, it is necessary to record these transactions

in a detailed and systematic way. This process of systematically recording transactions in the books of account is called accounting.

3.3.2.3 Journal

The journal is an account book in which all daily business transactions are recorded in chronological order (in the order in which they occur). Transactions that are recorded in a journal are called transactions. Journal is also known as Original Book / Main Book.

3.3.2.4 General Ledger

All accounts identified on the basis of transactions recorded in various journals, such as Cash Book, are opened and maintained in a separate book called General Ledger. Thus, a ledger is a document that stores all types of accounts related to assets, liabilities, principal, expenses, and income. It is the complete set of accounts.

3.3.2.5 Cash book

The cash book is a book in which all payments received and payments in cash are recorded. Starts with cash or bank balance at the beginning of the period. There are various types of cash book, namely plain cash book, bank column, cash book, and cash book.

3.3.2.6 Annual financial statements

Annual financial statements are the financial statements that are prepared at the end of the accounting period, which is usually one year. This includes statements such as profit and loss and trade accounts, balance sheet. The types of financial statements that NGOs produce are income and payments account, income and expense account and balance sheet.

3.3.2.7 Income and expenses account

It is the summary of the income and expenses of the organization for a particular year and is created at the end. This account takes into account the income, expenses, and income received for the year for which the income and expense statement are created. The balance of this account is either a surplus or a deficit. If the income side of this account exceeds the expense side, the difference is surpluses. If the expense side exceeds the income side, the difference is a deficit.

3.3.2.8 Balance Sheet

The objective of preparing the balance sheet is to show financial stability, strength and soundness on the last day of accounting year. The balance sheet has two sides, namely the asset side and the liability side. The opening balance is necessary to prepare the balance for the current year. The balance sheet is one of the most important annual financial statements.

3.3.2.9 Analysis of annual financial statements

Financial analysis is the art of interpreting annual financial statements. It refers to the way of establishing a meaningful relationship between the income statement and the balance sheet. Analysis of financial statements is an attempt to evaluate the efficiency and performance of an organization.

3.3.3 Payment and payment accounts in social assistance institutions

The summary of the accounts created in most social welfare offices is the payment account and the payment account. The register of ownership of the accounts of social assistance agencies is the cash book. It handles cash transactions on a daily basis. But at the end of the financial year, welfare offices should compile a summary. The most common account summary created is account .Receipts and payments. In this summary, all income is recorded on the debit side, while the payments are shown on the credit side.

The concepts which are commonly recurring in the Receipts and Payments account of the social welfare agencies is given below :

Items	Explanation
Honorarium	Remuneration paid to management people such as the general Secretary
Donation	Donation is the money received as gift
Subscription	It is a regular payment made by the members annually
Endowment	It is a fund for permanent means of support. This is usually established in the memory of significant people.
Legacy	It is the will (of property, etc) left by a deceased person
Sale of old materials	Old material such as computers and newspapers sold to generate revenue
Purchase of fixed asserts	Purchase of books, building
Purchase of consumable items	Purchase of stationery goods

3.3.4 Budgeting and budgeting techniques

According to MANGO, there are three main types of budget, namely, income and expense budget, capital budget, and cash flow forecast. The income and expense budget establishes the estimated operating costs for the organization and shows where the funds will come from to cover the costs. An investment budget lists planned capital expenditures for the next years. The cash flow forecast forecasts the cash flow in and out of the organization over the course of the year by dividing the total budget into smaller time frames.

According to MANGO, there are two main budgeting techniques: incremental and zero-based. With incremental budgeting, the budget for the current year (budget) is based on the actual or sometimes budgeted figures from the previous year. The zero-based budget ignores previous experience and begins with the goals and activities for the next year. This requires the budget writer to justify all requests for resource.

3.3.5 Budgeting Steps

Budgeting consists of four phases / steps. They are as follows :

3.3.5.1 Election of the Budget Committee

The Budget Committee is an important committee of the organization. Committee members Should have the following qualities :

- Familiarity with the budgeting and accounting process
- Information about the strategic plan
- A holistic perspective rather than pushing for a specific project

The steps to develop a budget are as follows following :

- Define budget programming.
- Estimate the cost or resources needed to achieve each goal or goal.
- Estimate the expected dates and the amount of revenue to be generated.
- Compare expected dates and amount of income with estimated expenses.
- Develop the final budget.
- Present the budget for approval.

3.3.5.2 Establishing budget priorities

The Budget Committee must consider sources of revenue, fundraising methods, and timing to meet these needs.

3.3.5.3 Presentation of the budget

As a general rule, the president of the budget committee presents the budget to the council. The budget is discussed at the board and final approval is given after the budget is changed based on the board comments.

3.3.5.4 Budget oversight

Once the budget has been approved, finances are available. But constant budget monitoring is important for better performance. Various financial control mechanisms can be implemented to make the budget more effective.

3.3.6 Budgets for social welfare projects

The budgets attached to the project proposals present the program to the donor in financial terms. It reflects the plan and how resources are allocated to implement the plan. When preparing budgets, it is important to have clear objectives and measurable goals.

□ Essential aspects

The following points should be taken into account when requesting funds :

- Do not exceed the average limit specified by the donor
- Clearly justify the need for money. You can consult a financial expert to review the budget
- To make the budget reasonable, identify the organizational commitment of counterpart/ cash and other grants
- Demonstrate that the project is viable after the life of the project

Before the creation of the initial budget, you can create a shadow budget. This helps clarify what one wants and how it can be achieved. Participatory budgeting with the sales force will make the budget more realistic, both financially and in terms of execution.

The CAPART Budget Frame for New Organizations: CAPART, nodal organization of the Government of India has outlined the basic budget components for new organizations given as an example

Budget Components	Items
Capital	Computer, Furniture
Manpower	Honorarium and Remuneration
Operations	Survey, Documentation
Administration	Rent, Electricity, Stationery

Based on these, a model budget for a project to be conducted by a social welfare agency in a slum or area over a period of one year is presented below.

<i>SI.No</i>		<i>Particulars</i>	<i>Unit Cost</i>	<i>Amount</i>	<i>Sub-Total</i>
I		Capital			75,000
	a.	Computer	50,000	50,000	
	b.	Camera	25,000	25,000	
II		Manpower			4,20,000
	a.	1 Supervisor	pm 20,000	2,40,000	
	b.	1 Data Collector	pm 10,000	1,20,000	
	c.	1 Office Assistant	pm 5,000	60,000	
III		Operations			44,000
	a.	Survey	20,000	20,000	
	a.	TA	pm 2,000	24,000	
IV		Administration			84,000
	a.	Office Rent	Pm 5,000	60,000	
	b.	Stationary	Pm 2,000	24,000	
TOTAL					6,23,000

3.4 Monitoring and Evaluation

3.4.1. Introduction

Monitoring and Evaluation, popularly known as M&E, is a set of very important techniques that are used in the management of projects. According to the Oxford Dictionary, surveillance is careful observation of a process or activity to verify that it is being carried out fairly. Evaluation, on the other hand, is an opinion about the quantity, value, or quality of work performed. Program evaluation and monitoring were developed in the 1990s as a systematic process to measure the impact of social programs and policies directed at improving the well-being of citizens, particularly disadvantaged groups. Monitoring and evaluation are very important in social administration. Almost all NGOs use some type of monitoring and evaluation tool in their projects. Work monitoring and evaluation is done by internal personnel or by external bodies. In this module, the reader gets to know various aspects of monitoring and evaluation and its relationship to project management.

3.4.2 What is Monitoring and Evaluation(M &E)?

According to UNAIDS, monitoring is the routine follow-up and reporting of priority information about the inputs, activities, outputs, results and impacts of a project or program. Evaluation, on the other hand, is the systematic gathering of information about the activities characteristics, and results of a specific program to determine its usefulness or value. If a program is considered valuable, it is also important to determine if it is worth the cost. The evaluation provides reliable information to help improve programs, identify lessons learned and make decisions about the allocation of resources in the future.

3.4.3 Three key aspects of M&E

According to Janet Shapiro of CIVICUS, there are three key aspects of M&E, which are efficiency, effectiveness and impact.

□ Efficiency

- The extent to which time, effort or cost is well spent on the task or intended purpose
- Effectiveness:
- The extent to which goals are achieved and the objective problem is resolved
- Impact:
- A pronounced effect or influence

3.4.4 Purpose of M&E

The purpose of monitoring is :

- Learn from experience to improve future practices and activities
- Have internal and external responsibility for the resources used and the results obtained
- Make informed decisions about the future of the initiative
- Enhance the empowerment of the beneficiaries of the initiative.

The purpose of the evaluation is :

- Systematic evaluation of the completed project
- Evaluation of data and information that will make strategic decisions to improve the
- Project or program in the future.
- Draw conclusions about five main aspects of the intervention, namely, relevance, effectiveness, efficiency, impact and sustainability

3.4.5 M&E Circle

Circle of M&E refers to focusing on the series of events that will occur during the life of the project. There are different phases in the M&E circle. The phases are planning, implementation, monitoring and evaluation (PIME).

- **Planning** : During the project term, planning is a phase in which certain aspects of the project are developed, such as the project proposal, logical framework, budget, staff deployment plan, etc.
- **Implementation** : Implementation is the decisive Phase in the implementation of the Plan following documents such as the project proposal, etc.
- **Monitoring** : Monitoring is the process of constant observation that takes place throughout the project period.
- **Evaluation** : Evaluation is the mid-term or final evaluation of the performance and value of the entire project.

Each project begins with the planning process, followed by its implementation. It is constantly monitored to see if project milestones are being achieved. Finally, at the end of the project term or during the interim period, an evaluation of the entire project is carried out. The assessment helps identify learning over a period of time. The results and findings translate into the creation of the new plan. Therefore, the M&E process is cyclical and critical to the life of a project and the development of a new project.

3.4.5.1 Monitoring Steps

There are basically three steps in monitoring, namely, the definition of indicators, the establishment of systems for the collection, compilation and analysis of information and the use of the information for an effective management of the project.

Indicators are measurable signals that something has been done or achieved. The indicators ask the following questions :

- How many?
- How often?
- How much?

Qualitative information (such as perception of the project and attitude to a situation)

can also be collected. All this information is analyzed and this helps the manager to know if the project is going in the right direction or not.

3.4.5.2 Evaluation Steps

There are six evaluation steps. They are as follows :

- Identify stakeholders
- Understand the program
- Design the evaluation
- Gather evidence
- Analyze results
- Report results

3.4.6. The five evaluation criteria

There are five evaluation criteria, namely relevance, effectiveness, efficiency, impact and sustainability.

According to SMES (2009), the following issues should be taken into account when applying the evaluation criteria :

Relevance	Effectiveness	Efficiency	Impact	Sustainability
To what extent are the objectives of the intervention still valid?	To what extent was the Project Purpose achieved?/To what extent is it likely to be achieved?	Were Activities cost-efficient?	What has happened as a result of the intervention?	To what extent did the benefits of an intervention continue after the intervention is completed?
Are the Activities and Outputs of the intervention consistent with the Overall Goal and the attainment of Project Purpose?	What were the major factors influencing the achievement or non-achievement of Project Purpose?	Were objectives achieved on time?	What real difference has the intervention made to the beneficiaries?	What were the major factors which influenced the sustainability of the intervention?
Are the Activities and Outputs of the intervention consistent with intended impacts and effects?		Was the intervention implemented in the most efficient way compared to alternatives?	How many people have been affected?	

3.4.7 The Logical Framework Approach in M&E

The Logical Framework Approach is a tool used in the management of Projects. It was founded in 1969 by Leon J. Rosenberg for the United States Agency for International Development (USAID). “The logical framework or Log frame is an analytical tool for planning, monitoring and evaluating projects. Its name derives from the logical links established by planners to link the resources of a project to its goals,”

Below is an example of an LFA (only partially) used by an NGO

Objectives	Activities	Indicators	Outcomes	Challenges
List the specific objectives of the project	List activities under each objective	What would be indicators of progress under this particular objective	Quantifiable outcomes (How Many ?)	What are the threats/challenges/problems that may come
Reduce negative impact of imprisonment of parent on education of children	Institutionalization of children of prisoners Sponsorship for children of prisoners who are on the verge of dropping out of school	Number of children admitted in institution for education Number of children of prisoners sponsored for education	50 children of prisoners will be admitted in institution for education every year. - 100 children of prisoners will be sponsored for education every year outside institution	The prison department may not be able to support the NGO in the beginning. Hence it will take some time to obtain their support

According to SIDA (2004), the following steps have to be followed in preparing an LFA :

- Analysis of the project’s Context
- Stakeholder Analysis
- Problem Analysis/Situation analysis
- Objectives Analysis
- Plan of Activities
- Resource Planning
- Indicators/Measurements of Objectives
- Risk Analysis and Risk Management
- Analysis of the Assumptions

3.4.8 Advantages of M&E

According to the World Bank, M&E has the following advantages

- The M&E system can improve implementation through early warning of problems
- It can provide feedback regarding the outcomes of activities and give suggestions for improvement
- The M&E system can improve implementation by measuring whether the planned and implemented activities are actually producing the intended outcomes and whether revised or additional activities are necessary.
- M&E system measures outcomes and results. This will promote accountability of the project team and stimulate performance

3.5 Conclusion

Coordination refers to the act of coordination and control of the activities that facilitates in effective production. Division of labour helps in proper utilization of skills. Controlling is integral in co-ordination. Coordinator has to be an effective team player.

The two types of reporting are internal (intra-organizational) reporting and public reporting. Annual report is an important form of public reporting. Both professional process documentation and participatory documentation are important sources of documents for the stakeholders.

The Receipts and Payments Account is an important summary of accounts for the Social Welfare Organisations. The three main types of budget are income and expenditure budget, capital budget, and cash flow forecast. The two main budgeting techniques are incremental and zero-based. The four major steps in budgeting includes selecting the budget committee, setting the budget priorities, budget presentation and budget monitoring. The four major budget components are capital, manpower, operations and administration.

The 3 key aspects of M&E as highlighted are efficiency, effectiveness and impact. M&E process is cyclical and vital in the life span of a project and development of a new project. The five evaluation criteria include Relevance, Effectiveness, Efficiency, Impact and Sustainability. Logical Framework Approach (LFA) is one of the tools used in effective monitoring and evaluation.

3.7 Exercise

- **Questions 1.** Explain the concept of co-ordination. Analyse the methods of making an effective coordination.
- **Questions 2.** What is budget? Write budgeting techniques and types. Why budgeting is so important for social welfare administration? Could you state any budgeting model for social welfare project?
- **Questions 3.** State the concept of monitoring and evaluation. Elaborate in details its logical framework approach. Why evaluation and monitoring is the key of success of any project?
- **Questions 4.** What are various ways of reporting and documentation? Discuss.
- **Questions 5.** Write short Notes on the following questions.
 - (a) Reporting and documentation in social welfare organization
 - (b) Monitoring Steps
 - (c) Evaluation
 - (d) Budgeting
 - (e) Reporting
 - (f) Monitoring and Evaluation

MCQ

1. 'Evaluation of self-based on reflection or social comparison' is known as :
 - a) Self-esteem
 - b) Self-awareness
 - c) Self-security
 - d) Self-confidence
- Ans. (a)
2. Results-based management includes :
 - a) Planning, implementing, and monitoring
 - b) Planning and monitoring and evaluation
 - c) The monitoring and evaluation phase only

d) The planning phase only

- Ans. (b)

3. Monitoring and Evaluation are :

a) The same

b) Different. Monitoring is the routine collection of information to track progress; evaluation is used to determine the relevance and fulfilment of objectives, developmental efficiency, effectiveness, impact and sustainability

c) Different. Monitoring systems are determined during the planning phase while evaluation is determined at the end of the project or program

d) The same. Only evaluation suffices in result based management

- Ans. (b)

4. The different steps of project or program cycle are :

a) Plan, implement, monitor, evaluate

b) Initial assessment, planning, implementation, evaluate

c) Initial assessment, planning, implement, monitor, evaluate

d) Planning, implement, monitor, evaluate

- Ans. (c)

5. What does a monitoring and evaluation framework include?

a) Objectives, assumptions, indicators and a summary of activities

b) Objectives and indicators

c) Goal and objectives

d) Goal, objectives and indicators

- Ans. (a)

6. What the difference between an M&E framework, a performance framework and a performance monitoring plan (PMP)?

a) The M&E framework measures program performance and the others measure staff performance

b) Only the M&E framework has inputs and process, outputs, outcomes and impact

c) They all serve the same purpose

d) The PMP is the only one that details on indicators and means of measuring Them

- Ans. (c)

7. Which tools are useful for a situational analysis prior to planning a project/program?
- Stakeholder analysis
 - SWOT (strengths, weaknesses, opportunities and threats) analysis
 - Problem tree analysis
 - All of the above
- Ans. (d)
8. Objectives should be written as :
- Specific, simple, clear, and concise statement that describes the intended results to be achieved.
 - High-level statements that provide the overall context for M&E
 - Long term statements that state the ultimate expected impact of a program
 - Unquantifiable and not needing to be measured
- Ans. (a)
9. Indicators are :
- Only quantitative
 - Written at process, output, outcome and impact level
 - Used to determine what progress is being made towards the achievement of an intended result (objective)
 - A and C
 - B and C
- Ans. (e)
10. Which one of the following is a financial budget?
- Cash Budget
 - Working Capital Budget
 - Capital budget
 - All of the above
- Ans. (d)
11. The basic difference between a flexible budget and a fixed budget is that a fixed budget :
- Is concerned with fixed expenses, whereas the flexible budget is on different activity levels.

- b) Cannot be changed, whereas flexible budget can be easily changed.
- c) Is a budget for a single measure of activity whereas flexible budget is on different activity levels.
- d) None of the above

● Ans. (c)

12. Long term budgets are prepared for :

- a) Capital Expenditure
- b) Research and Development
- c) Long Term Finances
- d) All of the above

● Ans. (d)

13. Short term budget is prepared for :

- a) Liquidity
- b) Working Capital Management
- c) To exercise control over day to day expenditure
- d) All of the above

● Ans. (d)

14. Select the correct statement about the master budget.

- a) Master budget incorporates all functional budgets.
- b) Master budget is prepared by the budget committee.
- c) Preparation of master budget starts with sales budget.
- d) All of the above

● Ans. (d)

15. Which of the following statements about budgeting is false?

- a) Budgetary control and standard costing are same.
- b) Budgetary control does not facilitate introduction of 'Management by Exception'.
- c) Budgeting maybe said to be the art of building a budget.
- d) A key factor or principal factor does not influence the preparation of all other budgets.

● Ans. (b)

3.7 References

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Unit 4 □ Introduction to Social Policy and Social Policy in India

Structure

4.0 Objectives

4.1 Social policy

4.1.1 Introduction

4.1.2 Characteristics of social policy

4.1.3 Objectives of Social Policy

4.1.4 Principles and concepts of social policy

4.1.5 The role of social policy

4.1.6 History of Social Policy

4.1.7 Models of Social Policy

4.1.8 Actors in the formulation of social policy (Sharma, n.d.).

4.1.9 Political implementation problems (Sharma, n.d.)

4.1.10 Strategies to enforce political change (Sharma, n.d.)

4.2 Social planing

4.2.1 Objectives of social planning in India.

4.2.2 Five-year plans.

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4.2.4 Multi-level planning structure

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4.2.4.2 Planning at the State Level

4.2.5 Social planning approaches

4.2.6 Planning Components

4.2.7 Importance of social policy and social planning

4.3 Conclusion

4.4 Exercise

4.5 References

4.0 Objectives

The basic objective of this unit is to help learners to get a clear understanding on the key concepts of social policy and social policy in India. It will develop correct knowledge on theoretical perspectives and frameworks.. It introduces the topic presenting a lens that leaves a room for a critical appraisal for getting ideas on social policy and social planning in Indian. This part will surely help learners to understand the present scenario of social planning and social policy of the Indian Government along with getting a brief of historical context, basic characteristics, principles of social policy, models of social policy and social planning in India.

4.1 Social Policy

4.1.1 Introduction

Social deeply concern with human needs and what governments and other organizations may do to address the problems. It became an academic practice in Western countries, coinciding with the establishment of the welfare state. Health services, personal social services, social care, housing and homelessness, financial benefits and pensions, education, and the government policies, laws, and finance that support and shape them were initially the focus of research.

India as welfare state evolved, social policy-makers identified gaps in welfare provision and given priorities. The researchers pointed out the dependence of the welfare state on a specific type of family, which has an impact on gender roles and opportunities for women and men, as well as on particular work and working life patterns. They paid increasing attention to gender, race and ethnicity, poverty, wealth and inequality, childcare, workplace rights and inequalities, aging policies, mental health issues, people's attitudes about the deserved and undeserved poor, and, in general, political attitudes as they affect well-being. They looked at how some policies increased privilege and inequality and noted the effects of tax breaks, private schools, and subsidies for own businesses and personal travel. A new field of comparative, transnational, and global social policy has emerged that examines differences in human well-being and provision for advancement in societies worldwide.

Social policy in India has responded by developing new areas of concern, especially

the concern areas is most vulnerable sections of our society, unemployment, poverty, job insecurity, minimum and living wages and modern slavery; in regional inequalities and how they develop; monitor the poor, education and social mobility up and down. Social policy has moved closer to government, as well as new providers: NGOs and charities active in the areas of respect for the elderly, homelessness and housing, education, poverty and food banking, and political pressure to organize aid. ; the private not-for-profit sector, a dominant player in social care and increasingly important in health care, education, kindergarten and child care and retirement; Employer benefits for lower income groups as well as wealthier groups; and local community groups are increasingly important in welfare politics.

As it is not a discipline, the relevance of social policies depends on the difficulties and social welfare and the type of institutions they wish to deal with. Some commentators suggest that the shrinking welfare state and fragmentation of supply signal a decline in social policy as a field of study. Various fields and themes more or less fit into existing disciplines and can continue without a particular focus. This ignores the benefits of a multidisciplinary and regulatory approach. Social policy is based on sociology, demography, political science, social philosophy, psychology, economics and history. It is about measurement and meaning, qualitative experience, politics, regulation, finance, understanding and social change. Scientific and social policies demonstrate a concern for the complexities of human well-being and the ways in which our societies fail and succeed. Social policy is concerned with human welfare and needs. These concepts are controversial but irrevocably normative. When the gap widens between rich and poor, citizens and immigrants, young and old weak, good and bad, those living in areas of growth or decline, and happy and unfortunate, it is necessary to focus on the losers, Engage with the interests of the weakest, become stronger. This applies to social policy as a scientific practice.

4.1.2 Characteristics of social policy

Many social policy authors including such well-known names as Titmuss, Donnison and Boulding, have emphasized that the defining characteristic of social policy is its distributive or redistributive in nature. Social policy is about social justice and economic justice based on the principle of equality, which means that the redistribution of social resources from the richest strata of society must be carried out (Sharma, n.d.).

The second feature of social policy is its concern for the weakest and most vulnerable layers of society, such as the poor, women, children, disabled people, underdeveloped classes, to equate them with other people. In this way, social policy envisions an egalitarian society in which inequalities are reduced to a minimum (Sharma, n.d.).

Another feature of social policy is that social policies do not exist in isolation. These are primarily determined by a nation's socio-political setting, its economic viability, and last but not least, by the socio-cultural spirit of the nation's people. Now, after liberalization, globalization, and privatization, politics has gone global, and the changes in one corner of the world impact the rest of the world. The most vivid example of this trait is the opening up of the economy by most Third World countries under the World Bank and the International Monetary Fund guidelines (Sharma, n.d.).

4.1.3 Objectives of Social Policy

It is often said that social policy aims to bring about social change. Ultimately, all social policy is government policy, as Marshall and Boulding argue. In the functioning of government, social policy cannot hope to introduce fundamental changes in society, which means that social planning and social policy will undermine the status quo on which government is based. Whether in socialist countries or capitalist countries, the social policy cannot usher in the fundamental structural change. It can only achieve moderate social change, whereby certain undesirable conditions of a society are redressed and social tension is minimized (Sharma, n.d.).

Pinker has argued that the goal of social policy is to minimize suffering and maximize well-being (Sharma, n.d.).

Another goal of social policy is to improve the quality of life of the people. We need to ask ourselves, whose quality of life do we want to improve? This is a relevant question in developing countries like India, where most of the population lives in severe deprivation without even getting the necessities of life. They are said to live in absolute poverty or below the poverty line. According to the World Bank, the estimated poor population in developing countries is 57%. It should be clear that the limited resources of developing countries cannot be used to improve the quality of life of the whole population of these countries (Sharma, n.d.). It is very well documented by various studies that the numerically small part of the population was the primary beneficiary of development planning in the Third World. Therefore, the objective of social policy must be to redistribute social resources

so that the quality of life of the wealthiest 20% of the population does not improve anymore at the expense of basic services for the survival of 50 or 60% of the inhabitants. For this reason, development planning in the developing world should be set as the preservation of life itself, rather than the improvement of the quality of life, which it assumes has been met basic survive needs (Sharma.n.d.)

4.1.4. Principles and concepts of social policy

To acquire its objectives, social coverage desires a few concepts for regulations to be decided. The social coverage carried out through the State and different establishments without delay effect the welfare of society. The welfare guidelines of a kingdom need to be decided via an evaluation of its social coverage. The primary subject matters and concepts of social coverage are social desires and problems, same rights and social justice, efficiency, justice and choice, altruism, reciprocity and obligation, and division, difference, and exclusion (Aravacik, 2018).

The welfare kingdom ought to provide the human beings a few rights. These are defined below.

- **Equality:** The fulfillment of equality is the premise of social coverage. To acquire equality, sources need to be disbursed fairly. There are one-of-a-kind sorts of equality: same results, same possibilities or same treatment (Aravacik, 2018).
- **Equal Opportunities:** This method that same corporations ought to be handled the equal. People, irrespective of their gender or group, ought to have the equal possibilities. Furthermore, anybody ought to have the equal possibilities withinside the instructional device or the hard work market .
- **Need:** The primary desires are food, care, and shelter. The necessities aren't restrained and there may be no fact of the desires that the states will are searching for to satisfy.
- **Freedom and proper** (Aravacik, 2018)

There are one-of-a-kind sorts of rights. Civil rights imply the absence of arbitrary arrests and detentions however the freedom to discuss an opinion. Social rights imply social welfare and social security, the proper to education. Political rights encompass vote castin and to gain the goal of social democracy, it's miles feasible to guard the essential rights and freedoms of the man or woman in a democratic order with the criminal order in the framework of democratic freedoms. The purpose of democracy should be executed to guard people's rights to paintings and participate (Aravacik, 2018).

4.1.5 The role of social policy

In essence, social coverage, or alternatively the complicated internet of associated regulations, structures, and establishments that cope with the social situations of monetary activity, displays the wide social agreement among capital and hard work. In growing countries, this refers back to the social settlement among capital and hard work in particular for the improvement challenge control. The latter, in turn, changed into described for lots of the closing half-century because the challenge to boom the fabric well being of the bulk of residents via monetary improvement with the assist of the nation-state. This challenge stays in part or in large part unfulfilled for lots growing countries, which includes India, despite the fact that this loss of compliance has now no longer avoided it from being almost deserted in numerous cases.

It is more and more more clean that social coverage has an significance that is going past the legitimate issues approximately essential justice and the minimal preferred of dwelling which might be a part of residents' social and monetary rights. It can play an critical function withinside the capitalist improvement challenge on extraordinary levels. At the maximum simple stage, numerous varieties of social regulations are essential to the state's cappotential to "manage" modernization and the huge monetary and social shocks that accompany it so one can always be generated. For example, affirmative movement social regulations in components of *South East Asia* (consisting of Malaysia) have been critical to hold ethnic concord at some stage in intervals while styles of monetary boom could exacerbate profits inequalities and social imbalances amongst agencies withinside the wellknown population. Even if overzealous and probably insensitive improvement tasks overthrow current neighborhood groups or smash fabric cultures with out pleasant substitutes, social coverage can turn out to be the essential tool for rehabilitation and renewed social integration. The large human displacements (geographic, monetary, social) worried in maximum improvement tasks are cappotential reassets of many conflicts. Social coverage is frequently the only approach of containing such rows or maintaining them in check. A stage in which that doesn't. They destabilize society or derail the improvement challenge itself.

The 2nd critical and associated function of social coverage is, of course, the legitimation of the State and the improvement challenge itself. This want for legitimation arises each for the long-time period technique and for the control of a short-time period crisis. Therefore, withinside the long time or past the making plans horizon, it's far critical in

boom pathways that rely upon excessive investments and financial savings rates, suppressing contemporary intake in desire of excessive boom in recognition of better destiny intake and, normally sacrificing are made via way of means of employees and peasants. In that scenario, a social coverage geared toward supplying simple desires and social offerings to folks that could in any other case be disadvantaged of the advantages of monetary boom withinside the shape of an boom in contemporary intake could now no longer most effective be critical however even essential for social lifestyles to make certain the steadiness and continuity of the technique itself.

To the volume that the boom technique additionally consists of cyclical fluctuations in boom or, in turn, can make contributions to the viability and sustainability of the whole technique. For example, surprising and excessive monetary depressions that result in widespread spikes in unemployment can be greater socially tolerable if a few kinds of unemployment repayment or advantages are provided. Even if the shocks are because of herbal reasons in place of monetary reasons (consisting of earthquakes or hurricanes), social measures withinside the shape of public coverage or microcredit structures can assist cushion the worst outcomes of such shocks, similarly to remedy direct. These techniques additionally have macroeconomic ramifications: as a result, it's far now customary that economies with a big public quarter presence (in phrases of GDP percentage or employment) have greater slight enterprise cycles or generally tend to enjoy much less intense recessions.

The fourth essential function of social coverage is to persuade running situations in this kind of manner as to boom the social productiveness of hard work, and now no longer simply will increase in hard work productiveness in precise sectors that replicate extraordinary technological options. It is now extensively diagnosed that the common provision of an amazing schooling and number one fitness care is an critical prerequisite for growing the overall productiveness of the workforce. But different factors of social coverage, consisting of running situations, get admission to to different public offerings, etc. in addition they play an critical function on this regard. It is even customary that the latter, in turn, can have an impact on technological choices and manual boom paths withinside the path of "excessive-stage" approaches alternatively of "low-path" techniques, which rely particularly at the hand of shoddy work.

4.1.6 History of Social Policy

Social coverage, that is taken into consideration the end result of the monetary and social evolution of the nineteenth century, won significance with the economic revolution. As a end result of the exalternate in monetary members of the family with the economic revolution, social adjustments have become inevitable. With the economic revolution, multiplied manufacturing created the want for greater workers. The dominance of capital proprietors withinside the exertions marketplace multiplied in addition due to exchange liberalization. In an generation of a liberal marketplace economy (*laissezfaire*), the winning view became that nation intervention might negatively have an effect on the unfastened marketplace (Aravacik, 2018).

On the other hand, the notion that a marketplace created with out intervention might improve people, making sure the enrichment of the proprietors of capital and, at the other, brought about the impoverishment of the exertions marketplace. The poverty of youngsters and girls hurts humanitarian sentiment. The boom in poverty for the duration of this period, while there has been no intervention in workers' wages and operating situations (Aravacik, 2018) .

As a end result of the liberal technique to business, opposing agencies have emerged: the bourgeois magnificence because the proprietor of capital and the operating magnificence because the worker. Pay cuts, bad operating situations, and lengthy operating hours have created social troubles withinside the operating magnificence and sophistication conflicts. In the nineteenth century, social regulations have been used to remedy the social troubles created with the aid of using the liberal monetary know-how of the nation. It is inevitable to assure social peace and justice via nation intervention in operating life, exertions members of the family, and wages (Aravacik, 2018).

With the social reform moves that started in England and Canada among 1880 and 1920, social coverage shifted from a prohibitive technique to a descriptive technique. In this technique, the nation has been criticized for having a constrained and inflexible position in operating life. It has been advised that the nation alter social situations to get rid of negativities in operating life. During this period, the view became that the nation's position in social coverage ought to be multiplied in capitalistically advanced international locations which includes France, Germany, and the United States (Aravacik, 2018).

Consequently, the emergence of social coverage withinside the contemporary-day feel

is going lower back to the social situations created with the aid of using the French Revolution withinside the highbrow and political spheres and with the aid of using the Industrial Revolution withinside the social and monetary spheres. After World War II, liberal monetary methods have been deserted in industrialized international locations and the Keynesian political technique became followed with the conviction that the nation ought to interfere in social coverage. Another vital element in adopting this technique is the monetary disaster of 1929 and its bad consequences. After the economic revolution, the scope of social coverage became broadened, addressing the troubles of the exertions zone and people of society as a whole. All subjects which includes fitness care, take care of the aged and youngsters, the combat in opposition to unemployment and poverty, the participation of girls in operating life, safety of the environment, and gender discrimination have become subjects for which the State fought withinside the framework of social coverage.

4.1.7 Models of Social Policy

□ The Residual Model

The residual model of social work and welfare essentially views state support for people's well-being as a safety net of last resort. If the poor cannot help themselves through the market, usually through work or the help of family, friends, or other social ties, then and only then should the government step in with the assistance necessary to meet their needs (*Differences Between Residual & Institutional in Social Work*, n.d.).

In general, programs based on this model are considered to be limited to the poor. Support often stops as soon as people have a chance to get help elsewhere. As a result, these types of programs can be cheaper to run than other models and can be in line with people's understanding of fairness because someone doesn't get something for free. Still, they can also provide less support than programs produced according to other models. Programs for the poor, such as food stamps, medicaid, and emergency housing assistance, generally fit this model in the United States (*Differences Between Residual & Institutional in Social Work*, n.d.).

□ The Industrial Model

This includes an important function for social institutions. It states that social requirements must be met based on achievements, work presentation and achievements. It is the result of various financial and mental theories that deal with incentives, hard work and reward, and the shaping of class and group loyalties.

□ **The Institutional Model**

In this model, social assistance is provided essentially to everyone in a society, rich or poor, and is seen as part of what society should offer to its citizens. Programs designed according to this model often do not have the problems that residual models of programs have with people rising and falling as their wealth and wealth increase, but they can be more costly to run and attract people's ire. They prefer a narrow approach to government.

Public schools and libraries in the United States tend to fit this model because they are designed with the understanding that they will be available to everyone in all walks of life, regardless of need and seen as a normal aspect of life. rather than something that is only available in urgent cases.

In some countries, health care and post-secondary education, such as universities and business schools, are also administered through this model, while in the United States these services are generally only available to those who need them through a more restrictive approach.

4.1.8 Actors in the formulation of social policy (Sharma, n.d.).

Developing social policy is a challenging task. The formulation of guidelines is made or influenced by the some actors like government, political parties, individual reforms, voluntary organizations, social action groups, planning documents, laws and courts, parliamentary committees, consumer reactions, technological breakdown, etc.

4.1.9 Political implementation problems (Sharma, n.d.)

It can be due to lack of political will, prevalence of the coalition government, generalized corruption at all levels of functionality, financial constraints, bureaucracy, erosion of moral values, financial limitations, inadequate staffing, lack of training, lack of public participation, large discrepancy between real needs and the perceived needs of people and delay in the application of justice.

4.1.10. Strategies to enforce political change (Sharma, n.d.)

As mentioned are use of the media, forming public opinion, demonstrations, public interest litigation, discussions, meetings and seminars, planning and social policies, generate pressure on the Government, presentation of memorandum, signature campaign, stakeholders, etc.

4.2 Social Planing

Social planning has been a positive tool for resolving imbalances and contradictions in a large and mixed country like India. Immediately after gaining independence, the government established a planning commission in the 1950s to review the country's material capital and human resources needs to develop a plan for their equitable and prosperous consumption(Kahn, 1969).

4.2.1. Objectives of social planning in India.

These guiding principles provide instructions for state policy. The government has been making effort to plan to promote economic and social development of of our nation. The main goals are to increase production and achieve higher per capita and government returns, reduce income and wealth inequalities and build a society based on fairness, honesty and the absence of abuse. The proposed social organization was a socialist model of our society. People were expected to contribute as widely as possible to the preparation (Twelvetrees, 2017).

4.2.2. Five-year plans.

The maximum crucial making plans device became the Five-Year Plan. Although the First Five-Year Plan (1951-56) became essentially a easy exercising in compiling packages, goals, and expenditures, it furnished the primary milestones in rural improvement via the advent of network improvement packages and country wide advisory offerings.

The Second Five-Year Plan became conceived in an surroundings of financial constancy. Therefore, the simple factor of view of the second one five-yr plan became to provide a massive improve to the monetary gadget to go into the printing phase. Furthermore, the authorities proclaimed its industrial dominance in 1956 and general the established order of a plan of socialist civilization because the goal of economic coverage (“Write a Note on Social Planning in India.,” 2019).

Among the priorities of the Third Plan, it became commonly predictable that cultivation might come first. Generally, it's far documented that there has been a usual degradation of agriculture withinside the 2d plan. (“Write a Note on Social Planning in India.,” 2019).

Indian making plans suffered from huge huts withinside the Nineteen Sixties as a result

of exogenous factors. The first got here within the shape of a warfare with China in 1962 and the second one within the shape of consecutive overall performance screw ups in 1965 and 1967. The new technique became applied throughout the Fourth Five-Year Plan (1969-1974) and have become higher recognised in agriculture because the “Green Revolution.” This internalizes Garibi Hata’s general motto and as a result the significance of poverty discount as an impartial making plans goal (“Write a Note on Social Planning in India.,” 2019).

The simple recognition of the Fifth Five Year Plan became, therefore, improvement with a reorganization. However, after describing the terrible harvest of 1972-seventy three and the 1973 oil spill, inflationary pressures compelled Indian planners to scale back at the prompted packages they envisioned. The Sixth Plan (1980-85) another time had as its essential goal the removal of shortages. The IRDP, along side the agricultural offerings packages, the least-want program, and the district growth packages, intended that the Sixth Plan had robust implications for the agricultural quarter.

Improving poverty is still one of the essential worries of the Seventh Plan. Throughout the 7th plan, the emphasis shifted to the idea of transformation in retail. This became observed with the aid of using the relative forget of the civil quarter because the engine of improvement (“Write a Note on Social Planning in India.,” 2019).

The 8th five-yr plan (1990-1995) couldn’t input into pressure because of exclusive political positions within the middle. The 8th five-yr plan (1992-97) became released at once after the structural alternate coverage and the important usual stabilization measures because of the deterioration of the price function and the charge growth function in 1990-91 (“Write a Note on Social Planning in India.,” 2019).

The 9th five-yr plan (1997-2000) became released within the 50th yr of Indian sovereignty. The essential goal of this plan became to accompany a brand new generation of growth with social justice wherein domination is the middle of attention. Still, human beings in general, even the terrible, may be tormented by participatory making plans processes (“Write a Note on Social Planning in India.,” 2019).

4.2.3. The NITI Aayog (*NITI Aayog*, n.d.)

The NITI Aayog (Hindi for Policy Commission) (short for National Institution for Transforming India) is an Indian government think tank for public India in making economic policy decisions with a bottom-up approach. Initiatives include 15-Year Roadmap,

7-Year Vision, Strategy and Action Plan, AMRUT, Digital India, Atal Innovation Mission, Medical Education Reform, Agricultural Reforms (Model Land Sanitation Law, Land Reforms the Law of the Committee on the Commercialization of Agricultural Products, Agricultural Marketing and Farmer Friendly Index of reforms for the states of distribution), indexes that measure the performance of the states in matters of health, education and water management, a subgroup of main ministers on the streamlining of centrally sponsored schemes, senior ministers subgroup on Swachh Bharat Abhiyan, senior ministers subgroup on skills development, working groups on agriculture and poverty and the transformation of India.

It was created in 2015 by the NDA government to replace the planning commission, which followed a top-down model. The NITI Aayog council is made up of all the state's prime ministers, along with the prime ministers of Delhi and Puducherry, the deputy governors of all TUs, and a vice president appointed by the prime minister. Additionally, temporary members are selected from leading universities and research institutions. These members include an executive director, four former official members, and two part-time members.

□ **Features**

NITI Aayog is becoming a state-of-the-art resource center with the knowledge and skills necessary to enable you to act fast, promote research and innovation, provide strategic policy insights to the government, and address contingency issues. Two affiliated offices support it, the Atal Innovation Mission (AIM) and the Development Monitoring and Evaluation Organization (DMEO), and an autonomous body, the National Institute for Research and Development in Labor Economics (NILERD).

The full range of NITI Aayog activities can be divided into four main areas. These areas are :

- Policy and program framework;
- Cooperative federalism;
- Monitoring and evaluation;
- Think-Tank and Knowledge and Innovation Center

The various verticals, cells, affiliated bodies and autonomous NITI provides the coordination and support framework necessary to fulfill its mandate.

□ Objectives (Mehrotra & Guichard, 2020)

- Develop a shared vision of national development priorities, sectors and strategies with the active participation of the States.
- Continuous promotion of cooperative federalism through initiatives and structured support mechanisms with the states, recognizing that strong states make a strong nation.
- Develop mechanisms to formulate credible plans at the village level and gradually add them to higher levels of government.
- Ensure in the areas specifically referred to that national security interests are incorporated into economic policy and strategy.
- Pay particular attention to those parts of our society that may not benefit enough from economic progress.
- Design strategic and long-term policy and program frameworks and initiatives and monitor their progress and effectiveness. The knowledge gained through monitoring and feedback is used to make innovative improvements, including necessary corrections in the course.
- Advice and promotion of alliances between important interest groups and related national and international think tanks, as well as educational and political research institutes.
- Creation of a knowledge system, innovation and business support through a collaborative community of experts, professionals and other national and international partners.
- Provide a platform to solve intersectoral and interdepartmental problems to accelerate the development agenda's implementation.
- Maintain a state-of-the-art resource center, be a repository of research results on good governance and best practices for equitable and sustainable development, and support its dissemination to stakeholders.
- Actively monitor and evaluate the implementation of programs and initiatives, including identifying the resources needed to increase the likelihood and scope of implementation.

- Focus on technological updating and capacity building for the implementation of programs and initiatives.
- To advance in the implementation of the National Development Agenda and the previous objectives, it is necessary to carry out other essential activities.
- **Function of NITI Aayog (National Institution for the Transformation of India)**
 - Development of a common vision of sectors and strategies of national development priorities with the active participation of states in light of national goals
 - Promotion of cooperative federalism
 - Develop mechanisms to formulate credible plans at the village level and gradually aggregate them at higher levels of government
 - Ensure that in designated areas national security interests are incorporated into the strategic and political economy
 - Pay special attention to those parts of our society that may not benefit adequately from economic progress
 - Design and monitor strategic and long-term policy and program frameworks and initiatives in their progress and effectiveness. The knowledge gained through monitoring and feedback is used to make groundbreaking improvements, including necessary corrections in between.
 - Advice and promotion of alliances between important interest groups and related national and international think tanks, as well as educational and political research institutes.
 - Creation of a knowledge system, innovation and business support through a collaborative community of experts, professionals and other national and international partners.
 - Provide a platform to solve intersectoral and interdepartmental problems to accelerate the development agenda's implementation.
 - Maintain a state-of-the-art resource center, provide research on good governance and best practices for equitable and sustainable development, and help disseminate them to stakeholders

- Active monitoring and evaluation of the implementation of programs and initiatives, including identification of resources needed to determine the probability of success and strengthen the scope of services
- Focus on technological modernization and capacity development for the implementation of programs and initiatives
- To undertake other activities necessary to advance the implementation of the national development plan and the objectives mentioned above

4.2.4. Multi-level planning structure

The essential feature of planning in India is that it operates in an autonomous structure through a central system that includes simultaneous planning at the state and state level. The centralized nature of the Constitution of India requires planning on at least two levels, namely, the merger and the state. Planning in India must be seen in actions at various organizational and district levels that go far beyond mergers and structural structures.

4.2.4.1. Planning at the national level

- **Planning Commission :** The Planning Commission is the nominal body used to facilitate the planning process in India. It was established as a runway by the government in March 1950. It plays its role as a proposed body for operations at the highest political level without becoming more involved in day-to-day organizing responsibilities. The Prime Minister chairs the Planning Commission.
- **National Development Council :** The issue of finance and public planning is on the simultaneous list, since it is an issue that concerns the center and the countries and they must work in concert. The discussion system in the formulation of policies based on national need is the fundamental point of planning in the country. The National Development Council is the highest policy-making body that provides the ability to formulate and implement plans throughout the state as a joint effort of expansion.

4.2.4.2. Planning at the State Level

Various organizations and state departments participate in the planning process.

- **State Planning Department :** Due to the diversity in the association of managers in different states and union territories of the country, it is unlikely that there will be a

single standardized pattern of planning team at this level. Basically, the planning department is responsible for coordinating growth efforts in the country (“Write a Note on Social Planning in India.,” 2019).

Most states have a State Planning Board in addition to the State Department of Planning. It is made up of ministers, experts, non-officials and interested public officials. The role of such a board is generally recommended, following the planning strategies. It also suggests traditions and means to advance the implementation of various programs in the state (“Write a Note on Social Planning in India.,” 2019).

- **Department of Economics and Statistics, Human Resources and Evaluation :** The Department of Economics and Statistics provides state and sublevel mechanical staff for planning and monitoring programs. The Manpower department evaluates the personnel requirements and personnel requirements in the coming years. It allows the inclusion of action plans in the planning process to record all personnel requirements for the execution of the plan.

The Evaluation Department is in charge of carrying out evaluation studies of the different programs, which are carried out simultaneously or later (“Write a Note on Social Planning in India.,” 2019).

- **District planning :** District-level planning The precondition for district planning arises from the need to supplement federal and state plans with a more detailed assessment of potential in the district’s intermediate management unit. Neighborhood planning involves a remarkable balance between the constituency’s population’s specific needs, the area’s growth potential, and the available budget (“Write a Note on Social Planning in India.,” 2019).

Your objective should be to bring together and successfully manage all administrative activities at the district level under a single agency and clearly define a work program for participating agencies. At the district level, most department heads are represented by officials known as district officials (“Write a Note on Social Planning in India.,” 2019).

For example, there are Executive Engineers for PWD, Public Health, Engineering Department, etc. These officers are part of the planning process at the district level. In 1980 the District Rural Development Agencies were established to plan, execute and supervise these programmers (“Write a Note on Social Planning in India.,” 2019).

- **Planning at the Block Level :** The community development block is the planning task carried out in the country. Block planning basically means planning the development of an obstruction within a certain period.

Block planning originates from establishing community expansion blocks as part of the Community Development Program (CDP) in 1952. These blocks were measured as suitable units for planning and development purposes. Essentially, block plans could not be formulated because, on the one hand, there was a lack of competition, and on the other hand, the various officials working at this level were out of sync (“Write a Note on Social Planning in India.,” 2019).

Since block planning was assumed for district planning, this has diluted the state’s further development of block planning. In our country, the planning method is decentralized in the sense that the powers, responsibilities, and duties have been transferred to the people in general to ensure the successful implementation of plans and policies with the maximum participation of the people.

4.2.5. Social planning approaches

Social planning approaches should be briefly presented :

- **Specialized planning :** Individual areas such as teaching, fitness, housing, and community safety are included in specialized planning.
- **Area development approach :** This approach takes into account that the expansion of an area depends not only on the progress of a sufficient communication system, but also on how local country factors are activated in the vicinity of the production infrastructure. . The development towards a reflection on poverty in the region generates a balance between the different sectoral activities and a spatial prototype of development.
- **Integrated development approach :** As part of the problems in the territorial development approach, the guiding principles of the government to face the damages caused by rural poverty, a new policy of progress was developed, that is, the approach of Integrated growth, from the territorial development approach of and large, did not address the issue of approach inequalities in the distribution of employment, income and wealth.

The difficulty requires an approach that considers all of these factors when developing an inclusive rural development strategy. The concept of integrated rural development

came into vogue with the need for flexible power for rural planning(*Rural-Development-Concept-and-Strategies.Pdf*, n.d.).

The different proportions of rural expansion, crop production and related activities, rural industrialization, learning, physical conditioning, community mechanisms, deficit reduction, and rural employment programs are part of an integrated approach to rural problems.

4.2.6. Planning Components

- **Spatial Component** : The spatial plan would require belief in physical possessions, land uses, and all human settlements in a county from the smallest edge to the city.
- **Economic Component** : Economic planning is traditionally the core of planning, as a common objective of development planning has been to increase services and income. Information on the status of the following in the district is an essential foundation of monetary planning: ownership, demographic characteristics; economic characteristics; Socio-economic characteristics, infrastructure factors, Sector profiles.
- **Social component** : The task of a plan is also to reduce social inequalities, provide social services and ensure community participation. For any plan, public participation is both an important tool and a development purpose since planning is the means of social revolution and closing the gap between the regime and the people(Sharma, n.d.).
- **Administrative component** : The achievement or failure of social planning is ultimately affected by the idiosyncratic and executive design of the planning mechanism. In its 1984 report, the district planning task force considered the following administrative aspects for the proper functioning of the planning process :
 - establish mechanisms for the synchronization and execution of the plan,
 - new bureaucratic measures for the release of funds and implementation events, introduce and intersectoral transfers,
 - introduction of systems monitoring and evaluation procedures.

4.2.7. Importance of social policy and social planning

- **Social Research** : Conduct unbiased studies on social trends, wishes, and problems applicable to specific corporations on your communities.

- **System making plans** : Offering making plans that levels from defining carrier wishes to coordinating and comparing this system and offering services.
- **Policy evaluation and improvement** : Offering expert and voluntary get right of entry to to a huge variety of social problems, Economic and Cultural Rights allows us to offer state-of-the-art pointers for offering studies-primarily based totally evaluation and proposals for policymakers on the local, provincial, and federal levels.
- **Convocation and Facilitation** : Provide a non-threatening “accumulating place” to speak about and remedy tough network problems. Facilitate consensus constructing in the network on problems and joint actions.
- **Community consciousness and education** : Sell a broader and deeper network information of social improvement problems that have an effect on unique corporations or the general fine of network life.
- **Advocacy and social action** : Catalyzing alternate. Promote the pursuits of marginalized sectors of the network through protecting unique political positions vis-à-vis the government.
- **Policy evaluation and collaboration** : Offer a network technique to mobilize the maximum tricky human beings at paintings and alliances for hassle solving, networks of data and coalitions of action.
- **Community Development** : Facilitate and assist advantageous alternate in partnership with network corporations and individuals.

4.3 Conclusion

This unit given wide understanding the concept of planning and social policy in India. The concept of various components of social policy and planning, importance of social policy and social planning is given through understanding. Besides, the unit has added NITI AYOJ and its role in social planning. It will also introduced social planning experiences in India over the past 50 years, helping us to understand how the the planning and policy approach have been aligned over time with changing socio-economic realities and policies.

4.4 Exercise

- **Questions 1.** Discuss the concept of social policy and its basic features. Why and social planning is essential for social welfare administration?
- **Questions 2.** Write various components of social policy and social planning in India. What are the models available in Social Policy in India?
- **Questions 3.** What are the present trends of the Indian government regarding social policy and planning for the welfare of citizens?

MCQ

1. Which of the following is not a feature of Indian planning
 - a) Development planning
 - b) Indicative planning
 - c) Democratic planning
 - d) Centralized planning
- Ans. (c)
2. The concept of Participatory Development was introduced in
 - a) 1980s
 - b) 1970s
 - c) 1950s
 - d) 2000s
- Ans. (b)
3. Engagement of local people in development project refers to
 - a) Economic Development
 - b) Social Development
 - c) Participatory Development
 - d) Sustainable Development.
- Ans. (c)
4. Local Self Government intends to improve
 - a) Economic condition
 - b) Social condition

c) Both economic and social condition

d) None of these.

• Ans. (c)

5. Social policy is concerned with ____

a) Intervention by governments and other organizations to meet human needs

b) Industrial development

c) Political development

d) Economic development

• Ans. (a)

6. What are the objective of Social Policy ?

a) Social change

b) Social integration

c) Improvement of quality of life

d) All the above

• Ans. (d)

7. Institutional Redistributive Model of Social Policy is associated with

a) Capitalist State

b) Communist State

c) Totalitarian State

d) Welfare State

• Ans. (d)

8. Historically social policy relates to.....

a) About interventions of a socially redistributive kind

b) Social regulatory kind

c) Social rights kind

d) All the above

• Ans. (d)

9. The entire process of participatory development can be completed in

a) 4 stages

- b) 5 stages
- c) 2 stage
- d) 3 stages

● Ans. (a)

10. Which of the following is not a feature of India planning:

- a) Physical planning
- b) Indicative economic planning
- c) Decentralised planning
- d) None of the above

● Ans. (d)

11. Distributive justice is combination of _____

- a) Right and duties
- b) Constitutional remedies and social system
- c) Social and community justice
- d) Community and Society

● Ans. (a)

12. Which one of the following is a part of Human Development Index?

- a) More gross national product
- b) More industrialization
- c) Life expectancy
- d) Fighting against social exclusion

● Ans. (c)

13. 'SansadAdarsh Gram Yojana' (SAGY) was launched in commemoration of the birth anniversary of :

- a) Sri Dindayal Upadhyaya
- b) Sri Jayaprakash Narayan
- c) Sri AtalBihari Vajpayee
- d) Mahatma Gandhi

● Ans. (b)

14. Locality Development Model of community development was propounded by whom?

- a) Saul David Alinsky
- b) Gordon Hamilton
- c) Jack Rothman
- d) M.G. Ross

● Ans. (c)

15. Which among the following department was created under the Ministry of Social Justice and Empowerment in May 2012?

- a) Department of AYUSH
- b) Department of Disability Affairs
- c) Department of Youth Affairs
- d) Department of Refugee Rehabilitation

● Ans. (b)

16. Social policy is concerned with ____

- a. Intervention by governments and other organizations to meet human needs
- b. Industrial development
- c. Political development
- d. Economic development

● Ans. (?????)

17. Are the objective of Social Policy?

- a. Social change
- b. Social integration
- c. Improvement of quality of life
- d. All the above

● Ans. (d)

18. The First Five Year plans duration was.....

- a. 1951-55
- b. 1950-55
- c. 1955-60
- d. 1953-58

● Ans. (a)

19. Institutional Redistributive Model of Social Policy is associated with

- a) Capitalist State
 - b) Communist State
 - c) Totalitarian State
 - d) Welfare State
- Ans. (d)

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Unit 5 □ Ministry of Social Justice and Empowerment

Structure

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5.0 Objectives

This unit gives us an understanding about the Ministry of Social justice Empowerment.

5.1 Introduction

We will get complete picture about Ministry of social justice & Empowerment. We will know about the various programme under this ministry. This is a very important Ministry under Govt. of India, as its main objective is to ensure Justice & Human Rights in our Communities.

5.2 Genesis about the Ministry

In the year 1985-86, the erstwhile Ministry of Welfare was bifurcated into the Department

of Women and Child Development and the Department of Welfare. Simultaneously, the Scheduled Castes Development Division, Tribal Development Division and the Minorities and Backward Classes Welfare Division were moved from the Ministry of Home Affairs and also the Wakf Division from the Ministry of Law to form the then Ministry of Welfare. Subsequently, the name of the Ministry was changed to the Ministry of Social Justice & Empowerment in May, 1998. Further, in October, 1999, the Tribal Development Division was moved out to form a separate Ministry named Ministry of Tribal Affairs. In January, 2007, the Minorities Division along with Wakf Unit was moved out of the Ministry and formed as a separate Ministry and the Child Development Division was transferred to the Ministry of Women & Child Development.

The Ministry of Social Justice and Empowerment, serves as the nodal agency of the Indian Government, when it comes to dealing with issues relating to Disability, Beggary, Old Age and Geriatric Care, Drug and Substance Abuse, Welfare of scheduled castes (SC), Other Backward Classes (OBC), Manual Scavengers, LGBT people, etc. The Ministry has been entrusted with the responsibility of looking into aspects relating to.

- Monitoring of Schedule caste sub plan.
- Rehabilitation of Manual Scavengers in alternative occupations.
- Programmes of care and support to senior citizens.
- Prohibition.
- Drug and substance abuse
- Disablement (Now known as Divyang)
- Rehabilitation of victims of alcoholism and substance abuse, and their families.
- Beggary.

This Ministry is also responsible for ensuring effective implementation a number of social legislation namely

- The Protection of Civil Rights Act, 1955
- The Scheduled Castes and the Scheduled Tribes (Prevention of Atrocities) Act, 1989 (33 of 1989), (in so far as it relates to the Scheduled Castes, excluding administration of criminal justice in regard to offences under the Act).
- National Commission for Backward Classes Act, 1993

- The Maintenance and Welfare of Parents and Senior Citizens Act, 2007
- Rights of Persons with Disabilities Act, 2016
- The National Trust for the Welfare of Persons with Autism, Cerebral Palsy, Mental Retardation and Multiple Disabilities Act, 1999

5.3 Organizational Structure

The Ministry of Social Justice and Empowerment, has five bureaus, each headed by a Joint Secretary. They are as follows

- Scheduled Castes Development Bureau
- Backward Classes Bureau Coordination, Media, Administration;
- Disability Bureau;
- Social Defense (SD) Bureau; and
- Project, Research, Evaluation and Monitoring Bureau.

□ Statutory Bodies

This Ministry looks after the functioning of three statutory bodies namely

- Office of the Chief Commissioner for Persons with Disabilities, New Delhi
- National Trust for the Welfare of Persons with Autism, Cerebral Palsy, Mental Retardation and Multiple Disabilities
- Rehabilitation Council of India (RCI)

□ National Institutes

There are around eight national level institutes that function under the aegis of this ministry. They are as follows.

- Ali Yavar Jung National Institute for the Hearing Handicapped, Mumbai (AYJNIHH)
- DeendayalUpadhyaya Institute for the Physically Handicapped, New Delhi (formerly Institute for the Physically Handicapped (IPH)
- National Institute for Locomotor Disabilities, Kolkata
- National Institute of Mentally Handicapped, Secunderabad (NIMH)
- National Institute of Visually Handicapped (NIVH), Dehradun

- National Institute of Rehabilitation Training and Research, Cuttack (NIRTAR)
- National Institute for Empowerment of Persons with Multiple Disabilities (NIEPMD), Chennai
- Indian Sign Language Research & Training Centre (ISLRTC)

□ **Public Sector Undertakings**

This ministry also looks after the functioning of three national level organizations namely

- National Backward Classes Finance and Development Corporation (NBCFDC)
- National Handicapped Finance and Development Corporation (NHFDC)
- Artificial Limbs Manufacturing Corporation of India (ALIMCO), Kanpur

5.4 Schemes under the Ministry of Social Justice and Empowerment

□ **Schemes for Schedule Caste (SC).**

5.4.1 Pre-Matric Scholarship to the SC Students studying in classes IX & X

Pre-Matric Scholarship to the SC Students studying in classes IX & X is a Centrally Sponsored Scheme and implemented through State Government and UT administration.

□ **Objectives of the Scheme**

To support parents of SC children for education of their wards studying in classes IX and X so that the incidence of drop-out, especially in the transition from the elementary to the secondary stage is minimized, and

To improve participation of SC children in classes IX and X of the pre-matric stage, so that they perform better and have a better chance of progressing to the post-matric stage of education.

The Scheme will be available for studies in India only and will be awarded by the Government of the State/Union Territory to which the applicant belongs i.e. where he is domiciled.

□ **Conditions of Eligibility**

Student should belong to Scheduled Caste.

His/her Parent/Guardian's income should not exceed Rs. 2.5 lakh per annum.

She/he should not be getting any other Centrally-funded Pre-Matric Scholarship. However benefit of National Means-cum-Merit scholarship scheme of D/o School Education, Ministry of Human Resource Development can be availed by the beneficiaries of Pre-Matric Scholarship Scheme for SC students.

She/he should be a regular, full time student studying in a Government School or in a School recognized by Govt. or a Central/State Board of Secondary Education.

Scholarship for studying in any class will be available for only one year. If a student has to repeat a class, she/he would not get scholarship for that class for a second (or subsequent) year.

- **Income Ceiling :** ANNUAL PARENTAL/GUARDIAN'S INCOME Scholarships will be paid to the students whose parents/guardians' income from all sources does not exceed Rs. 2,50,000/- (Rupees two lakh fifty thousand only) per annum.

5.4.2 Pre-Matric Scholarships to the Children of those Engaged in occupations involving cleaning and prone to health hazards.

The Government of India is implementing the Scheme of Pre-Matric Scholarship to children of those engaged in occupations involving cleaning and prone to health hazards since 1977-78. Under the scheme, 100% central assistance is provided to State Governments/ UT Administrations from the Government of India for the total expenditure under the Scheme, over and above their respective Committed Liability to implement this Scheme.

- **Objective :** The objective of the scheme is to provide financial assistance to children of whose parents/guardians belong to one of the following categories, to pursue Pre-matric education :
- Persons who are Manual Scavengers as defined under section 2(I) (g) of Manual Scavengers Act 2013;
- Tanners & Flayers;
- Waste pickers and
- Persons engaged in hazardous cleaning as defined in section 2 (I) (d) of Manual Scavengers Act 2013.

□ Conditions of Eligibility

Scholarship will be admissible to the children/wards of Indian Nationals who, irrespective

of their religion belongs to one of the following categories :

- a. Persons who are Manual Scavengers as defined under section 2(I) (g) of Manual Scavengers Act 2013;
- b. Tanners & Flayers;
- c. Persons engaged in hazardous cleaning as defined in section 2(l) (d) of Manual Scavengers Act 2013.

Eligible candidates will submit a certificate from District Social Welfare officer, identified officer of Local body, Civic Agency or any such authority as designated by State Government.

□ **Duration and Course of Studies**

The scholarships may be given to students enrolled in class I or any subsequent class of pre-matric stage in the case of day scholars, and class III or any subsequent class of pre-matric stage in case of hostellers. The scholarship will terminate at the end of class X. The duration of scholarship in an academic year is ten months.

□ **The Rates under the Scheme are as follows**

Day Scholars: Class I to X Rs. 225/- p.m. for ten month Hostellers : Class III to X Rs. 700/- p.m. for ten month In addition an ad-hoc grant of Rs. 750/- per student per annum to day scholars and Rs. 1000/- per student per annum to hostellers would be admissible. Besides this there are additional provisions of allowances for students amongst target groups with disabilities.

□ **Mode of Applying**

The concerned Department of the State Government/Union Territory administration will supply the application forms, which should be received back by that department along with prescribed certificate, by the last date.

5.4.3 Post-Matric Scholarship for Schedule Caste Students

□ **Introduction**

Post Matric Scholarship scheme is a Centrally Sponsored Scheme and implemented through State Government and UT administration. The Scheme provides financial assistance to the Scheduled Caste students studying at post matriculation or post-secondary stage

to enable them to complete their education. These scholarships are available for studies in India only and are awarded by the government of the State/Union Territory to which the applicant actually belongs i.e. permanently settled.

□ **Income Ceiling**

Scholarships will be paid to the students whose parents/guardians' income from all sources does not exceed Rs. 2,50,000/- (Rupees two lakh fifty thousand only) per annum w.e.f. academic session 2013-14.

□ **Value of Scholarship**

The value of scholarship includes the following for complete duration of the course :

- maintenance allowance amounting to Rs.380/- to 1200/- per month for hostellers and Rs. 230/- to Rs. 550/- per month for day scholars.
- reimbursement of compulsory non-refundable fees,
- study tour charges,
- thesis typing/printing charges for Research Scholars,
- book allowance for students pursuing correspondence courses,
- book bank facility for specified courses, and
- additional allowance for students with disabilities, for the complete duration of the course.

5.4.4 Scheme for Upgradation of Merit of SC Students

□ **Background**

The Scheme of Upgradation of Merit of SC Students was started in 1987-88 by the Ministry of Human Resource Development (Department of Education) and was later transferred to Ministry of Welfare during 1993-94.

□ **Objective**

The objective of the Scheme is to upgrade the merit of SC students by providing them remedial and special coaching in classes IX to XII. While the remedial coaching aims at removing deficiencies in various subjects, the special coaching is provided with a view to prepare the students for competitive examinations for seeking entry into professional

courses like engineering and medical disciplines.

□ **Financial Implications**

The Scheme provides for 100% central assistance to the States/UT's. A package grant of Rs.25,000/- per student per year is provided and the States/UT's are not required to bear any financial burden. The students with disabilities amongst SCs, receive specified special allowances like readers allowance, transport allowance, escorts allowance etc. The details of financial assistance given under are given below :

A package grant of Rs.25,000 per student per year with the following break-up :

Rs.15,000 per student per year as under :

- Boarding & lodging charges @ Rs 900 per month for 10 months = Rs.9,000 (This component would be payable to the students studying in residential schools only)
- Pocket money @ Rs.300 for 10 months = Rs.3,000
- Books and Stationery Rs.3,000
- Rs.10,000 per year per student for honorarium to Principal, Experts and other incidental charges

Besides the amount of scholarship, students with disabilities would also be eligible for the following assistance :

- Reader Allowance of Rs.200 per month for blind students in classes IX to XII.
- Transport allowance of Rs.100 per month for the disabled students if such a student does not reside in the hostel, which is within the premises of educational institution. Special pay of Rs.200 per month be admissible to any employee of the hostel willing to extend help to a severely orthopedically handicapped students residing in a hostel managed by the educational or by the State Government/Union Territory Admn. who may need the assistance of a helper.
- Escort allowance of Rs.100 per month for severely handicapped day scholar students with lower extremity disability.
- Allowance of Rs.200 per month towards extra coaching to mentally retarded and mentally ill students in classes IX to XII.

- ❖ **Income Ceiling** : Rs. 3.00 Lakh per annum
- ❖ **Coverage** : Maximum 2050 fresh students will be covered under the Scheme annually. The coaching should start at class IX level and continue till a student completes class XII. The Scheme is presently implemented in 19 States/UTs.
- ❖ **Preference to Girls Students** : Allocated awards may be used by States/UTs for boys and girls students in the ratio of 50:50. However, unutilised awards by girls may be used by boys and vice-versa.

□ **Eligibility**

- Those SC students who have secured admission in the notified institutions according to the norms prescribed by the respective institutions will be eligible for the scholarship under the scheme to the extent of the number of scholarships allocated to the institutes concerned. In case the number of students admitted exceeds the number of awards, then the scholarship will be restricted to the top ones in the inter-se merit list. The remaining students from SC category admitted in the institute in different courses shall be eligible for the Post-Matric Scholarship (PMS) administered by this Ministry as a centrally sponsored scheme, provided such students are otherwise eligible for the said scheme. In case, the institute finds that the number of eligible candidates in the 1st year are less than the number of scholarships allotted to it, the balance scholarships may be offered to students studying in 2nd, 3rd and 4th year, etc. on the basis of inter-se merit of previous year's result giving priority to those with higher number of Years left to complete their respective course i.e. 1st Year students is to get priority over the 2nd year students and so on.
- Thirty percent (30%) of slots allotted to the Institute shall be reserved for eligible SC girl students as per their inter-se merit. In absence of sufficient number of girl students, the slots may be transferred to eligible boy students as per their merit.
- However, the 30% slots as mentioned above will not include those girl students who are selected on the basis of their performance in the overall merit list of SC students of the Institute.
- The ceiling of total annual family income from all sources under the Scheme is Rs. 6.00 lakh and the general selection criteria among the eligible candidates of any

institution must be the merit. However, if for the last available slot in an institution, there is more than one student with equal marks; preference may be given to the student with the lowest parental income.

- The benefit of the Scheme will not be provided to more than 2 siblings in a family. The students will submit an affidavit to this effect in the Institute to certify that he/she is not the 3rd sibling of the family who is availing the benefit under the Scheme.
- The ceiling of total annual family income from all sources under the Scheme is Rs. 6.00 lakh and the general selection criteria among the eligible candidates of any institution must be the merit. However, if for the last available slot in an institution, there is more than one student with equal marks; preference may be given to the student with the lowest parental income.
- The scholarship will become payable immediately after a student has secured admission and has started attending the classes.
- The scholarship will be terminated if the student fails to pass the final examination of each year or any terminal examination or semester examination prescribed. He will, however, remain eligible for the Post-Matric Scholarship.

5.4.5 Central Sector Scheme of National Overseas Scholarship for SC Introduction

The Scheme provides financial assistance to the finally selected candidates for pursuing Master level courses and Ph.D abroad in the accredited Institutions/University by an authorized body of that country, under the Scheme in following specified fields of study :

- Engineering and Management;
- Pure Sciences & Applied Sciences;
- Agricultural Sciences and Medicine;
- Commerce, Accounting & Finance; and
- Humanities & Social Science

One Hundred awards, subject to availability of funds, per year are available under the Scheme. 30% of the awards for each year shall be earmarked for women candidates. Vacant slots of previous year if any will also be carried forward.

□ **Minimum Qualification :**

For Ph.D: 55% marks or equivalent grade in relevant Masters' Degree.

For Masters' Degree: 55% marks or equivalent grade in relevant Bachelors' Degree.

□ **Age :**

Below 35 (Thirty Five) years, as on First April of the selection year.

□ **Income Ceiling :**

Total family income from all sources shall not exceed Rs. 6, 00,000 (Rs. Six lakhs per annum)

□ **Financial Assistance :**

□ **Quantum of Annual Maintenance Allowance :**

i. For United States Of America And Other Countries Except United Kingdom :

The annual maintenance allowance of US Dollars 15400/- (Fifteen Thousand four hundred) has been prescribed for all levels of courses covered under the Scheme.

ii. Only For United Kingdom :

The annual maintenance allowance of 9900/- (Nine Thousand nine hundred) Great Britain Pound (GBP) has been prescribed. Besides the above, there is provision for Contingency allowance, incidental journey allowance, poll tax, Visa fee, fees and medical insurance premium, air passage will also be provided.

□ **Duration of Award with Financial Assistance :**

The prescribed financial assistance is provided up to completion of the course/research or the following period, whichever is earlier :

- Ph.D. — 04 years (Four years)
- Master Degree — 03 years (Three years)

5.4.6 National Fellowship for Scheduled Caste Students

□ **Introduction**

Government of India had launched a Central Sector scheme namely, National Fellowship during the financial year 2005-06 to increase opportunities to Scheduled Castes students

for pursuing higher education leading to degrees such as M.Phil. and Ph.D. The scheme has been revised with effect from 1.4.2010. The scheme caters the requirements of the Scheduled Caste students for pursuing research degree in universities, research institutions and scientific institutions. This will not only enable them to be eligible for employment to the posts of Lecturers lying vacant in various colleges and universities but will equip them to effectively take advantage of the growing opportunities at the national and international level in the context of the new economic order.

□ **Scope of the scheme**

The scheme caters to a total number of 2000 of Fellowships (Junior Research Fellows) per year to Scheduled Caste students. The scheme covers all universities/institutions recognized by the University Grants Commission (UGC) and is implemented by the UGC itself on the pattern of the scheme of UGC Fellowships being awarded to research students pursuing M. Phil. and Ph.D.

□ **Implementing agency**

UGC is the nodal agency for implementing the scheme. UGC notifies the scheme by releasing suitable advertisements in the Press.

□ **Eligibility**

Any student belonging to Scheduled Caste category who has been admitted to M.Phil./PhD degree in a University or academic institution by completing the required formalities for admission at that University or academic Institution is eligible for the award of fellowship subject to provision of the Scheme as per the advertisement of UGC. In order to qualify for the award of Senior Research Fellowship the UGC norms would be applicable.

5.4.7 Babu Jagjivan Ram Chhatrawas Yojna (BJRCY)

□ **Introduction**

This scheme for construction of hostels for Scheduled Caste (SC) students is one of the means to enable and encourage children/students belonging to these Castes (SC) to attain quality education. Such hostels are immensely beneficial to the students hailing from rural and remote areas of the country. While the scheme of construction of hostels

for SC girls is in operation from the Third Five Year Plan (1961-66), the same for boys was started with effect from the year 1989-90. The scheme was revised in 2008 and recently on 10.09.2018.2.

□ **Objective**

The primary objective of the revised scheme is to attract implementing agencies for undertaking construction of hostels, especially for SC girls, towards the broader vision of containment and reduction of their dropout rate. The other objectives are :

- (i) having a girls hostel with a capacity of 100 seats, in every block headquarters of low literacy districts not having one as of now, by way of priority,
- (ii) repairing and proper maintenance of hostels, and
- (iii) having an effective mechanism for monitoring, review, etc.3.

□ **Implementing Agencies & Eligibility**

The scheme is implemented through the State Governments, Union Territory Administrations and the Central & State Universities/ Institutions. These implementing agencies are provided eligible central assistance as per provisions of the scheme, for fresh construction of hostel buildings, for expansion of the existing hostel facilities and for periodic repair and maintenance of the hostels constructed under this Scheme.

□ **Funding Pattern**

For Girls Hostels:100% Central Assistance is provided to the State Governments/ UT Administrations and Central & State Universities/ Institutions, as per the cost norms prescribed in the Scheme.

□ **For Boys Hostels :**

- (a) 50% central assistance is provided to State Governments on matching share basis.
- (b) 100% central assistance to UT Administrations.
- (c) 90% central assistance to Central Universities/Institutions. The remaining 10% cost is to be borne by the Central University/ Institution concerned.
- (d) For State Universities/ Institutions, the central assistance is 45%. The remaining 55% cost is to be borne by the State University/Institution and the State Government/ UT Administration concerned in the ratio of 10:45.

- **Note :** In case the State Governments / UT Administrations concerned do not contribute their expected share of 45% to the State Universities / Institutions as prescribed above, the share of the former will also have to be borne by the Universities / Institutions, by raising their contribution to 55%.

5.4.8 Scheme of Free Coaching for SC and OBC Students

□ Objective

The objective of the Scheme is to provide coaching of good quality for economically disadvantaged Scheduled Castes (SCs) and Other Backward Classes (OBCs) candidates to enable them to appear in competitive examinations and succeed in obtaining an appropriate job in Public/Private Sector.

□ Implementing Agencies

The Scheme will be implemented through the reputed coaching institutions/centres run by the :

- Central Government/State Governments/UT Administrations/PSUs/Autonomous Bodies under Central/State Governments;
- Universities (both Central and State) including the Deemed Universities and Private Universities recognized by concerned authority; and
- Registered private institutions/NGOs.

□ The courses for which the Coaching will be imparted shall be as follows :

Group A and B examinations conducted by the Union Public Service Commission (UPSC), the Staff Selection Commission (SSC) and the various Railway Recruitment Boards (RRBs);

Group A and B examinations conducted by the State Public Service Commissions;

Officers' Grade examinations conducted by Banks, Insurance Companies and Public Sector Undertakings (PSUs);

Premier Entrance Examinations for admission in (a) Engineering (eg. IIT-JEE & AIEEE), (b) Medical (eg. AIPMT), (c) Professional courses like Management (eg. CAT) and Law (eg. CLAT), and (d) Any other such disciplines as Ministry may decide from time to time.

◆ **Eligibility tests/examinations like SAT, GRE, GMAT and TOEFL**

□ **Eligibility criteria for applying for Empanelment of Coaching Institutions**

- The institute should be a registered body or run by any organization registered under the Societies Registration Act, 1860/Companies Act, 2013 or any other relevant Act of the State/Union Territory.
- The institute should have been registered at least for a period of 3 years as on date of notification inviting applications from States/UTs/Coaching Institutions for empanelment by the Ministry.
- The institute should have been fully functional for a minimum period of 3 years at the time of applying under this Scheme and having a minimum enrolment of 100 students in the courses as indicated at Para-3 here-in-above each year for at least two years, immediately prior to the year in which selected for empanelment.
- The institute must have proper infrastructure to meet all requirements for providing coaching in the courses applied for.

5.4.9 Credit Enhancement Guarantee Scheme for the Scheduled Castes (SCs)

Entrepreneurship” relates to entrepreneurs managing businesses which are oriented towards innovation and growth technologies. The spirit of the above mentioned fund is to support those entrepreneurs who will create wealth, value for the society, create jobs and in turn will develop confidence and at the same time promote profitable businesses.

□ **The objectives of the Scheme are as below :**

- It is a Social Sector Initiative to be implemented nationally in order to promote entrepreneurship among the scheduled caste population in India.
- Promote entrepreneurship amongst the Scheduled Castes who are oriented towards innovation and growth technologies.
- To support, by way of providing Credit Enhancement Guarantee to Banks and Financial Institutions, who will be providing financial assistance to the Scheduled Caste Entrepreneurs, who in turn will create wealth, value for the society, create jobs and ultimately will develop confidence and at the same time promote profitable businesses. The assets so created will also create forward/ backward linkages. It will further create chain effect in the locality in specific and society in general.

- To promote financial inclusion for SC entrepreneurs and to motivate them for further growth of SC communities.
- To facilitate economic development of SC entrepreneurs.
- To enhance direct and indirect employment generation for SC population in India

5.4.10 National SafaiKaramcharis Finance and Development Corporation (NSKFDC)

National SafaiKaramcharis Finance & Development Corporation (NSKFDC), a wholly owned Govt. of India Undertaking under the Ministry of Social Justice & Empowerment (M/o SJ&E) was set up on 24th January 1997 as a Company “Not for Profit” under Section 25 of the Companies Act, 1956. NSKFDC is in operation since October, 1997, as an Apex Corporation for the all-round socio-economic upliftment of the SafaiKaramcharis, Scavengers and their dependants throughout India. The schemes/programmes of NSKFDC are implemented through State Channelizing Agencies (SCAs) nominated by the State Govts./UT Administrations, Regional Rural Banks (RRBs) and Nationalised Banks. The financial assistance is provided at concessional rates of interest to the SCAs/RRBs/Nationalised Banks for onward disbursement to the target group of NSKFDC.

5.4.11 National Scheduled Castes Finance & Development Corporation (NSFDC)

The National Scheduled Castes Finance & Development Corporation (NSFDC) was set up in 1989 as a “Company not for profit” under Section 8 of the Companies Act 2013 [i.e. Section 25 (of the earlier) Companies Act, 1956] with the objective of financing income generating activities of SC beneficiaries living below Double the Poverty Line limits (presently Annual Family Income Rs.98,000/- for Rural Areas and Rs.1,20,000/- for Urban Areas). NSFDC assist the target group by way of loans, Skill Training, Entrepreneurship Development Programmes and Providing Marketing Support through State Channelizing Agencies (SCAs), RRBs, Public Sector Bank & Other Institutions.

5.4.12 Special Central Assistance (SCA) to Scheduled Castes Sub Plan (SCA to SCSP)

Special Central Assistance (SCA) to Scheduled Castes Sub Plan (SCSP) is a central scheme under which 100% grant is given to the States/UTs as an additive to their Scheduled Castes Sub Plan (SCSP). Objective of the Scheme The main objective is to give a thrust to family oriented schemes of economic development of SCs below the poverty line, by

providing resources for filling the critical gaps and for providing missing vital inputs so that the schemes can be more meaningful. Since the schemes / programmes for SCs may be depending upon the local occupational pattern and the economic activities available, the Sates/UTs have been given full flexibility in utilizing SCA with the only condition that it should be utilized in conjunction with SCP and other resources available from other sources like various Corporations, financial institution etc. State Government have been given flexibility in choice of schemes to be implemented out of Special Central Assistance, within the overall frame work of the scheme.

□ **Objective of the Scheme**

The main objective is to give a thrust to family-oriented schemes of economic development of SCs below the poverty line, by providing resources for filling the critical gaps and for providing missing vital inputs so that the schemes can be more meaningful. Since the schemes / programmes for SCs may be depending upon the local occupational pattern and the economic activities available, the Sates/UTs have been given full flexibility in utilizing SCA with the only condition that it should be utilized in conjunction with SCP and other resources available from other sources like various Corporations, financial institution etc. State Government have been given flexibility in choice of schemes to be implemented out of Special Central Assistance, within the overall frame work of the scheme.

5.4.13 Centrally Sponsored Scheme of Assistance to Scheduled Castes Development Corporations (SCDCs)

Share Capital contribution is released to the State Scheduled Castes Development Corporations (SCDCs) under a Centrally Sponsored Scheme in the ratio of 49:51 between Central Government and State Governments. There are in total 27 such State-level Corporations which are working for the economic development of Scheduled Castes, although some of these Corporations are also catering to the requirements of other weaker sections of the Society, e.g. Scheduled Tribes, OBCs, Minorities etc.

□ **Functions:**

The main functions of SCDCs include identification of eligible SC families and motivating them to undertake economic development schemes, sponsoring the schemes to financial institutions for credit support, providing financial assistance in the form of the margin money at a low rate of interest, providing subsidy out of the funds made available to the

States under the Scheme of Special Central Assistance to Special Component Plan of the States to reduce the repayment liability and providing necessary tie up with other poverty alleviation programmes. For facilitating loans to Scheduled Castes, the SCDCs tie up with the local banks, National Scheduled Castes Finance and Development Corporation (NSFDC) and National SafaiKaramcharis Finance and Development Corporation (NSKFDC). Thus the SCDCs are playing an important role in providing credit and missing inputs by way of margin money loans and subsidy to the target group.

□ Schemes

The SCDCs finance the employment-oriented schemes covering diverse areas of economic activities which inter-alia include (i) agriculture and allied activities including minor irrigation (ii) small scale industry (iii) transport and (iv) trade and service sector.

□ Self-Employment Scheme for Rehabilitation of Manual Scavengers (SRMS)

The Self-Employment Scheme for Rehabilitation of Manual Scavengers (SRMS) was introduced in January, 2007, with the objective to rehabilitate the remaining manual scavengers and their dependents in alternative occupations by March, 2009. However, as this could not be done by the target date, the Scheme was extended up to March, 2010, with a provision for the coverage of spill-over of beneficiaries even thereafter, if required. As per the updated number, reported by States/UTs, after launch of the Scheme, 1.18 lakh manual scavengers and their dependents in 18 States/UTs were identified for implementation of the Scheme. After the enactment of 'Prohibition of Employment as Manual Scavengers and their Rehabilitation Act, 2013', SRMS was revised in synchronization with the provision of the Act.

As per the revised Scheme, identified manual scavengers, one from each family, are provided one-time cash assistance. The identified manual scavengers and their dependents are provided project based back-ended capital subsidy up to Rs. 3,25,000 and concessional loan for undertaking self-employment ventures. Beneficiaries are also provided training for skill development for a period up to two years, during which a stipend of Rs. 3,000 per month is also provided.

□ Venture Capital Fund for Scheduled Castes

Venture Capital Fund is a Social Sector Initiative to be implemented nationally in order to promote entrepreneurship among the Scheduled Castes population in India. "Entrepreneurship" relates to entrepreneurs managing businesses which are oriented towards innovation and growth technologies. The spirit of the above-mentioned fund is

to support those entrepreneurs who will create wealth and value for society and at the same time promoting profitable business.

The eligibility criteria for selecting the SC entrepreneurs is as follows :

- The projects/units being set up in manufacturing and services sector ensuring asset creation out of the funds deployed in the unit shall be considered;
- While selecting the SC entrepreneurs, women SC entrepreneurs would be preferred.
- Companies having at least 60% stake holdings by Scheduled Castes entrepreneurs for the past 12 months with management control OR a new Company provided that the new Company is a successor entity of a proprietary firm or Partnership firm or One Person Company (OPC) or Limited Liability Partnership (LLP) of any other establishment incorporated under any law in force, with sound business model which has been in operation for over 12 months, and the predecessor entity had at least 60% shareholding of the Scheduled Castes promoters with management control.
- Documentary proofs of being SC will have to be submitted by the entrepreneurs at the time of submitting the proposals;
- The SC promoters of Investee Company will not dilute their stake below 60% in the company till the exit under the scheme. However, in the event of any conversion of quasi equity instrument under the scheme, strategic investments, buyouts etc, which result into dilution of stake of SC Entrepreneur, a prior written approval from Asset Management Company (AMC) would be required;
- The companies applying for assistance of more than Rs. 5 Crore, shall preferably get their project appraised by the banks / FIs before approaching for assistance under the scheme.
- For Companies with sanctioned assistance of above Rs. 5 Crore, the money released by the Trust/Fund Manager would be in proportion to the loan tranche released by the Bank

5.4.14 Centrally Sponsored Scheme for implementation of the Protection of Civil Rights Act, 1955 and the Scheduled Castes and the Scheduled Tribes (Prevention of Atrocities) Act, 1989

Article 17 of the Constitution of India has abolished ‘untouchability’, and forbidden its practice in any form. Enforcement of any disability arising out of ‘untouchability, is an offence in accordance with provisions of the Protection of Civil Rights {PCR}Act,

1955, which is an Act of Parliament. Likewise, the Scheduled Castes and the Scheduled Tribes (Prevention of Atrocities) {PoA} Act, 1989, another Act of Parliament which also falls within the provisions of Article 17 and 35(a) (ii) of the Constitution, was enacted for preventing atrocities against members of Scheduled Castes and Scheduled Tribes, to provide for Special Courts for the trial of such offences as well as relief and rehabilitation of the victims of atrocities. These two Acts are implemented by the concerned State Governments/Union Territory Administrations. As the PCR and PoA Acts are implemented by the respective State Governments and Union Territory Administrations, with a view to ensure its effective implementation, Central assistance is provided to them under the Centrally Sponsored Scheme for implementation of the PCR and PoA Acts, mainly for following purposes :

Functioning and strengthening of the Scheduled Castes and Scheduled Tribes Protection Cell and Special Police Stations.

- Setting up and functioning of exclusive Special Courts.
- Relief and Rehabilitation of atrocity victims.
- Incentive for Inter-Caste Marriages.
- Awareness generation.

The funding pattern of the Scheme is such that, over and above the committed liability of respective State Governments, the expenditure is shared between Centre and States on 50:50 basis and Union Territories receive 100% Central assistance, on the basis of their specific proposals in a prescribed performa for a financial year.

□ Schemes for Welfare of Other Backward Classes

5.4.15 Assistance for Skill Development of OBCs/DNTs/EBCs (NGO Scheme)

The aim of this scheme is to involve the Voluntary Organization and National Backward Classes Finance and Development Corporation (NBCFDC) to improved educational and socio-economic conditions of the target group i.e. OBCs/DNTs/EBCs, with a view to upgrade their skill to enable them to start income generation activities on their own or get gainfully employed in some sector or the other. The beneficiaries who parents/guardians income from all sources including the income of beneficiary does not exceed Rs.1.00 lakh per annum are eligible under the Scheme. The quantum of assistance shall be determined in each case on merit. The Government of India may, however, meet

90% of the approved expenditure of the training. Presently, GIA is given to the extent of about Rs.3.00 lakh to an NGO on an average for imparting training to 50 beneficiaries, i.e. Rs.6,000/- for the training of a person. This includes cost of manpower, training material, rent, stationery, etc. The scheme has been revised w.e.f. 01.10.2017. It has been made fully online w.e.f 2014-15. All the processes including applying, processing up to release of grant has been made online. As per revised scheme, all applications as new cases of NGOs under the scheme are to be applied to National Backward Classes Finance and Development Corporation (NBCFDC) directly. All ongoing cases of NGOs under the scheme are to be applied as usual to the Ministry's online NGO Portal

5.4.16 Pre-Matric Scholarship to OBC for studies in India

This is a centrally sponsored scheme. The expenditure is shared between centre and state in 50:50 ratio. The aim of this Scheme is to motivate children of OBCs studying at pre-matric stage. The income ceiling for eligibility is Rs. 2,50,000/- per annum. The scheme has been revised w.e.f. 2017-18.

The rates under the scheme are as follows :

- Day Scholars :

Class I to X Rs. 100/- p.m for 10 months.

- Hostellers :

Class III to X Rs. 500/- p.m. for 10 months.

In addition, Rs.500/- per student per annum to all students i.e. hostellers as well as day scholars is also given as Ad-hoc grant.

5.4.17 Post-Matric Scholarship to the OBC Students

This is a 100 % centrally sponsored scheme being implemented through the State Government and Union Territories. The objective of the scheme is to provide financial assistance to the OBC students studying at post-matriculation or post-secondary stage to enable them to complete their education. The income ceiling of parents/guardians for eligibility is Rs.1.00 lakh per annum (including self income, if employed). The rates under different Post-Matric Courses ranges between Rs. 750 per month and Rs. 260 per month for hostellers. For the day scholars the range is Rs. 350 to Rs. 160. Scholarship also include study tour charges @ Rs. 900 per annum (subject to actual expenditure), Thesis typing and printing charges @ Rs. 1000 (maximum), Book allowance for

correspondence course @ Rs. 900 per annum and Reader charges for blind students in the range between Rs. 90 p.m. to Rs. 175 p.m. The scholarship for Commercial Pilot License (CPL) course is also covered under this scheme. Up to 20 awards per year for the whole country are provided on the first come first-serve basis. The selected candidates are provided an amount of Rs.5000/- per flying hour in single/multiengine aircraft for 200 hours. In addition, maintenance allowances @ Rs. 750 p.m. for hostlers and Rs. 350 p.m. for day scholars is also paid.

5.4.18 Dr. Ambedkar Pre-Matric and Post-Matric Scholarship for DNTs

This is a centrally sponsored scheme launched w.e.f 2014-15 for the welfare of those DNT students who are not covered under SC, ST or OBC. The income ceiling for eligibility is Rs. 2.00 lakh per annum. This scheme is implemented through State Governments/ UT Administrations. The expenditure is shared between Centre and State in 75:25 ratio. The rates under the scheme are as follows :

1. Pre-Matric Scholarship to DNT Students :

Standard	Rate
Class I to VIII	Rs. 1000 per student for 10 month
Class IX to X	Rs. 1500 per student for 10 month

2. Post-Matric Scholarship to DNT Students

- (a) The rates under different Post-Matric Courses range between Rs. 1200 per month and Rs. 380 per month for hostellers. For the day scholars, the range is Rs. 550 to Rs. 230 per month.
- (b) The outlay for the year 2015-16 will be met from the scheme of Educational & Economic Development of DNTs which is Rs. 5.00 crore.

5.4.19 Post-Matric Scholarship to the EBC Students

This is a 100 % centrally sponsored scheme being implemented through the State Government and Union Territories. The objective of the scheme is to provide financial assistance to the EBC students studying at post-matriculation or post-secondary stage. The income ceiling of parents/guardians for eligibility is Rs.1.00 lakh per annum (including self income, if employed).

The rates under different Post-Matric Courses range between Rs. 750 per month and Rs. 260 per month for hostellers. For the day scholars the range is Rs. 350 to Rs. 160. Scholarship also include study tour charges @ Rs. 900 per annum (subject to actual expenditure), Thesis typing and printing charges @ Rs. 1000 (maximum), Book allowance for correspondence course @ Rs. 900 per annum and Reader charges for blind students in the range between Rs. 90 p.m. to Rs. 175 p.m.

5.4.20 National Fellowship (NF) for OBC Students (Revised with effect from 2017-2018)

The scheme aims at providing financial assistance to the OBC students in obtaining quality higher education leading to degrees such as M.Phil and Ph.D in universities, research institutions and scientific institutions. The scheme is designed to provide a total number of 300 Junior Research Fellowships per year from the year 2014-15 onwards and 300 Senior Research Fellowships during 2016-17 to Other Backward Class (OBC) students. The UGC is the nodal agency for implementing the scheme and notifies the scheme through advertisements in the media at a suitable date. The scheme covers all universities/institutions recognized by the University Grants Commission (UGC). Fellowships are awarded to research students pursuing M. Phil. and Ph.D. The rate of fellowship for JRF level is Rs. 25000 per month and for SRF level, it is Rs. 28000 per month. An OBC student admitted to M.Phil./Ph.D. course in a University or academic institution after completing the required formalities of admission, is eligible for the award of Fellowship subject to provisions of the scheme as per the advertisement of UGC. The total period of award of JRF and SRF shall not exceed a period of 5 years. The fellowship will be paid from the date of registration of the student in the M.Phil./Ph.D. course. Only those, doing regular and full time M.Phil./Ph.D. course of a University/Research Institution shall be eligible for the fellowship.

5.4.21 Construction of Hostels for OBC Boys and Girls

The Scheme aims at providing hostel facilities to students belonging to socially and educationally backward classes, especially from rural areas, to enable them to pursue secondary and higher education. The cost norms under the scheme are :

North Eastern Region	- Rs.3.50 lakh per seat
Himalayan Regions	- Rs.3.25 lakh per seat
Rest of country	- Rs.3.00 lakh per seat

or as per the schedule of the rates for the concerned State Government, whichever is lower.

There will also be a one-time non-recurring grant of Rs.2500/- per seat for providing furniture/equipment to the hostels constructed under the Scheme.

The funding pattern as per the guidelines are :

- The cost of construction for Boys hostels is shared between the Centre and the State in 60:40 ratio. For the Girls hostels the ration is 90:10.
- In case of Union Territories, the Central Assistance is 100% and for North Eastern States, it is 90%.
- For Central Universities/Institutes, the Central Government share is 90% and the remaining 10% is borne by the Central University/Institute for both Boys and Girls.
- The amount of grant will be released in 3 installments in 50:45:5 ratio, of which 5% grant will be released after completion of the work and occupation of the rooms by the OBC Boys and Girls.
- The construction work of the Hostel has to be completed within eighteen months from award of work order or two years from the release of Central assistance, whichever is earlier. In no case the time will be extended beyond 2 years. Any cost escalation due to delay in project will be borne by the State/Institute.

5.4.22 Nanaji Deshmukh scheme of Construction of Hostels for DNT Boys and Girls

This is a centrally sponsored scheme launched w.e.f 2014-15 being implemented through State Governments/UT Administrations/ Central Universities. The Scheme aims at providing hostel facilities to students belonging to those DNT students who are not covered under SC, ST or OBC, to enable them to pursue secondary and higher education. The income ceiling for eligibility is Rs. 2.00 lakh per annum. The Central Government will provide a maximum of 500 seats per annum throughout the country. The cost norm under the scheme is Rs.3.00 lakh per seat for the hostel (which is said between Centre and State in 75:25 ratio) and Rs.5,000/- per seat for furniture. The construction work of the Hostel has to be completed within eighteen months from award of work order or two years from the release of Central assistance, whichever is earlier. In no case the time will be extended beyond 2 years. Any cost escalation due to delay in project will be borne by the State/Institute. There is no separate budget outlay for the scheme. The expenditure if any in the year 2015-16 will be incurred from the outlay for the scheme of Educational & Economic Development of DNTs which is Rs. 5.00 crore.

5.4.23 Education Loan Scheme of the NBCFDC

NBCFDC provides Educational Loans to the students of Backward Classes living below double the poverty line for pursuing general/ professional/technical courses or trainings at graduate and/or higher levels. Maximum loan limit in India is Rs.10 lakh and abroad is Rs.20 Lakh. The rate of interest is 4% p.a. and girl students will get at special concessional rate of interest @ 3.5% p.a.

NBCFDC loan: 90% for study in India and 85% for study abroad.

5.4.24 Schemes undertaken by NBCFDC for promoting Social Empowerment

The objective of this scheme is to provide training to the target group to make them capable and self-dependant through appropriate technical training in the field of traditional and technical occupations and entrepreneurship, Financial assistance is provided in the form of grant through SCA/Institution. The trainee are encouraged to get wage employment and also can obtain loan under NBCFDC general loan schemes to start his/her business after successful completion of the training.

5.4.25 Schemes for Economic Development

- i) Entrepreneurial Schemes of NBCFDC Eligibility Members of Backward Classes having annual family income less than double the poverty line (i.e. Rs.81,000/- in rural areas and Rs.1,03,000/- in urban areas) are eligible to obtain loan from NBCFDC. Term Loan/Micro Finance Scheme. New Swarnima for Women. Under this scheme, women belonging to backward classes living below double the poverty line can obtain loan upto Rs.1,00,000/- @ 5% p.a.NBCFDC loan : 95% of Project Cost.b. Saksham This is a special scheme under Term Loan for young professional belonging to Backward Classes of the target group. Maximum loan limit is Rs.10 Lakh per beneficiary. The loan upto Rs.5 Lakh bears interest @ 6% p.a. and loan above Rs.5 Lakh to Rs.10 Lakh bears interest @ 8% p.a.NBCFDC loan : 85% of Project Cost.c. Shilp SampadaThe objective of this scheme is to upgrade the technical and entrepreneurial skill of Backward Classes by way of providing training and financial assistance under Term Loan for self-employment in traditional craft etc. the artisans and handicraft persons of Backward Classes living below double the poverty line can obtain loan upto Rs.10 Lakh under this scheme. Loans upto Rs.5 Lakh bears interest @ 6% p.a. and above Rs.5 Lakh to Rs.10 Lakh bears interest @ 8%

p.a.NBCFDCloan :85% of Project Cost.

□ **Micro Finance**

- a. Micro Finance Scheme : NBCFDC's Micro Finance Scheme is implemented by SCAs through accredited NGOs/Self-Help Groups. The maximum loan limit per beneficiary is Rs.50,000/-. The rate of interest 5% p.a. from SCA to Beneficiary. NBCFDC loan : 90% of Project Costb. Mahila Samridhhi Yojana (Micro Finance Scheme for Women) : NBCFDC's Mahila Samridhhi Yojana is implemented by SCAs through accredited NGOs/Self-Help Groups (SHGs).

The maximum loan limit per beneficiary is Rs.50,000/-. The rate of interest is 4% p.a. from SCA to Beneficiary.

- **NBCFDC loan** : 95% of Project Cost.c. Krishi Sampada : To provide concessional loans under Micro Finance to small farmers, vegetable vendors of the target group for requirement of funds during Rabi & Kharif or any cash crop. The loanee can obtain loan upto Rs.50,000/- @ 4% p.a. NBCFDC loan : 95% of Project Cost.

□ **Schemes relating to Social Defence**

□ **Central Sector Scheme of Assistance for Prevention of Alcoholism and Substance (Drugs) Abuse for Social Defence Services**

Assistance to Voluntary Organizations for Prevention of Alcoholism and Substance (Drugs) Abuse and for Social Defence Services is the flagship scheme of the Ministry in the field of drug demand reduction. The Scheme has two following parts.

- 'Assistance for the Prevention of Alcoholism & Substance (Drugs) Abuse' (Part I)
- 'Financial Assistance in the Field of Social Defence' (Part II).

5.4.26 Assistance to Voluntary Organizations for Prevention of Alcoholism and Drug Abuse

The Scheme of Assistance for the Prevention of Alcoholism and Substance (Drugs) Abuse is being implemented for identification, counseling, treatment and rehabilitation of addicts through voluntary and other eligible organizations. Under this scheme, financial assistance up to 90% of the approved expenditure is given to the voluntary organizations and other eligible agencies for setting up/running Integrated Rehabilitation Centre for Addicts (IRCA), Regional Resource and Training Centres (RRTC), for holding Awareness-

cum-de-addiction camps (ACDC) and Workplace Prevention Programmes etc. In the case of North-Eastern States, Sikkim and Jammu & Kashmir, the quantum of assistance is 95% of the total admissible expenditure. The balance has to be borne by the implementing agency.

2. Financial Assistance in the Field of Social Defence. The Scheme of 'General Grant-in-Aid Programme for Financial Assistance in the Field of Social Defence' aims to:

- Meet urgent needs falling within the mandate of the Ministry which cannot be met under the its regular schemes and
- Support such initiatives of an innovative/pilot nature in the area of welfare and empowerment of the Ministry's target groups, as cannot be supported under its regular schemes.

Financial assistance is given up to 90% of the approved expenditure to the voluntary and other eligible organizations. In case of an organization working in a relatively new area where both voluntary and Government effort is very limited but the need for the service is very great, the Government may bear up to 100% of the cost.

5.4.27 A Central Sector Scheme to Improve the Quality of Life of the Senior Citizens

□ Introduction

There has been a steady rise in the population of senior citizens in India. The number of elderly persons has increased from 1.98 crore in 1951 to 7.6 crore in 2001, and 10.38 crore in 2011. The projections indicate that the number of 60+ in India will increase to 14.3 crore in 2021 and 17.3 crore in 2026. Continuous increase in life expectancy means that more people are now living longer. General improvement in the health care facilities over the years is one of the main reasons for continuing increase in proportion of population of senior citizens. Ensuring that they not merely live longer, but lead a secure, dignified and productive life is a major challenge. The traditional norms and values of the Indian society laid stress on showing respect and providing care for the aged. However, in recent times, society is witnessing a gradual but definite decline of the joint family system, as a result of which a large number of parents are being neglected by their families exposing them to lack of emotional, physical and financial support. These older persons are facing a lot of problems in the absence of adequate social security. This clearly reveals that ageing has become a major social challenge and there is a need to provide for the economic and health needs of the elderly and to create a social milieu, which is conducive and sensitive to the emotional needs of the elderly.

□ Aims and Objectives

The main objective of the Scheme is to improve the quality of life of the Senior Citizens by providing basic amenities like shelter, food, medical care and entertainment opportunities and by encouraging productive and active ageing through providing support for capacity building of State/ UT Governments/Non-Governmental Organizations (NGOs)/Panchayati Raj Institutions (PRIs) / local bodies and the community at large.

□ Approach

Assistance under the scheme will be given to the Implementing Agencies such as State/ UT Governments /Panchayati Raj Institutions / local bodies and eligible Non-Governmental/ Voluntary Organizations etc. as mentioned in Para 6, for the following purposes :

- (i) Programmes catering to the basic needs of Senior Citizens particularly food, shelter and health care to the destitute elderly;
- (ii) Programmes to build and strengthen intergenerational relationships particularly between children / youth and Senior Citizens, through Regional Resource and Training Centres (RRTCs);
- (iii) Programmes for encouraging Active and Productive Ageing, through RRTCs;
- (iv) Programmes for providing Institutional as well as Non-Institutional Care/ Services to Senior Citizens;
- (v) Research, Advocacy and Awareness building programmes in the field of Ageing through RRTCs; and
- (vi) Any other programmes in the best interest of Senior Citizens.

5.4 Conclusion

We got a detailed information about the Ministry of Social Justice Empowerment. This will help us to work with the target group more efficiently. Thus this unit would be of great help while we work in community.

5.6 Exercise

1. Write a note on the genesis of the Ministry of social justice and Empowerment.
2. Give the Organizational Structure of Ministry of Social Justice & Empowerment.

3. Write any two schemes for the welfare of after Backword class.
4. Discuss about the schemes for Economic Development.
5. Write about a scheme for the improvement of life of senior Citizen.

5.7 References

- Annual Report of Ministry of Social Justice and Empowerment.
- socialjustice.gov.in/scheme-cat

Unit 6 □ Ministry of Women and Child Development

Structure

6.0 Objective

6.1 Introduction

6.2 Organizational Structure

6.3 Schemes under the Ministry of Women and Child Development

6.3.1 The Integrated Child Development Schemes (ICDS)

6.3.1.1 Anganwadi Services Scheme

6.3.1.2 Pradhan Mantri Matru Vandana Yojana

6.3.1.3 National Creche Scheme

6.3.1.4 Scheme for Adolescent Girls

6.3.1.5 Child Protection Services (Now known as Mission Vatsalya Scheme)

6.3.1.6 Poshan Abhiyan

6.3.2 Schemes for Women Empowerment

6.3.2.1 Beti Bachao Beti Padhao (BBBP)

6.3.2.2 One Spot Centre Scheme

6.3.2.3 Women's Help Line

6.4 Conclusion

6.5 References

6.6 Exercise

6.0 Objectives

This unit will give us a wide understanding about the working of Ministry of Women and Child Development. We will know about its structure and various schemes of the Department.

6.1 Introduction

The Ministry of Women and Child Development, Government of India, came into existence as a separate Ministry with effect from 30th January, 2006, earlier since 1985 it was a Department under the Ministry of Human Resources Development.

The Ministry was constituted with the prime intention of addressing gaps in State action for women and children for promoting inter-Ministerial and inter-sectoral convergence to create gender equitable and child-centred legislation, policies and programmes.

□ **Subjects allocated**

- Welfare of the family.
- Women and Child Welfare and Coordination of activities of other Ministries and Organisation in connection with this subject.
- References from the United Nations Organizations relating to traffic in Women and Children
- National Nutrition Policy, national Plan of Action for Nutrition and National Nutrition Mission.
- Charitable and religious endowments pertaining to subjects allocated to this Department
- Promotion and development of voluntary effort on the subjects allocated to this Department

This ministry has been entrusted with the responsibility of ensuring effective implementation of the following legislations

- Immoral Traffic in Women and Girl Act. 1956
- The Indecent Representation of Women (Prevention) Act, 1986
- The Dowry Prohibition Act. 1961
- The Commission of Sati (Prevention) Act, 1987, excluding the administration of criminal justice in regard to offences under these Acts.
- Implementation of the Infant Milk Substitutes, Feeding Bottles and Infant Food (Regulation of Production, Supply and Distribution) Act, 1992
- The Juvenile Justice (Care and protection of Children) Act, 2015
- Prohibition of Child Marriage Act, 2006

- Protection of Children from Sexual Offences Act, 2012
- Commission for the Protection of Child Rights Act, 2005

This ministry works extensively on aspects relating to Planning, Research, Evaluation, Monitoring, Project Formulations, Statistics and Training relating to the welfare and development of women and children, including development of gender sensitive data base. It works through a robust network of organization like

- Central Social Welfare Board (CSWB)
- National Institute of Public Cooperation and Child Development (NIPCCD)
- Food and Nutrition Board (FNB)
- Nutrition extension.
- National Commission for Women.
- Rashtriya Mahila Kosh (RMK)
- Issues relating to adoption, Central Adoption Resource Agency and Child Help Line (Childline)

6.2 Organizational Structure

The activities of the Ministry are undertaken through seven bureaux. The Ministry has 6 autonomous organisations namely

- National Institute of Public Cooperation and Child Development (NIPCCD)
- National Commission for women (NCW)
- National Commission for Protection of Child Rights (NCPCR)
- Central Adoption Resource Agency (CARA)
- Central Social Welfare Board (CSWB)
- RashtriyaMahilaKosh (RMK)

NIPCCD and RMK are societies registered under the Societies Registration Act, 1860. CSWB is a charitable company registered under section 25 of the Indian Companies Act, 1956. These organisations are fully funded by the Govt. of India and they assist the Department in its functions including implementation of some programmes/schemes. The National Commission for Women was constituted as a national apex statutory body

in 1992 for protecting and safeguarding the rights of women. The National Commission for Protection of Child Rights which is a national level apex statutory body constituted in the March 2007 for protecting and safeguarding the rights of children.

6.3 Schemes under the Ministry of Women and Child Development

The ministry acts as the central nodal agency for the formulation and implementation of various schemes relating to protection and development of women and children. Some of the most important centrally sponsored by this ministry, are as follows.

6.3.1 The Integrated Child Development Schemes (ICDS)

This is an umbrella scheme which consists of the following six sub-schemes that has been designed and implemented for addressing every need and concerns of children with regard to their protection and wholistic development.

- Anganwadi Services Scheme
- Pradhan Mantri Matru Vandana Yojana
- National Creche Scheme
- Scheme for Adolescent Girls
- Child Protection Scheme
- POSHAN Abhiyaan

6.3.1.1 Anganwadi Services Scheme

Launched on 2nd October, 1975, the Integrated Child Development Services (ICDS) Scheme now known as Anganwadi Services Scheme is one of the flagship programmes of the Government of India and represents one of the world's largest and unique programmes for early childhood care and development. It is the foremost symbol of country's commitment to its children and nursing mothers, as a response to the challenge of providing pre-school non-formal education on one hand and breaking the vicious cycle of malnutrition, morbidity, reduced learning capacity and mortality on the other. The beneficiaries under the Scheme are children in the age group of 0-6 years, pregnant women and lactating mothers.

□ **Objectives of the Scheme are :**

- to improve the nutritional and health status of children in the age-group 0-6 years;
- to lay the foundation for proper psychological, physical and social development of the child;
- to reduce the incidence of mortality, morbidity, malnutrition and school dropout;
- to achieve effective co-ordination of policy and implementation amongst the various departments to promote child development; and
- to enhance the capability of the mother to look after the normal health and nutritional needs of the child through proper nutrition and health education.

□ **Services under Anganwadi Services Scheme**

The Anganwadi Services Scheme offers a package of six services, viz.

1. Supplementary Nutrition
2. Pre-school non-formal education
3. Nutrition & health education
4. Immunization
5. Health check-up and
6. Referral services

The last three services are related to health and are provided by Ministry/Department of Health and Family Welfare through NRHM & Health system. The perception of providing a package of services is based primarily on the consideration that the overall impact will be much larger if the different services develop in an integrated manner as the efficacy of a particular service depends upon the support it receives from the related services.

For better governance in the delivery of the Scheme, convergence is, therefore, one of the key features of this sub scheme. This convergence is in-built in the Scheme which provides a platform in the form of Anganwadi Centres for providing all services under the Scheme.

Delivery of services under Anganwadi Services Scheme

Services	Targeted Groups	Service Provider
Supplementary Nutrition	Children below 6 years, Pregnant & Lactating Mothers (P&LM)	Anganwadi Worker and Anganwadi Helper [MWCD]
Immunization	Children below 6 years, Pregnant & Lactating Mothers (P&LM)	ANM/MO [Health system, MHFW]
Health Check-up	Children below 6 years, Pregnant & Lactating Mothers (P&LM)	ANM/MO/AWW [Health system, MHFW]
Referral Services	Children below 6 years, Pregnant & Lactating Mothers (P&LM)	ANM/MO/AWW [Health system, MHFW]
Pre-School Education	Children 3-6 years	AWW [MWCD]
Nutrition & Health Education	Women (15-45 years)	AWW/ANM/MO [Health system, MHFW & MWCD]

6.3.1.2 Pradhan Mantri Matru Vandana Yojana

Under this scheme, a cash incentive of ₹5000/- is provided directly to the Bank / Post Office Account of Pregnant Women and Lactating Mothers (PW&LM) for first living child of the family subject to fulfilling specific conditions relating to Maternal and Child Health.

PMMVY is implemented using the platform of Anganwadi Services scheme of Umbrella ICDS under Ministry of Women and Child Development in respect of States/ UTs implementing scheme through Women and Child Development Department/ Social Welfare Department and through Health system in respect of States/ UTs where scheme is implemented by Health & Family Welfare Department.

PMMVY is implemented through a centrally deployed Web Based MIS Software application and the focal point of implementation would be the Anganwadi Centre (AWC) and ASHA/ ANM workers.

6.3.1.3 National Creche Scheme

This scheme aims at significantly impacting the Early Childhood Care Services for children up to 6 years of age in the country. Under this scheme, crèches are set-up which are actually a type of facility which enables parents to leave their children while they are at work and where children are provided stimulating environment for their holistic development. Crèches are designed to provide group care to children, usually up to 6 years of age, who need care, guidance and supervision away from their home during the day.

□ Objective of this scheme :

- (i) To provide day-care facilities for children (6 months to 6 years) of working mothers in the community.
- (ii) To improve nutrition and health status of children.
- (iii) To promote physical, cognitive, social and emotional development (Holistic Development) of children.
- (iv) To educate and empower parents /caregivers for better childcare.

□ Services under this scheme

The scheme will provide an integrated package of the following services :

- (i) Daycare Facilities including Sleeping Facilities.
- (ii) Early Stimulation for children below 3 years and Pre-school Education for 3 to 6 years old children.
- (iii) Supplementary Nutrition(to be locally sourced)
- (iv) Growth Monitoring.
- (v) Health Check-up and Immunization.

□ Targeted Group

The scheme focuses on children of 6 months to 6 years, of working women in rural and urban areas who are employed for a minimum period of 15 days in a month, or six months in a year.

6.3.1.4 Scheme for Adolescent Girls

Scheme for Adolescent Girls, earlier known as Rajiv Gandhi Scheme for Empowerment

of Adolescent Girls - SABLA, is a schemes for addressing the different needs and concerns of girl child during their adolescent period. This scheme aims at not only making vital services more accessible and accountable among adolescent girls but also build resilience and skills among them.

□ **Objectives :**

- i. Enable the AGs for self-development and empowerment
- ii. Improve their nutrition and health status.
- iii. Promote awareness about health, hygiene, nutrition, Adolescent Reproductive and Sexual Health (ARSH) and family and childcare.
- iv. Upgrade their home-based skills, life skills and tie up with National Skill Development Program (NSDP) for vocational skills
- v. Mainstream out of school AGs into formal/non formal education
- vi. Provide information/guidance about existing public services such as PHC, CHC, Post Office, Bank, Police Station, etc.

□ **Target Group**

The Scheme would cover adolescent girls in the age group of 11-18 years under all ICDS projects in selected 200 districts in all the States/UTs in the country. In order to give appropriate attention, the target group would be subdivided into two categories, viz. 11-15 & 15-18 years and interventions planned accordingly.

The Scheme focuses on all out-of-school adolescent girls who would assemble at the Anganwadi Centre as per the time table and frequency decided by the States/UTs. The others, i.e., the school going girls would meet at the AWC at least twice a month and more frequently during vacations/holidays, where they will receive life skill education, nutrition & health education, awareness about other socio-legal issues etc. This will give an opportunity for mixed group interaction between in-school and out-of-school girls, motivating the latter to join school.

□ **Services**

An integrated package of services is to be provided to AGs that would be as follows :

- i. Nutrition provision
- ii. Iron and Folic Acid (IFA) supplementation

- iii. Health check-up and Referral services
- iv. Nutrition & Health Education (NHE)
- v. Counseling/Guidance on family welfare, ARSH, childcare practices and home management
- vi. Life Skill Education and accessing public services
- vii. Vocational training for girls aged 16 and above under National Skill Development Program (NSDP)

6.3.1.5 Child Protection Services (Now known as Mission Vatsalya Scheme)

The Mission Vatsalya Scheme earlier known as Child Protection Services Scheme earlier known as Integrated Child Protection Scheme (ICPS) is a centrally sponsored scheme aimed at building a protective environment for children in difficult circumstances, as well as other vulnerable children, through Government-Civil Society Partnership

□ Objective :

The scheme brings together multiple existing child protection schemes (Mission Vatsalya Scheme) of the Ministry under one comprehensive umbrella and integrates additional interventions for protecting children and preventing harm. The scheme therefore seeks to institutionalize essential services and strengthen structures, enhance capacities at all levels, create database and knowledge base for child protection services, strengthen child protection at family and community level, ensure appropriate inter-sectoral response at all levels.

The scheme also aims at setting-up a child protection data management system to formulate and implement effective intervention strategies and monitor their outcomes. Regular evaluation of the programmes and structures would be conducted and course correction would be undertaken.

The ICPS seeks to contribute to the improvements in the well being of children in difficult circumstances, as well as to the reduction of vulnerabilities to situations and actions that lead to abuse, neglect, exploitation, abandonment and separation of children. For achieving such a vision, the scheme is promoting the following components :

- (i) improved access to and quality of child protection services;
- (ii) raised public awareness about the reality of child rights, situation and protection in India;

- (iii) clearly articulated responsibilities and enforced accountability for child protection
- (iv) established and functioning structures at all government levels for delivery of statutory and support services to children in difficult circumstances;
- (v) introduced and operational evidence based monitoring and evaluation.

The ICPS brings several existing child protection programmes under one umbrella and initiates new interventions.

1. Emergency outreach service through ‘CHILDLINE’

CHILDLINE is a 24/7 emergency phone outreach service for children in need of care and protection which seeks to protect them from any risk-ful situations by linking them to emergency and long- term care and rehabilitation services. The service can be accessed by a child in difficulty or an adult on his behalf by dialing 1098. Established by the Government of India in 1999, it is presently operational in 279 cities across the country.

2. Open shelters for children in need in urban and semi-urban areas

In order to meet with the growing needs of these children, respective state governments and Civil Society Organizations are setting up such open shelters particularly in urban and semi urban areas. Such centers provides a space for children where they can play, use their time productively and engage themselves in creative activities through music, dance, drama, yoga & meditation, computers, indoor and outdoor games, etc.

3. Family based non institutional care through Sponsorship, Foster-care, Adoption and Aftercare

□ Sponsorship

Under ICPS, special Sponsorship and Foster Care Fund is being created within the DCPU. Sponsorship offers supplementary financial support to families to meet the educational, medical, nutritional and other needs of children with a view to improving the quality of their lives.

Thus sponsorship support is provided in the following settings :

1. Preventive : Sponsorship support is provided to a family to enable a child to continue to remain in the family, continue his/her education. These children will be prevented

from becoming destitute / vulnerable, running away, forced into child marriage, forced into child work, etc.

2. Rehabilitative : Children within institutions can also be restored to families with sponsorship assistance.

□ **Foster Care**

Fostering is an arrangement whereby a child lives, usually on a temporary basis, with an extended or unrelated family member. Such an arrangement ensures that the birth parents do not lose any of their parental rights or responsibilities. This arrangement shall cater to children who are not legally free for adoption, and whose parents are unable to care for them due to illness, death, desertion by one parent or any other crisis. The scheme seeks to provide support for foster care through the Sponsorship and Foster Care Fund available with the District Child Protection Society.

□ **Adoption**

Adoption is a process through which a child who is permanently separated from biological parents because her/his parents have died, or have abandoned or surrendered her/him, becomes a legitimate child of a new set of parent(s) referred to as adoptive parents with all the rights, privileges and responsibilities that are attached to this relationship. ICPS therefore incorporates a series of steps aimed at streamlining the adoption process; addressing identified bottlenecks and regional disparities; and promoting national adoptions.

□ **Specialised Adoption Agency (SAA)**

For ensuring proper placement of orphaned, abandoned and surrendered children for adoption, the Juvenile Justice (Care and Protection of Children) Amendment Act 2006 empowers the State Government to recognize one or more of its institutions or voluntary organizations in each district as SAA. Under ICPS, such institutions are being provided with financial and other support.

□ **Cradle Baby Reception Centre**

Offer temporary shelter for children in crisis situation, especially those who are abandoned and vulnerable to be trafficked, the ICPS envisages for establishing Cradle Baby Reception Centers in each district. These Cradle Baby Reception Centers will be linked to Cradle Points at Primary Health Care Centres (PHCs), Hospitals/Nursing Homes, Swadhar Units, Short Stay Homes and in the office of the DCPS to receive abandoned babies.

4. Institutional services

As provided by the Juvenile Justice (Care and Protection of Children) Act 2000, the scheme provides support for the creation of new institutional facilities and maintenance of existing institutional facilities for both children in conflict with law and children in need of care and protection.

□ Shelter Homes

These Shelter Homes offers day and night shelter facilities to the children in need of support services for a temporary period, while efforts are made to rehabilitate them.

□ Children's Homes

These homes serve as a home away from home and provide comprehensive child care facilities to children for ensuring their all-round development.

□ Observation Homes

Children in conflict with law who enter the juvenile justice system through the Juvenile Justice Boards (JJBs) are in need of adequate residential care and protection during the pendency of any inquiry regarding them under the Juvenile Justice (Care and Protection of Children) Act 2015. The Act empowers the State Governments to establish and maintain either by itself or under an agreement with voluntary organizations, observation homes in every district or group of districts

□ Special Homes

Children in conflict with the law committed by the Juvenile Justice Boards (JJBs) for long term rehabilitation and protection require institutional services. The State Governments are empowered to establish and maintain either by itself or under an agreement with voluntary organizations, special homes in every district or group of districts for the reception and rehabilitation of juveniles in conflict with law.

5. Statutory Support Services

□ Child Welfare Committees (CWCs)

To facilitate the setting up of CWC's in every district and to ensure their effective functioning, the scheme provides adequate infrastructure and financial support to the State Governments and UT Administrations.

□ **Juvenile Justice Boards (JJBs)**

The Juvenile Justice (Care and Protection of Children) Act, 2015 makes it mandatory to have one Juvenile Justice Board in each district to deal with matters relating to juveniles in conflict with law. To facilitate setting up of a JJB in each district and to ensure their effective functioning, the scheme provides adequate infrastructure and financial support to State Governments and UT Administrations.

□ **Special Juvenile Police Units (SJPU)**

The Juvenile Justice Act 2015 provides for setting up Special Juvenile Police Units in every district and city to coordinate and upgrade the police interface with children. All the police officers, designated as juvenile/child welfare officers in the district or city, are members of the SJPU.

□ **State Child Protection Society (SCPS)**

ICPS visualizes setting up of State Child Protection Society in every State/UT as the fundamental unit for the implementation of the scheme.

□ **State Adoption Resource Agency (SARA)**

In order to support CARA in promoting in-country adoption and regulating inter-country adoption, ICPS provides support for setting up of a State Adoption Resource Agency in every State/UT. Such SARA, set up as a unit under the State Child Protection Society, will coordinate, monitor and develop the work of adoption and render secretarial and administrative assistance to the State Adoption Advisory Committee.

□ **District Child Protection Unit (DCPU)**

ICPS envisages setting up a District Child Protection Unit in each district as a fundamental unit for the implementation of the scheme.

For ensuring the proper implementation of ICPS, emphasis has been drawn on establishing strong monitoring mechanism at the central, state, district, block and village level. In this regard, there are provisions for the formulation of a State Child Protection committee at the state level followed by District Child Protection committee, Block Level Child Protection committee and Village Level Child Protection committee in respective districts, blocks and Gram Panchayats. In the context of proper functioning of such monitoring structures, the Panchayati Raj Institutions are going to play a pivotal role.

6.3.1.6 Poshan Abhiyan

PoshanAbhiyaan is a multi-ministerial convergence mission with the vision to ensure attainment of malnutrition free India by 2022. The objective of POSHAN Abhiyaan to reduce stunting in identified Districts of India with the highest malnutrition burden by improving utilization of key Anganwadi Services and improving the quality of Anganwadi Services delivery. Its aim to ensure holistic development and adequate nutrition for pregnant women, mothers and children.

The Ministry of Women and Child Development (MWCD) is implementing POSHAN Abhiyaan in 315 Districts in first year, 235 Districts in second year and remaining districts will be covered in the third year.

There are a number of schemes directly/indirectly affecting the nutritional status of children (0-6 year's age) and pregnant women and lactating mothers. In spite of these, level of malnutrition and related problems in the country is high. There is no dearth of schemes but lack of creating synergy and linking the schemes with each other to achieve common goal. PoshanAbhiyaan through robust convergence mechanism and other components would strive to create the synergy.

□ Features

The Poshan Abhiyaan, as an apex body, will monitor, supervise, fix targets and guide the nutrition related interventions across the Ministries. The proposal consists of

- mapping of various Schemes contributing towards addressing malnutrition
- introducing a very robust convergence mechanism
- ICT based Real Time Monitoring system
- incentivizing States/UTs for meeting the targets
- incentivizing Anganwadi Workers (AWWs) for using IT based tools
- eliminating registers used by AWWs
- introducing measurement of height of children at the Anganwadi Centres (AWCs)
- Social Audits
- Setting-up Nutrition Resource Centres, involving masses through Jan Andolan for their participation on nutrition through various activities, among others.

□ **Key Nutrition Strategies and Interventions**

These are key Nutrition strategies and interventions IYCF (Infant and Young child feeding), Food and Nutrition, Immunization, Institutional Delivery, WASH (Water, Sanitation and Hygiene), De-worming, ORS-Zinc, Food Fortification, Dietary Diversification, Adolescent Nutrition, Maternal Health and Nutrition, ECD (Early childhood development)/ ECCE (Early Childhood care and Education), Convergence, ICT-RTM (Information and Communication. Technology enabled Real Time Monitoring) and Capacity Building etc.

□ **Implementation Strategy and Targets**

Implementation strategy is based on intense monitoring and Convergence Action Plan right up to the grass root level. Poshan Abhiyaan has been rolled out in three phases from 2017-18 to 2019-20. Poshan Abhiyaan targets to reduce stunting, under-nutrition, anaemia (among young children, women and adolescent girls) and reduce low birth weight by 2%, 2%, 3% and 2% per annum respectively. Although the target to reduce Stunting is at least 2% p.a., Mission would strive to achieve reduction in Stunting from 38.4% (NFHS-4) to 25% by 2022 (Mission 25 by 2022).

□ **Pillars of the Mission**

- ICDS-CAS(Common Application Software)
- Convergence
- Behavioural change, IEC Advocacy
- Training and Capacity building
- Innovations
- Incentives
- Grievance Redressal

6.3.2 Schemes for Women Empowerment

6.3.2.1 Beti Bachao Beti Padhao (BBBP)

Taking into consideration the alarming rate of depleting Child sex Ratio, this scheme was launched by the Union Government, as a countering mechanism. This scheme was initially launched as a campaign in 100 selected gender critical districts of this country.

□ Goal and Objective

The Overall Goal of the BetiBachao, BetiPadhao (BBBP) Scheme is to Celebrate the Girl Child & Enable her Education . The objectives of the Scheme are as under :

- Prevent gender biased sex selective elimination
- Ensure survival & protection of the girl child
- Ensure education of the girl child

□ Programmatic Strategy

The BetiBachaoBetiPadhao (BBBP) initiative has two major components. i) Mass Communication Campaign and ii) Multi-sectoral action in 100 selected districts (as a pilot) with adverse CSR, covering all States and UTs.

- (a) Mass Communication Campaign on BetiBachaoBetiPadhaoThe campaign aims at ensuring girls are born, nurtured and educated without discrimination to become empowered citizens of this country. The Campaign interlinks National, State and District level interventions with community level action in 100 districts, bringing together different stakeholders for accelerated impact.
- (b) Multi-Sectoral interventions in 100 Gender Critical Districts covering all States/ UTs : Coordinated & convergent efforts are undertaken in close coordination with MoHFW and MoHRD to ensure survival, protection and education of the girl child. The District Collectors/Deputy Commissioners (DCs) lead and coordinate actions of all departments for implementation of BBBP at the District level. Multisectoral interventions includes :
 - i) Ministry of WCD : Promote registration of pregnancies in first trimester in Anganwadi Centres (AWCs); Undertake training of stakeholders; Community mobilization & sensitization; Involvement of gender champions; Reward & recognition of institutions & frontline workers.
 - ii) Ministry of Health & Family Welfare: Monitor implementation of Pre-Conception and Pre-Natal Diagnostic Techniques (PCP&DT) Act, 1994; Increased institutional deliveries; Registration of births; Strengthening PNMT Cells; Setting up Monitoring Committees.
 - iii) Ministry of Human Resource Development: Universal enrolment of girls; Decreased

drop-out rate; Girl Child friendly standards in schools; Strict implementation of Right to Education (RTE); Construction of Functional Toilets for girls.

6.3.2.2 One Spot Centre Scheme

India like many other nations of this world, experiences a wide scale of Gender Based Violence, in its vivid forms. In fact, in recent time the gravity and brutality of such violence, in this country, have significantly increased. As a countering measure to such phenomenon, the One Spot Centre Scheme was launched by the Ministry of Women and Child Development with financial utilization being made from the “Nirbhaya Fund” which has been established by the Ministry of Finance, Government of India. Under this scheme, a “One Spot Centre” is being established in every district of this country. This is actually a sub-scheme of Umbrella Scheme for National Mission for Empowerment of women including Indira Gandhi MatritravSahyaogYojana. These Centres is being established across the country to provide integrated support and assistance under one roof to women affected by violence, both in private and public spaces in phased manner.

□ Services under this scheme

The One Stop Centre will provide support and assistance to women affected by violence, both in private and public spaces. In case girls under 18 year of age are referred to the Centre, they will also be served in coordination with authorities/institutions established under the Juvenile Justice (Care and Protection of Children) Act, 2000 and Protection of Children from Sexual Offence Act, 2012. Centres will be integrated with a Women Helpline to provide a range of services which are outlined in the table below :

SI No	Type of Service	Service Provider
1	Medical assistancel : <ul style="list-style-type: none"> ● Referral to hospital through helpline / Centre. ● If required, provide ambulance. 	<ul style="list-style-type: none"> ● Centre Administrator through empanelled hospital / medical practitioner / paramedical staff ● Public and private ambulance providers
2	<ul style="list-style-type: none"> ● Police assistance : ● Facilitate / Assisting in filing First Information Report (FIR/ NCR) 	<ul style="list-style-type: none"> ● A Police Officer to facilitate the process.

3	Psycho-social support / counselling	<ul style="list-style-type: none"> ● Empanelled counsellors on pro-bono basis or for honorarium.
4	Legal aid / counselling	<ul style="list-style-type: none"> ● Lawyers empanelled with District Legal Services Authority (DLSA/SLSA) or empanelled on pro-bono basis or for honorarium.
5	Shelter : <ul style="list-style-type: none"> ● Short stay with food and clothing ● Referral to shelter homes for prolonged stay 	<ul style="list-style-type: none"> ● One Stop Centre for short stay ● Swadhar Homes /Short Stay Homes / other Shelter Homes for long stay
6	Video Conferencing Facility	<ul style="list-style-type: none"> ● To facilitate police and court proceedings

6.3.2.3 Women's Help Line

The scheme of Universalisation of Women Helpline, has been designed to support women affected by violence, both in private and public spaces, including in the family, community, workplace etc. Women who are victims of physical, sexual, emotional, psychological and economic abuse, irrespective of age, class, caste, education status, marital status, race, culture, and geography are being provided with support. In addition, woman facing any kind of violence due to attempted honour related crimes, acid attacks, witch hunting, sexual harassment, child sexual abuse, trafficking etc are also provided with immediate and emergency services. There shall be no discrimination of any kind which affects the treatment of the aggrieved. This is specifically with reference to married women/ women in consensual sexual relationships who are raped by their intimate partners, sex workers and transgenders who might be sexually assaulted but are refused treatment due to patriarchal mindsets and prejudices.

□ Objective of this scheme :

Following are some of the significant objectives of the Women s Helpline :

- Provide toll-free 24-hours telecom service to women affected by violence seeking support and information.
- Facilitate crisis intervention through referral to police/ Hospital/ Ambulance services ?
- Provide information about the appropriate support services available to the woman affected by violence, in her particular situation within the local area in which she resides or is employed.
- Creation and maintenance of a comprehensive referral database by the Helpline within its local area.

□ **Service under this scheme**

The Women Helpline (Helpline) provides 24-hour emergency response to all women affected by violence both in public and private sphere. All the existing emergency services such as Police (100), Fire (101), women helpline (1091), hospital/Ambulance (102), Emergency Response Services (108), NALSA Helpline for Free Legal Service (15100) and Child helpline (1098) would be integrated with this women helpline. The proposed Women Helpline will utilize the infrastructure of existing Chief Minister Helpline functioning in some States through 181 as well as that of 108 services. It will be established in every State/ UT.

6.4 Conclusion

Thus we learnt about the various schemes & policies of Women and Child Development. We may take up meaningful initiatives if we may implement these programmes for the development of the women & children of our society. We need to aware the community about these programmes, so that the community member may avail the facilities.

6.5 Exercise

1. Discuss about the Ministry of women and child development. What the areas in which the ministry carry out its function.
2. Discuss about the organizational structure of Ministry of Woman & Child Development.
3. Write a brief note on ICDS
4. Write short note on—
 - a) Beti Bachao Beti Padhao

b) Scheme for Adolescent Girls.

6.6 References

- Annual Report of Ministry of woman and Child Development.
- Official website of Ministry of Women and Child Development, Government of India
<https://wcd.nic.in/>

Unit 7 □ Department of Women and Child Development and Social Welfare (Government of West Bengal)

Structure

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- 7.7 Exercise**
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7.0 Objectives

This unit will help us to understand about the working of Development of Women & child Development & Social Welfare, Gove. of West Bengal.

7.1 Introduction

The Department of Women and Child Development and Social Welfare, can be considered as a nodal agency of the Government of West Bengal that works toward safeguarding and promoting the interests of women, children and other disadvantaged sections of the society. This department work towards the protection, equity and inclusion of populations that have been historically oppressed, neglected or excluded from development based on their gender, age, disability or situation. This includes children and women, senior citizens, persons with disabilities, transgender persons, homeless persons and persons with drug / alcohol addiction.

The Department has mainly been entrusted with the responsibilities of formulation of polices, schemes and programmes that reduce the vulnerability of these disadvantaged sections of society.

7.2 Vision

An equitable, inclusive and improved society where all women, children and adolescents live with dignity in a safe and protective environment, free from violence and discrimination, contributing as partners in development with full realization of their rights for sustainable development.

7.3 Mission

Formulating, executing and regulating provisions and policies aligned to practices of good governance to ensure the rights of women, children and adolescents by

- developing a conducive socio-economic environment,
- gender-mainstreaming,
- sensitizing them on rights and entitlements
- facilitating institutional and legislative support,
- ensuring participation through strategic integration with all stakeholders in the fronts of health, education and social protection

Developing and strengthening interventions for the excluded and neglected sections like senior citizens, widows, persons with disabilities, transgender, homeless and persons with substance abuse, enabling them to lead a life with opportunities.

7.4 Structure of this Department

The Department of Women and Child Development and Social Welfare consist of two Departments namely Department of Women Development and Social Welfare and Department of Child Development.

Department of Women Development and Social Welfare is constituted by other sub-structures like the Directorate of Social Welfare, West Bengal Social Welfare Board, Office of the Controller for Vagrancy, Office of Commissioner for Persons with Disabilities, West Bengal Commission for Women, West Bengal Women Development Undertaking and the Transgender Development Board. This Department deals with the implementation of various centrally and state sponsored schemes relating to women and other disadvantaged sections like KanyashreePrakalpa, Scheme for Adolescent Girls (Previously known as SABLA), Indira Gandhi MatritvaSahyogYojana, West Bengal Women Development Undertaking, State Resource Centre for Women (SRCW), Swawalmban Special and MuktirAlo, Old Age Pensions, Widow Pensions and Disability Pensions, etc.

On the other hand, Department of Child Development, Government of West Bengal has been entrusted with the responsibility of taking affirmative measures - legislative, policy or otherwise - to promote and safeguard the right of all children to live and grow with equity, dignity, security and freedom. The Department is constituted by other sub-structures like Directorate of Child Rights and Trafficking, Directorate of Integrated Child Development Services, West Bengal State Commission for Protection of Child Rights, State Child Protection Society, West Bengal Task Force and RRRRI of Women and Children. This Department has been entrusted with the responsibility of ensuring appropriate implementation of schemes like Integrated Child Development Services (ICDS) Scheme, Integrated Child Protection Scheme (Now known as Child Protection Services), etc.

7.5 Schemes under the Department of Women and Child Development and Social Welfare

The Department of Women and Child Development and Social Welfare, serves as the nodal agency for the Government of West Bengal, when it comes to implementation of centrally sponsored schemes as well as formulation and implementation of state sponsored schemes in the domain of Women and Child Development and Social Welfare. The Department has been entrusted with the responsibility of implementing the following schemes.

- Integrated Child Development Services (ICDS)
- Child Protection Services Scheme (Earlier known as Integrated Child Protection Scheme)
- Scheme for Adolescent Girls (Earlier Known as SABLA)
- Integrated Programme for Older Person (IPOP)
- Integrated Rehabilitation Centre for Addicts (IRCA)
- Deen Dayal Rehabilitation Scheme
- Swadhar Greha
- Ujjwala
- District Disability Rehabilitation Centre (DDRC)
- Assistance to Disable Persons (ADIP)
- Scholarship for Person with Disability (Studying below Class IX)
- Economic Rehabilitation of Adult Persons with Disability
- West Bengal Disability Pension Scheme
- Assistance to Disabled Persons for Purchase/ Fitting of AIDs/Appliances (Adip scheme)
- The National Award for Empowerment of Person with Disabilities
- Prosthetic Aids to the Physically Handicapped
- Scheme for Urban Shelter for the Homeless

- Beggary Prevention Scheme
- Muktir Alo
- Swawalamban
- Poorna Shakti Kendra
- Village Convergence and Facilitation Services
- Support to Training and Employment Programme for Women (STEP)
- ShishuAloy
- Cottage Scheme

Considering the fact that an elaboration on most of the above mentioned centrally sponsored schemes, have already been specified in the section that deals with central ministries, for this section we will discuss about some of the important state sponsored schemes that are being implemented by the Department of Women and Child Development and Social Welfare, Government of West Bengal.

7.5.1 Lakshmi Bhandar Prakalpa

This is a conditional cash transfer scheme that ensures an income for women in all rural and urban households in the state who are enrolled under “Swasthyasathi” scheme. Under this scheme, in each such household, every female member will get the benefit if

- She is a resident of the state
- She is aged between 25-60 years
- She is not a government employee in permanent employment/ retired government employee of the Central Government/ Statutory Body, Government Undertaking, Panchayat, Municipal Corporation/ Municipality, Local Bodies, teaching and non teaching of Government aided Educational Institutions, receiving regular salary or pension

□ Financial Assistance provided under the scheme

- a. Financial assistance under the scheme is credited by direct bank transferred to a AADHAR linked bank account of beneficiaries
- b. The amount of financial assistance being provided to women are as follows

1. Women of Schedule Caste/ Schedule Tribe household will receive Rs. 1000/ month
2. Women of households other than Schedule Caste or Schedule Tribe community, will receive Rs. 500/month

7.5.2 Kanyashree Prakalpa

It is a Conditional Cash Transfer (CCT) Scheme that incentivizes the schooling of all teenage girls between the ages of thirteen and eighteen, simultaneously dis-incentivizing child marriage.

The Scheme is goes much beyond financial enablement - its communication strategy not only builds awareness of the scheme, but includes adolescent-friendly approaches like events, competitions and Kanyashree clubs, and the endorsement of strong women figures as role models to promote social and psychological empowerment.

The Scheme has two conditional cash benefit components.

- The first is K1, an annual scholarship of Rs. 1000/- to be paid annually to the girls from 13 to 18 years of age group for every year that they remain in education, provided they are unmarried at the time. (Note: During the years 2013–14 and 2014-1 the annual scholarship was Rs. 500/-).
- The second benefit is K2, a one-time grant of 25,000/-, to be paid when girls turn 18, provided that they are engaged in an academic or occupations pursuit and are unmarried at the time.

The term ‘education’ encompasses secondary and higher secondary education, as well as the various vocational, technical and sports courses available for this age group. 14 August is celebrated as Kanyashree Day to promote the scheme throughout the state. The state government of West Bengal is setting up Kanyashree University in Nadia district and Kanyashree colleges across the state so as to empower girls.

7.5.3 Rupashree Prakalpa

RupashreePrakalpa is a Conditional Cash Transfer Scheme that involves a one-time financial grant of Rs. 25,000 for economically stressed families at the time of their adult daughters’ marriages.

This scheme aims at mitigating the difficulties that poor families face in bearing the expenditure of their daughters’ marriages, for which they often have to borrow money

at very high interest rates

□ **Eligibility Criteria**

Any women can apply for benefits under this scheme, provided that they should comply with the following criteria.

- The applicant has attained the age of 18 years
- She is unmarried on the date of submitting her application.
- The proposed marriage is her first marriage.
- She was born in West Bengal OR she has been a resident of West Bengal for the last 5 years OR her parents are permanent residents of West Bengal.
- Her family income is not greater than Rs. 1.50 lakhs per annum.
- Her prospective groom has attained the age of 21 years.
- She has an active bank account for which she is the sole account-holder. The bank account must be in a bank that has an IFS Code and an MICR code and transacts e-payments though NEFT

7.5.4 Muktir Alo

This is a comprehensive Scheme for rehabilitation of sex workers and victims of sex trafficking in West Bengal under the Department of Women & Child Development and Social Welfare, Government of West Bengal. The scheme aims at providing opportunities of the life with dignity to the girls and women who have been drawn into the profession of sex work by force or otherwise. It also aims at providing alternative career opportunities for sex workers and victims of sex trafficking who wish to leave the profession through appropriate job training and vocational training for skill up gradation to enable them to start their life afresh through alternative livelihood option.

□ **Target Groups**

- A female who is a resident of WB and is a sex worker at her prime age and have the willingness to voluntarily abandon her vocation for a dignified social life
- A female who has been rescued by police and released in the care of family members on Personal Release Bond or by order of the competent court
- A rescued victim of sex trafficking sheltered at a protective home or released in the

care of family and booked as victim girl under ITP Act

7.5.5 Swawlamban

This is a State sponsored scheme for socially distressed women and girls including transgender , trafficked victims , sex workers and women in moral danger of the age group of 18-35 years through which vocational training is imparted in collaboration with NGOs. This scheme emphasizes economic empowerment of socially marginalized women with special emphasis on those who are vulnerable to immoral trafficking. West Bengal Women Development Undertaking under the aegis of Women and Social Welfare Department, GOWB has been entrusted with the responsibility of State Level Nodal Agency for implementation of this Scheme with effect from 2006 – 2007. The Project proposals are received in the Districts including Kolkata and the proposals recommended by the District Magistrates are considered for sanction at state level by the Project Approval Committee headed by the Hon'ble MIC, WD&SW

7.5.6 Cottage Scheme

This is a state sponsored scheme that involves institutionalizing destitute children under. The programme consists of providing assistance in the form of capitation grants to the existing voluntary organizations active in the field of child welfare. The recurring and nonrecurring expenditure is borne by the organizations running cottage homes. The Institution is entrusted with a number of units of 25 children each separately for boys and girls from 0 to 18 years. One house mother is present for a unit of 25 children and a trained social worker is present both for offering case work services as well as supervision. At present there are 96 cottage homes run by non-government organization supported by Government of West Bengal providing services to 8750 destitute children.

The main objective of this scheme is to rehabilitate destitute children as normal citizens of this country. The programme includes ameliorative services of food, shelter, clothing, medical attention and curative services of education, prevocational and vocational training, vocational guidance, recreation and cultural development and citizenship education. It is an effort to make the children grow up as responsible citizen and job worthy.

□ Services under this Scheme

Services that are offered under the scheme at the existing institutions is separate for boys and girls and includes physical and social care, school education and recreational

activities and near family atmosphere for children between 0 to 18 years with the help of services of house mothers. For children between 12 and 18 years services of physical and social care, school education, pre-vocational and vocational and citizenship education and recreation is provided at the institutions.

Criteria for admission into Cottage Home

- (i) Children who do not have parent or any near relative.
- (ii) Children who have single parent families, like husband is dead or imprisoned or separated or vice versa and where the income of the family is less than 250 per month.

7.5.7 Shishu Aloy

Shishu Aloy is a state sponsored scheme being implemented by the department for ensuring the overall development of children with a focus on Early Childhood Care and Education (ECCE). The Shishu Aloy Scheme can be termed as a transformation of Anganwari, where every child in the state of West Bengal is made to go to school. Shishu Aloy Scheme, which was originally aimed at educating children between the ages of three and six, was launched simultaneously in several states of India. Under this Scheme not only children are made to go to school with absolute love but also pre-primary education is provided in various subjects like primary health awareness education is also imparted to the child. In addition, nutritious food is provided to every child under this Scheme.

Uniqueness of Shishu Aloy :

- Vibrant and Colourful Child Friendly Atmosphere in Classroom
- Specially skilled and trained teachers
- Activity based curriculum for joyful learning
- Theme based approach
- Continuous mentoring and monitoring for betterment of services
- Daily activity for children on language, social, emotional, cognitive and physical development along with lots of free play and art n craft
- Age specific activities keeping in mind early learning development standards
- Creating awareness on maintenance of personal hygiene

- Provision of hot cooked meal and on spot feeding practices
- Healthy teacher-student ratio
- Observance of monthly ECCE day- a form meeting ensuring community participation
- Inclusion
- Smooth transition to primary school
- Up gradation of Building as Learning

7.5.8 The West Bengal Disability Pension Scheme

The scheme came into existence in the year 2010. This scheme shall apply to a disabled person entitled to receive pension under this scheme, if the disabled person satisfies the following conditions :

- The Disabled person is a citizen of India and resident of the state namely West Bengal;
- The Disabled person's family income, if any, does not exceed Rs. 1000.00 (one thousand) per month;
- The Disabled person is declared unsuitable for physical work by the respective Medical Officer;
- The Disabled person has been a resident of the state namely West Bengal for not less than 10 years on the date of making application for Pension.
- **Note :** Provided that in case of the disabled person whose age is below 10 years, the period of residence shall be limited to the period covered by the date of birth and date of submission of the application.

The State Government, however, reserves the right to relax the condition regarding residence mentioned in paragraph (d) of sub-clause (1) of clause 2, where the condition causes undue hardship.

- **Note 1. :** Professional beggars and mendicants shall not be eligible for pension under this scheme. But persons who are not actually beggars by profession but receive occasional assistance from some one shall be entitled to pension, if otherwise eligible.
- **Note 2. :** The Disabled person who is a recipient of "Widow Pension", "Old Age Pension" "Farmers Pension" or pension under "Family Pension Scheme" of the State Government / the Central Government / other concerns, shall not be entitled to the Pension under this scheme.

7.6 Conclusion

We got a detailed understanding about the mission, vision & various scheme of the Department. Our Learners who intend to work in the field of women Development would find this unit very useful for their Career.

7.8 Exercise

1. What is the Mission & Vision of that Department of Woman & Child Development & Social welfare.
2. Write a note on Swaw Lanban.
3. Write a short note on shishu Aloy.

7.7 References

- Official website of Department of Women and Child Development and Social welfare, Government of West Bengal http://wbcdwds.gov.in/User/wcdw_stat

Unit 8 □ Department of Youth Services and Sports (Government of West Bengal)

Structure

- 8.0 Objective**
- 8.1 Introduction**
- 8.2 Structure of the Department**
- 8.3 Schemes under the Department of Youth Services and Sports**
 - 8.3.1 Youth Computer Training Centre**
 - 8.3.2 Vocational Training and Self-Employment Scheme**
 - 8.3.3 West Bengal Mountaineering and Adventure Sports Foundation**
 - 8.3.4 West Bengal State Mission for Employment (WBSME)**
 - 8.3.5 Bangla Yuva Kendra**
 - 8.3.6 Coaching for Job/Profession Oriented Examination**
- 8.4 Conclusion**
- 8.5 References**
- 8.6 Exercise**

8.0 Objectives

This unit will give an outlay of the Department of Youth Services & Sports, under Govt. of West Bengal.

8.1 Introduction

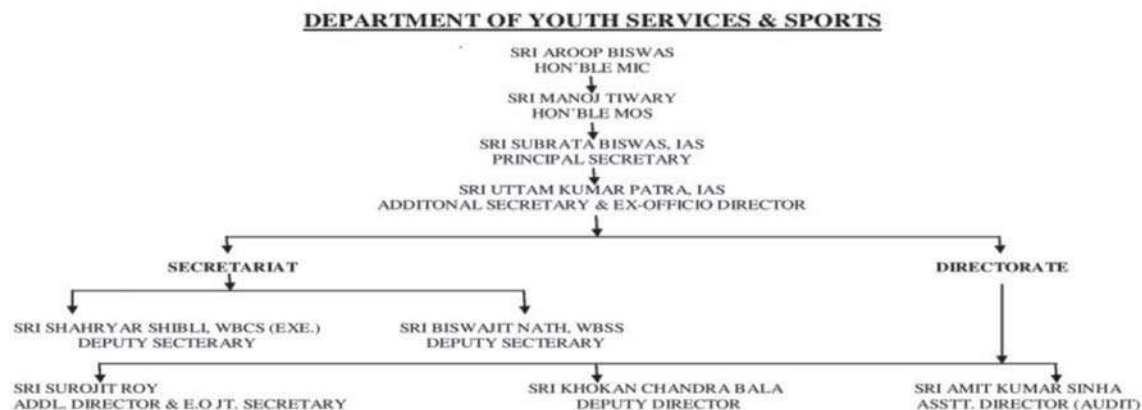
This Department serves as the nodal agency for the Government of West Bengal, when it comes to formulation and implementation of policies and programmes relating to youth development, in the state. The major area of activities of this department is essentially focussed at the Student - Youth section of the society. The Department gives special emphasis on providing training to the Student-Youth of our state to make them prepared for meeting up the demand of the day. Keeping this demand in view, the Department is trying to expand the opportunities for availing different kinds of training. Thousands of

student-youth have been receiving Computer / Vocational Training from the low cost YCTCs / YVTCs.

Student - Youth festival is the largest cultural endeavour in our state which is organised all over the state by the Department, as a unique platform for searching young talent. The West Bengal Mountaineering & Adventure Sports Foundation under this Department accommodates the Student Youth in the adventure expedition and mountaineering programmes. Apart from this Scientific Awareness and development of service, Club activities, a popular service - based programme are taken up regularly by the Department.

8.2 Structure of the Department

The Department is headed by a Ministry in Charge followed by a Minister of State. The Principal Secretary serves as the executive head followed by the Additional Secretary and Ex Officio Director. The Department is bifurcated into the Secretariat and Directorate. The Secretariat is headed by two Officials in the rank of Deputy Secretary. On the other hand the Directorate consist of three officials in the rank of Additional Director & E.O. JT Secretary, Deputy Director and Assistant Director (Audit). In this regard, the following diagram may be referred.



8.3 Schemes under the Department of Youth Services and Sports

The Department of Youth Services and Sports, have been entrusted with the responsibility of implementing the following schemes/programmes in the domain of youth development.

- Youth Computer Training Centre

- Vocational Training and Self-Employment Scheme
- West Bengal Mountaineering & Adventure Sports Foundation
- West Bengal State Mission for Employment (WBSME)
- Bangla Yuva Kendra
- Coaching for Job/Profession Oriented Examinations

8.3.1 Youth Computer Training Centre

Under this initiative, computer training centres are being established by the department for promoting digital literacy as well as increasing employability among youths. The Youth Computer Training Centres run by the Department of Youth Services & Sports (Youth Services wing) in collaboration with different private organizations play an important role in providing low cost computer training to the student-youth across the state enabling them to prepare themselves fit for employment. About 1,000 (One Thousand) Youth Computer Training centres are now running across the state. Under this initiative, Certificate, Diploma and also Hardware courses are being offered.

8.3.2 Vocational Training and Self-Employment Scheme

Under this scheme, vocational training programmes are being implemented by the department in the following 22 disciplines through a robust network of Youth Vocational Training Centres.

1. Diploma/Advanced Diploma in Interior Decoration & Designing.
2. Diploma/Advance Diploma in Interior Decoration & Designing.
3. Diploma in Mobile Phone and Telephone Repairing & Servicing.
4. Certification in Computer Hardware Repairing & Maintenance.
5. Advance Course in Computer Hardware Repairing & Networking.
6. Certificate in Air-Conditioning & Refrigeration Engineering.
7. Certificate in Beautician Course.

Thousands of students & youth are being enabled to move forward towards the path of self-employment receiving training from these centres.

Moreover, a Vocational Training & Self-Employment Scheme has been running in 66 (Sixty Six) sub-divisions of West Bengal jointly and in collaboration with the Technical

Education & Training Department of our state. The various curriculums of this new scheme have been framed following the guidelines of the National Council of Vocational Training (N.C.V.T).

8.3.3 West Bengal Mountaineering & Adventure Sports Foundation

This institution has been set-up by the department as a registered society with an objective of helping and encouraging the Youth of this State in 'Adventure Sports', Expedition and Exploration of diverse nature and fostering among them a spirit of camaraderie, good neighbourly relations, sacrifice for a noble cause, self discipline, self respect and respect for freedom and integrity of the nation. The foundation support, promote and execute schemes for mountaineering, skiing, rock-climbing, altitude trekking, hang gliding, jungle safari, coastal trekking, river rafting, sea surfing including exploration under the seas, cycling, motor cycling, touring, aero sports etc. for the youth and give financial assistance to individual family members of mountaineers or explorers etc. involved in an accident.

□ Activities of the Foundation

The main activities of West Bengal Mountaineering & Adventure Sports Foundation, are as follows :

1. Undertaking Mountaineering Expeditions
2. Promoting tracking, sports climbing, rock climbing, kayaking and other forms of adventure sports.
3. Supply Mountaineering Equipments for participating in various adventure mainly mountaineering from Equipment Store, Yuba Bharati Krirangan, Salt Lake.
4. Mountaineering Scholarship for Basic & Advance Mountaineering Courses at Himalayan Mountaineering Institute, Darjeeling both for Boys & Girls through selection.
5. Allotment of Rock Wall at Susunia, Mathaburu, Gajaburu and Joychandi for organizing Rock Climbing Course to various Mountaineering Clubs / Organisation.
6. Seminars.
7. Youth Hostel at Darjeeling.

8.3.4 West Bengal State Mission for Employment (WBSME)

West Bengal State Mission for Employment' in short WBSME was set-up by the state government, to speed up the overall activities of creation of newer scopes for employment generation through intensive monitoring of the activities of those Departments of Government of West Bengal which are directly engaged in providing Skill Development Training yielding to self-employment. Presently, the following Departments have been brought under this Mission :

1. Self Help Group & Self Employment Dept.	7. Fisheries Dept.
2. Micro & Small Scale Enterprises & Textiles Dept.	8. Animal Resources Development Dept.
3. Minorities Affairs & Madrasah Education Dept.	9. Commerce & Industries Dept.
4. Panchayat & Rural Development Dept.	10. Technical Education & Training Dept.
5. Backward Classes Welfare Dept	11. Home Dept.
6. Labour Dept.	12. Municipal Affairs Dept.
	13. Food Processing Industries & Horticulture Dept.
	14. Youth Services Dept.

The Youth Services Department will monitor the activities of all these Departments as well as act as the co-ordinating agency of this Mission.

8.3.5 Bangla Yuva Kendra

This is a fairly new initiative that has-been undertaken by the Department for ensuring appropriate implementation of the programmes that have been undertaken by the department, keeping in view the overall development of the student-youth section of our society and to create a healthy socio-cultural ambience. In the context of 'Bangla Yuva Kendra', during the financial year 2017-2018, a total of 462 nos. of Volunteers and 24 nos. of Coordinators have been appointed for this purpose. The volunteers render their services at Block/Municipal Level and the coordinators act at District Level and work for the development of the student-youth throughout the year maintaining perfect co-ordination with the Youth Services Department.

8.3.6 Coaching for Job/Profession Oriented Examinations

Under this scheme, training is imparted to meritorious student especially coming from the poorest family for preparing them for different job (Clerkship, Miscellaneous, TET, Banking, Railway, WBCS and in future I.A.S etc.) and profession (Medical Practice, Engineering etc.) oriented examinations free of cost. This service is provided only to those youths whose family income per annum is within Rs.1,20,000/- (Rupees One Lakh Twenty Thousand) only. Various reputed and established organizations/institutions have been engaged for conducting these kinds of courses.

8.4 Conclusion

We learnt about the structure of the Department of youth service & sports. We also learnt about its scheme and how it is imflented.

8.5 Exercise

1. Discus about the structure Department of foul service and sports.
2. Write a note on Bangla Yuva Kender.
3. What a short note on - WBSME

8.6 References

- Official website of Ministry of Social Justice and Empowerment, Government of India <https://socialjustice.gov.in/>
- Official Website of Department of Youth services and Sports, Government of India <http://www.wbyouthservices.gov.in/>

Unit 9 □ Management of Social Welfare Organizations

Structure

9.0 Objective

9.1 Introduction

9.2 History and Evolution of Organizational Behavior

9.3 Features of Organizational Behavior

9.3.1 Objectives of Organizational Behavior

9.4 Team Building

9.5 Motivation

9.6 Leadership

9.7 Conclusion

9.8 Exercise

9.9 References

9.0 Objectives

- In this unit we will know about Organizational Behavior, in terms of its conceptual framework, genesis, features, objectives, team building, motivation and leadership

9.1 Introduction

Organizational Behavior (OB) as a concept implies the study of human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself. According to Chester Barnard, individuals behave differently when acting in their organizational role than when acting separately from the organization. Organizational behavior researchers study the behavior of individuals primarily in their organizational roles. One of the main goals of organizational behavior research is “to revitalize organizational theory and develop a better conceptualization of organizational life”. Research work in the domain of OB is generally categorized in the following three ways.

- i. Individuals in organizations (micro-level)
- ii. Work groups (meso-level)

iii. How organizations behave (macro-level)

9.2 History and Evolution of Organizational Behavior

Organizational behavior as a concept has its roots during the Industrial Revolution which started from 1760s. Invention and application of new technologies during the Industrial Revolution resulted in the adoption of new manufacturing techniques and increased mechanization. In this context, Max Weber raised concerns over the reduction in religious and vocational work experiences. According to Weber, the Industrial Revolution's focus on efficiency constrained the worker to a kind of "prison" and "stripped a worker of their individuality". The socio-cultural changes caused by the Industrial Revolution also gave rise to new forms of organization.

Some of the best known theories relating to Organization Behavior today originate from Henri Fayol, Chester Barnard, and Mary Parker Follet who proposed theories referring to their experience to develop a model of effective organizational management, and each of their theories independently shared a focus on human behavior and motivation. One of the pioneer management consultants of 19th century, was Frederick Taylor who applied an approach known as the scientific management. Taylor advocated for maximizing task efficiency through the scientific method. This theory was further refined by Lillian and Frank Gilbreth, who utilized time and motion study to further improve worker efficiency. In the early 20th century the concept of assembly lines and mass production in automobile sector, was introduced by Henry Ford.

In the 1920s, the study was commissioned in the Hawthorne Works Western Electric factory better known as the Hawthorne study. Referring to the findings of this study, Elton Mayo concluded that job performance and the so-called Hawthorne Effect was strongly correlated to social relationships and job content. Referring to the findings from the Hawthorne Studies, motivation became a focal point in the OB community. A range of theories emerged in the 1950s and 1960s and include theories from notable OB researchers such as: Frederick Herzberg, Abraham Maslow, David McClelland, Victor Vroom, and Douglas McGregor. The main thrust area of these theories was about the link and co-relating the exist between employee motivation, work performance, and job satisfaction.

Later on, Herbert Simon's Administrative Behavior introduced a number of important OB concepts, most notably decision-making. Simon, along with Chester Barnard, argued

that people make decisions differently inside an organization when compared to their decisions outside of an organization. Simon argued that cognition is limited because of bounded rationality. For example; decision-makers often employ satisficing, the process of utilizing the first marginally acceptable solution rather than the most optimal solution. Simon was awarded the Nobel Prize in Economics for his work on organizational decision-making. In the 1960s and 1970s, the field started to become more quantitative and resource oriented and subsequently gave rise to various theories like the contingency theory, institutional theory, and organizational ecology.

9.3 Features of Organizational Behavior

Organizational Behavior (OB) adopts a systematic approach towards understanding the integrities of various factors that influence human behavior in different work settings. OB as a concept, is generally characterized by the following 6 main features.

1. A Separate Field of Study and not a Discipline Only.
 2. An Interdisciplinary Approach.
 3. Applied Science.
 4. Normative Science.
 5. A Humanistic and Optimistic Approach.
 6. A Total System Approach.
-
- 1. A Separate Field of Study and not a Discipline Only :** A discipline is considered as an accepted science that is based on a theoretical foundation. On the other hand, OB has a multi-interdisciplinary orientation and is therefore not based on a specific theoretical background. Therefore, it is better to consider OB as a separate field of study rather than a discipline only.
 - 2. An Interdisciplinary Approach :** OB adopts an interdisciplinary approach to study human behavior at work. OB tries to integrate the relevant knowledge drawn from related disciplines like psychology, sociology, and anthropology to make them applicable for studying and analyzing organizational behavior.
 - 3. Applied Science :** OB is an applied form of science. It involves application of various researches to solve the organizational problems related to human behavior. The main

difference between pure science and OB is that while pure science concentrates on fundamental research, however OB concentrates on applied research. OB involves both applied research and its application in organizational analysis. Hence, OB can be called both science as well as art.

4. **Normative Science :** Organizational Behavior is considered as a normative science as it prescribes about how the findings of applied research can be applied to socially accepted organizational goals. Therefore OB deals with what is accepted by individuals and society engaged in an organization. In fact, OB is normative as well which is well underscored by the proliferation of management theories.
5. **A Humanistic and Optimistic Approach :** Organizational Behavior as a concept and practice, adopts a humanistic approach towards people working in the organization. It involves thinking and feeling of human beings. OB is based on the belief that people have an innate desire to be independent, creative and productive. It also realizes that people working in the organization can and will actualize these potentials if they are given proper conditions and environments.
6. **A Total System Approach :** OB adopts a system approach as it integrates all the variables, affecting organizational functioning. The systems approach has been developed by behavioral scientists to analyze human behavior in view of his/her socio-psychological framework. Man's socio-psychological framework makes the man a complex one and the systems approach tries to study his/her complexity and find a solution to it.

9.3.1 Objectives of Organizational Behavior

Organization behavior aims at setting up an organizational culture, hiring the best people and creating meaningful connections among them, resolving the conflicts, developing the qualities of the employees, and establishes a firm and clear leadership chain. Some of the important objectives of Organizational Behavior are as follows.

1. Job Satisfaction
2. Finding the Right People
3. Organizational Culture
4. Leadership and Conflict Resolution
5. Understanding the Employees Better

6. Understand how to Develop Good Leaders
7. Develop a Good Team
8. Higher Productivity
1. **Job Satisfaction :** Understanding organizational behavior can shed light on the factors that can foster or hamper job satisfaction, such as physical settings, organizational rewards and punishments or work-group characteristics. Job satisfaction, in turn, can foster higher productivity and reduced turnover, while providing more leverage for the recruitment of top talent.
2. **Finding the Right People :** Organizational behavior can help in finding the right mix of talents and working styles required for the achievement of the task at hand. This can assist in deciding who to include in a team or task force, as well as in deciding who to promote to a leadership position or even the ideal profile for new hires.
3. **Organizational culture :** Organizational behavior is very helpful when it comes to understanding and designing effective communication channels and leadership structures that can reinforce organizational culture. As rapidly evolving business environments force organizations to adapt, entering, for example, into global markets or utilizing virtual workforce, organizational behavior can assist in maintaining a clear identity without losing flexibility and adaptability.
4. **Leadership and Conflict Resolution :** One of the main objectives of Organizational behavior is to foster leadership qualities, pro-activity and creative problem-solving. When creativity is allowed, the divergence of opinions is unavoidable, but organizational behavior can provide the leadership and the arbitrage dynamics required for turning conflicts into constructive idea exchanges.
5. **Understanding the Employees Better :** Organizational behavior as a branch of study helps organizations to understand why employees behave the way they do, and also thereby predict how they are going to behave in the future.
6. **Understand and Develop Good Leaders :** Organizational behavior also aims at helping in predicting who among the employees have the potential to become leaders. They also suggest about how to mold these employees so that their leadership potential is utilized to its fullest.

7. **Develop a Good Team** : One of the main objectives of Organization Behavior is to ensure better coordination and enhance the level of motivation among employees which in a way helps in developing a good team that is result oriented. The teamwork theories of organizational behavior are an essential tool in the hands of any manager.
8. **Higher Productivity** : All of this leads us to the most important goal of achieving the highest productivity in realizing the visions and goals of any organization. If implemented well, the organizational behavior principles help in motivating all the members to do their best. The levels of motivation can be the difference between a good and a bad result. Organizational Behavior has so many objectives by which it serves the organizations, individuals, groups and in a word all the stakeholders.

9.4 Team Building

According to Susam M Heathfield, Team building refers to a process transforming a group of individual contributing employees into a cohesive team—a group of people organized to work together to meet the needs of their customers by accomplishing their purpose and goals.

Team building creates stronger bonds among the members of a group. The individual members respect each other and their differences and share common goals and expectations.

Team building as a concept and a practice may include daily interaction that employees engage in when working together to carry out the requirements of their jobs. This type of team building is natural and can be assisted if the group takes the time to come up with a set of team norms. Such norms help group members to develop understanding about how to appropriately interact on the team and with the rest of the organization.

Team building can also involve structured activities and exercises led by team members. Or, with the proper budget and goals, managers can contract out for facilitation with an external resource. External facilitation by an experienced person can give your team building a boost.

Team building is considered as one of the important foundations of organizational development. The formal definition of team-building includes :

- aligning around goals

- building effective working relationships
- reducing team members' role ambiguity
- finding solutions to team problems

Team building is considered as being one of the most widely used group-development activities in organizations. A common strategy is to have a “team-building retreat” or “corporate love-in,” where team members try to address underlying concerns and build trust by engaging in activities that are not part of what they ordinarily do as a team.

□ **Approaches to Team Building**

There are four main approaches to team building namely setting goals, role clarity, problem solving and interpersonal relations. A brief illustration on the same is as follows.

□ **Setting goals**

It emphasizes on the importance of importance of clear objectives and individual and team goals. Team members become involved in action planning to identify ways to define success and failure and achieve goals. This approach intended to strengthen motivation and foster a sense of ownership. By identifying specific outcomes and tests of incremental success, teams can measure their progress.

□ **Role clarification**

This approach emphasizes on improving team members' understanding of their own and others' respective roles and responsibilities. It intends to reduce role ambiguity and foster understanding of the importance of structure by activities aimed at defining and adjusting roles. It also emphasizes on members' interdependence and the value of having each member focus on their own role in the team's success.

□ **Problem solving**

This is an approach that focuses on identifying major problems in terms of their nature, casual factors, impact and also intends to come-up with solutions.

□ **Interpersonal-relations**

This approach focuses on developing and enhancing teamwork skills such as giving and receiving support, communication and sharing. Teams with fewer interpersonal conflicts generally function more effectively than others. A facilitator guides the

conversations to develop mutual trust and open communication between team members.

□ **Important elements of team building**

Team building as a process involves six main elements namely role clarity, trust, job satisfaction, commitment, motivation and empowerment.

- i. Role clarity :** It implies how clear it is to this person what behaviors and tasks you expect.
- ii. Trust :** It is about how confidently this person feels he or she can rely on your skills and character.
- iii. Job Satisfaction :** It signifies how happy you make this person feel about doing his or her job.
- iv. Commitment :** It includes how attached or loyal to the organization this person you make this person feel
- v. Motivation :** It is about how competent you make this person feel in his or her position.
- vi. Empowerment :** It implies how much freedom to self-organize this person feels he has from you.

□ **Importance of Team Building :**

Team building is an effective tool for organizations that want to cultivate an effective organizational culture where employees enjoy coming to work, trust each other, and collaborate easily. Developing a strong team goes beyond hiring competent and kind employees. Team building as a concept as well as a practice, helps organization with regard to the following aspects.

□ **Building trust**

Trust is an essential element of an effective team. For employees to collaborate, knowing and earning trust from each other is crucial. Team building is an engaging activity involving diverse teams who interact through different activities away from office work to improve their teamwork. When an organization builds trust in the workplace, it allows employees to complete their tasks and make their own decisions.

Trust makes employees feel safe and quickly establishes their strengths and weaknesses.

It may also make employees more proactive with their ideas, feel ready to take risks, listen to one another, and arrive at consensus more easily. Eventually, the entire team becomes more confident about exposing their vulnerabilities to each other.

□ **Fostering better communication**

When employees work together, they strategize the best way to handle tasks and deliver excellent results. They can divide tasks to work in small groups, share ideas, and complete the work efficiently. With proper communication, employees understand their roles and what their colleagues are doing. This enhances involvement in how others are performing, improves collaboration, and encourages people to assist each other in achieving their goals.

□ **Improving performance**

Team building involves doing activities that help foster the importance of sharing tasks in the workplace. If an employee has less work to do, they can help other teams to complete their work. This enhances the realization of project objectives, which increases the overall productivity of an organization. Through team building activities, employees learn new skills, which they incorporate into their existing skill set. It enhances the performance of a team, makes them more efficient and eventually complete tasks on time.

□ **Encouraging collaboration**

One of the most significant benefits of team building is the improvement of interpersonal skills among employees. When people work together, they share their good and bad experiences. This brings them closer to each other and enhances trust. It also creates a friendly working environment where employees are free to request help or willingly assist others.

□ **Connecting remote teams**

Organizations that have some of their teams working remotely use team building activities as an effective way of uniting all team members working from different locations. Even though remote teams also contribute to the production of a company, coming together helps them understand each other better. It's through these connections that people build new networks and create a more positive remote working environment.

❑ **Embracing diversity among working teams**

Team building also promotes diversity. Most organizations have employees who come from different countries, backgrounds, and cultures, and speak different languages. The importance of team building is to foster an inclusive environment, where people celebrate their differences, learn from each other, and open new opportunities for communication.

❑ **Attracting new talent**

Candidates often look for roles based on more than earning a salary, including how an organization takes care of employees' welfare. Potential candidates may search for a friendly working environment that helps them achieve their career goals. Team building is an ideal strategy to attract and retain talented employees as it fosters cohesion, productivity, and a happy team.

❑ **Encouraging innovativeness**

When employees work together, they can generate great ideas. Organizations that encourage open forums where creative people sit and interact are likely to foster innovations. Typically, this improves critical thinking among team members and helps generate new ideas that are helpful for a company to advance.

❑ **Promoting health**

Team building benefits employees by fostering physical and mental health. Team building often involves events outside the office that require teamwork among employees to solve problems. Typically, this requires employees to complete tasks aside from their typical job responsibilities, like participating in fun activities and physical challenges. These activities promote networking, communication, and mental health for the team.

❑ **Promoting company culture**

Team building activities help a organizations improve its culture. When employees communicate and collaborate, it improves their performance, helps resolve conflicts, and enhances respect for each other. As an organization recognizes more talents, it motivates others to do better in their areas of work.

9.5 Motivation

The term “motivation” has been derived from the word 'motive' which means needs,

desires, wants or drives within the individuals. It can be designated as being a process of stimulating people to actions to accomplish the goals. It explains why people or animals initiate, continue or terminate a certain behavior at a particular time. In the work goal context the psychological factors stimulating the people's behaviour can be :

- desire for money
- success
- recognition
- job-satisfaction
- team work, etc

□ **Source of Motivation**

In the context of motivation, there can be a variety of sources. People may be motivated by external incentives, such as the motivation to work for compensation, or internal enjoyment, such as the motivation to create artwork in one's spare time. Some of the other important sources of motivation include curiosity, autonomy, validation of one's identity and beliefs, creating a positive self-image, and the desire to avoid potential losses.

□ **Different forms of Motivation**

Depending upon the nature and source, motivation as a phenomenon can broadly be categorized into four forms namely Extrinsic, Intrinsic, Introjected and identified. A brief elaboration on the same as follows.

□ **Extrinsic Motivation**

It is a form of motivation whereby individuals do work for reasons other than the joy of doing the work itself. Anything promised for completing the task or received as a result of completing the task are extrinsic motivators. If an employee is motivated to succeed based on influences like increased financial gain (such as commission or bonuses) or promotions, or if they do good work only because they fear negative consequences, they are likely extrinsically motivated. While this is ideal for employees in a competitive environment where their commission or promotions are dependent on their success, extrinsic motivation doesn't work consistently. Eventually, promotions and compensation won't motivate employees, which can be problematic down the road.

□ **Intrinsic Motivation**

Involves a kind of drive that comes purely from within and is not due to any anticipated reward, deadline, or outside pressure. For example, if an employee is motivated by an internal desire to succeed or desire self-actualization or self-exploration, they are likely intrinsically motivated. While employers may feel employees don't need external rewards because they have an internalized sense of motivation, morale is still important to reward these employees. Intrinsically motivated employees are more likely to place a high value on their boss saying "Good job" rather than being given a bonus at the end of the year.

□ **Introjected Motivation**

This is a complex form of motivation that can be detrimental for employees or organizations as a whole. It can be considered as a negative internalized motivation, similar to negative reinforcement. The stimulus for introjected motivation may take many forms, such as internalized guilt around a previous negative interaction with a boss or colleague or consistent negative feedback without positive action items.

□ **Identified Motivation**

This form of motivation is also known as "self-determined motivation". This is a more complex form of motivation which builds up over a period of time and isn't something that can be created or instilled in a person with the snap of a finger. Identified motivation presents itself as feeling the need to perform or accomplish a task but not acting on the need until the desire to do so actualizes.

□ **Theories of Motivation**

Through the course of time, various scholars have propagated different theories with an attempt to describe and explain the overall phenomenon/process of motivation in terms of its occurrence, casual factors, dynamics and other integrities. The following are some of the most important theories.

□ **Maslow's Hierarchy of Needs Theory**

The Hierarchy of Needs Theory was proposed by Abraham Maslow in the year 1943. This theory is based on the assumption that there is a hierarchy of five needs within each individual. The urgency of these needs varies. These five needs are as follows :

1. **Physiological needs :** These are the basic needs of air, water, food, clothing and shelter. In other words, physiological needs are the needs for basic amenities of life.
2. **Safety needs :** Safety needs include physical, environmental and emotional safety and protection. For instance- Job security, financial security, protection from animals, family security, health security, etc.
3. **Social needs :** Social needs include the need for love, affection, care, belongingness, and friendship.
4. **Esteem needs :** Esteem needs are of two types: internal esteem needs (self- respect, confidence, competence, achievement and freedom) and external esteem needs (recognition, power, status, attention and admiration).
5. **Self-actualization need :** This include the urge to become what you are capable of becoming / what you have the potential to become. It includes the need for growth and self-contentment. It also includes desire for gaining more knowledge, social-service, creativity and being aesthetic. The self- actualization needs are never fully satiable. As an individual grows psychologically, opportunities keep cropping up to continue growing.



According to Maslow, individuals are motivated by unsatisfied needs. As each of these needs is significantly satisfied, it drives and forces the next need to emerge. Maslow grouped the five needs into two categories - Higher-order needs and Lower-order needs. The physiological and the safety needs constituted the lower-order needs. These lower-order needs are mainly satisfied externally. The social, esteem, and self-actualization needs constituted the higher-order needs. These higher-order needs are generally satisfied internally, i.e., within an individual. Thus, we can conclude that during boom period, the employees lower-order needs are significantly met.

□ Herzberg's Two-Factor Theory of Motivation

This theory was proposed by a behavioral scientist named Frederick Herzberg in the year 1959. According to Herzberg, job satisfaction and dissatisfaction exist on two different

continua, each with its own set of factors. Herzberg classified these job factors into two categories :

Hygiene factors : These factors which are essential for existence of motivation at workplace. These do not lead to positive satisfaction for long-term. But if these factors are absent / if these factors are non-existent at workplace, then they lead to dissatisfaction. These factors are extrinsic to work. Hygiene factors are also called as dissatisfiers or maintenance factors as they are required to avoid dissatisfaction. Hygiene factors include :

- **Pay :** The pay or salary structure should be appropriate and reasonable. It must be equal and competitive to those in the same industry in the same domain.
- **Company Policies and administrative policies :** The company policies should not be too rigid. They should be fair and clear. It should include flexible working hours, dress code, breaks, vacation, etc.
- **Fringe benefits :** The employees should be offered health care plans (medicclaim), benefits for the family members, employee help programmes, etc.
- **Physical Working conditions :** The working conditions should be safe, clean and hygienic. The work equipments should be updated and well-maintained.
- **Status :** The employees' status within the organization should be familiar and retained.
- **Interpersonal relations :** The relationship of the employees with his peers, superiors and subordinates should be appropriate and acceptable. There should be no conflict or humiliation element present.
- **Job Security :** The organization must provide job security to the employees.

Motivational factors : According to Herzberg, the hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate the employees for a superior performance. These factors are called satisfiers. These are factors involved in performing the job. Employees find these factors intrinsically rewarding. The motivators symbolized the psychological needs that were perceived as an additional benefit. Motivational factors include :

- **Recognition :** The employees should be praised and recognized for their accomplishments by the managers.

- Sense of achievement : The employees must have a sense of achievement. This depends on the job. There must be a fruit of some sort in the job.
- Growth and promotional opportunities : There must be growth and advancement opportunities in an organization to motivate the employees to perform well.
- Responsibility : The employees must hold themselves responsible for the work. The managers should give them ownership of the work. They should minimize control but retain accountability.
- Meaningfulness of the work : The work itself should be meaningful, interesting and challenging for the employee to perform and to get motivated.

□ **Theory X and Theory Y**

In 1960, Douglas McGregor formulated Theory X and Theory Y suggesting two aspects of human behaviour at work, or in other words, two different views of individuals (employees): one of which is negative, called as Theory X and the other is positive, so called as Theory Y. According to McGregor, the perception of managers on the nature of individuals is based on various assumptions.

Assumptions of Theory X

- An average employee intrinsically does not like work and tries to escape it whenever possible
- Since the employee does not want to work, he must be persuaded, compelled, or warned with punishment so as to achieve organizational goals. A close supervision is required on part of managers. The managers adopt a more dictatorial style
- Many employees rank job security on top, and they have little or no aspiration/ambition
- Employees generally dislike responsibilities
- Employees resist change
- An average employee needs formal direction

Assumptions of Theory Y

- Employees can perceive their job as relaxing and normal. They exercise their physical and mental efforts in an inherent manner in their jobs

- Employees may not require only threat, external control and coercion to work, but they can use self-direction and self-control if they are dedicated and sincere to achieve the organizational objectives
- If the job is rewarding and satisfying, then it will result in employees' loyalty and commitment to organization
- An average employee can learn to admit and recognize the responsibility. In fact, he can even learn to obtain responsibility
- The employees have skills and capabilities. Their logical capabilities should be fully utilized. In other words, the creativity, resourcefulness and innovative potentiality of the employees can be utilized to solve organizational problems.

Thus, we can say that Theory X presents a pessimistic view of employees' nature and behaviour at work, while Theory Y presents an optimistic view of the employees' nature and behaviour at work. If correlate it with Maslow's theory, we can say that Theory X is based on the assumption that the employees emphasize on the physiological needs and the safety needs; while Theory Y is based on the assumption that the social needs, esteem needs and the self-actualization needs dominate the employees.

McGregor views Theory Y to be more valid and reasonable than Theory X. Thus, he encouraged cordial team relations, responsible and stimulating jobs, and participation of all in decision-making process.

9.6 Leadership

Leadership as a concept can be defined as the ability of an individual or a group of individuals to influence and guide followers or other members of an organization.

Leadership involves making sound and sometimes difficult decisions, creating and articulating a clear vision, establishing achievable goals and providing followers with the knowledge and tools necessary to achieve those goals.

□ Qualities of a good leader

In order to be a good leader, one should possess certain qualities. A following section is a brief illustration about such qualities that are generally been possessed by good leaders.

1. Willingness to Listen : Effective communication serves as a very important skill of

all leaders. It's a two way process that involves both speaking as well as listening. However, more often than not, the best leaders spend at least as much time listening as they do speaking. Listening means actually understanding and retaining what their employees are saying—rather than waiting for their own turn to talk or provide direction. Therefore it is important for any leader to have the patience to listen to their followers.

2. **Perseverance** : It is important for every leader to possess the quality of perseverance. It implies that the leader should be willing to keep moving even in difficult circumstances. They find ways around hurdles and roadblocks. They figure out how to solve problems. They encourage their team to keep putting one foot in front of the other—even if things don't necessarily go according to plan.
3. **Honesty** : Honesty is considered as being one of the top qualities that every leader should possess. This is something which is non-negotiable for a leader. As a leader, it is one's responsibility to keep their followers in the loop. And, sometimes that news isn't always rosy. At times leaders need to deliver some hard-to-hear feedback or perhaps need to be painfully transparent about some difficult situations. Regardless of the specifics, the most effective leaders recognize the importance of being honest about those situations—rather than trying to deceive employees or sweep things under the rug.
4. **Selflessness** : Leaders should not be self centered. Rather they should always be concerned about the interests of the larger team and the organization as a whole. For them, fulfillment of the needs and concerns of followers/ team and the organization should be at a priority. It's the responsibility of the leader to step in with guidance, instruction, and encouragement whenever necessary. And, therefore leaders can't be selfish. More often than not, they have to set aside their own plans and desires in order to offer that required support to their direct reports.
5. **Decisiveness** : Good leaders should always be able to provide the right direction to their followers. In that sense, good leaders should always be decisive. Leaders should be able to provide quick, clear, and well-informed directions to help their followers navigate even the stickiest of situations.
6. **Trust** : Trust is considered as a very important quality of a leader whereby the followers believe in the genuine intention and ability of leaders to address their concerns. As a leader, one should empower their followers to own their projects and the results, without breathing down their necks or monitoring their every move. The best leaders

are there to provide resources and support when needed—but otherwise, let their employees do their jobs. Trust is a two-way street.

- 7. Integrity :** All leaders should be honest and possess moral principles. They should have a link between what they say or commit and what they try to do. It also implies that leaders should be trustworthy. Successful leaders always try to do their best to act with respect and integrity.

□ **Leadership style**

There are four major style of leadership namely Autocratic Leadership, Democratic Leadership, Laissez-faire Leadership and Transformational Leadership. A brief description on the same, is as follows.

□ **Autocratic Leadership**

This type of leadership style involves directions comes from the top, a singular figure who leads an organization or a team. An autocratic leader determines strategy, policies, procedures, and the direction of the organization, dictating everything to subordinates. Authoritarian leaders are not focused on collaboration with those in their circle, they are rarely interested in feedback, and they prefer to hold all of the power and be in charge.

In Lewin's research, he witnessed four behaviors and results of the Authoritarian Leadership style :

- All determination of policy is by the leader.
- Techniques and activity steps are dictated by the authority, one at a time, so that future steps or techniques are uncertain.
- The leader usually dictates the particular work task and work companions of each member.
- The dominator is “personal” in his praise and criticism of the work of each team member, but is aloof from active group participation, except when demonstrating. He is friendly or impersonal rather than openly hostile.
- **Qualities :** Autocratic leaders often possess qualities subordinates look up to, such as decisiveness, self-confidence, and a steadfast, focused commitment to the goal.
- **When It Works :** While Autocratic Leadership and the “Don't question my commands” approach doesn't sound like fun, there are occasions when this

leadership style can be appropriate and effective, such as in urgent or chaotic situations that require someone to reign in the team and make a prompt and effective decision.

- **When It Doesn't Work :** Employees working under an autocratic leader may feel micromanaged, and because all directives come from one person at the top, they may become dependent on that person for direction and incapable of making business decisions on their own.

□ **Democratic Leadership**

Also known as Participative Leadership, the Democratic Leadership approach involves gathering input from your subordinates and team members so everyone has a chance to contribute to the decision-making process. Democratic leaders are still the decision-makers, but their approach allows others to feel engaged and have a stake in the final outcome. Democratic leaders excel at sparking creativity among subordinates, and projects are enhanced when positive contributions come from all sides.

Lewin's research into the Democratic Leadership style uncovered these four behaviors and results :

- All policies were a matter of group discussion and decision, encouraged and assisted by the leader.
- Activity perspective was gained during the first discussion period. General steps to group goal were sketched, and where technical advice was needed, the leader suggested two or three alternative procedures from which a choice could be made.
- The members were free to work with anyone, and division of tasks was left to the group leader.
- The leader was "objective" or "fact-minded" in his praise and criticism and tried to be a regular group member in spirit without doing too much of the work.

Microsoft Corporation co-founder Bill Gates, Nelson Mandela, and Walt Disney, President of The Walt Disney Company, are often cited as examples of democratic leaders.

- **Qualities :** Democratic leaders possess a curiosity that drives their desire for input from all sides. Their desire for a participative environment also makes them great communicators, and subordinates often find them easily approachable.

- **When It Works :** A democratic approach to leadership yields positive results when the group feels part of the solution. This leads to more creative input and often heightens employee morale.
- **When It Doesn't Work :** Not every leader achieves success with the democratic approach. Inevitably, there will be employees who feel left out because their ideas or solutions were not chosen. Further, placing confidence in the group to posit solutions can be problematic if the group is not skilled or trained to answer the call.

□ **Laissez-faire Leadership**

This type of leadership involves empowering your employees, being hands-off, and trusting them to accomplish the task at hand without constant questions or micromanagement. Laissez-faire leaders leave decisions to their employees, while staying available to provide feedback when necessary.

According to Lewin, Laissez-faire leaders exhibit four common behaviors and results :

- Complete freedom for group or individual decision, without any leader participation
- Various materials supplied by leader, who made it clear that he would supply information when asked, but took no other part in work discussions
- Complete nonparticipation by leader
- Very infrequent comments on member activities unless questioned, and no attempt to participate or interfere with the course of events
- **Qualities :** Laissez-faire leaders are excellent at delegating, and they instill confidence in employees when assigning them tasks without oversight. They are capable of providing constructive criticism when needed, and are often seen as trusting, as they willingly place responsibilities in the hands of employees.
- **When It Works :** The Laissez-faire approach often leads to faster decision-making, as employees don't need to ask a higher up for approval. It is also especially effective in scenarios where the employees or groups are already trained and skilled for the task at hand. These workers are fully competent and don't require supervision, and when they're empowered by a Laissez-faire leader, they may feel more accomplished when they complete their task without a guiding hand or directive.
- **When It Doesn't Work :** Hands-off can be problematic when your team doesn't

fully understand the mission. Further, Laissez-faire leaders may find that without direction or oversight, employees don't accomplish as much, or anything at all. Unless you have complete confidence in your employees and their collective ability to complete a task without close supervision, you may reconsider this approach.

□ **Transformational Leadership**

Transformational Leadership involves developing a grand vision and rallying your employees around it. Under this style, the team is eager to transform and evolve – personally and professionally – in order to achieve the overall goal. With the organization and employees aligned, teams working under a transformational leader are united for the singular cause, and willing to commit their effort, time, and energy to the organization.

□ **Transformational Leadership Qualities :**

- Understanding what needs to change
- Ability to stimulate the intellect
- Knack for encouraging participation
- Talent for genuine communication
- Loyalty
- Sense of the bigger picture
- Personal integrity
- An inspiring bearing/presence
- **When It Works :** Transformational Leadership allows employees to see clearly the vision and goals for the organization, and employees remain loyal and productive while working to accomplish their mission. Transformational Leadership creates workplace harmony as everyone is working together, and the lines of communication are always open between employees and leadership.
- **When It Doesn't Work :** While a fully engaged and committed group is what every leader wants, Transformational Leadership has been known to contribute to burnout as employees work continuously to achieve goals. This approach also requires constant communication and feedback between leadership and the employees, and if those lines are severed in any way, the latter can feel left out of the big picture.

9.7 Conclusion

Without a conceptual clarity about organizational Behaviour, one can not carry out our organizational in an efficiently. This unit gives us a complete understanding about the various aspects which are needed to motivate a team, and give a good leadership to a programme. Thus unit was an important Lesson for any social work profession.

9.8 Exercise

1. What are the objectives of organizational behaviour.
 2. Write a note on Team Building.
 3. Discuss Maslow's Hierarchy of Needs Theory.
 4. What are the qualities of good leader.
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Unit 10 □ Human Resource Development

Structure

- 10.0 Objectives**
- 10.1 Introduction**
- 10.2 Definition**
- 10.3 Human Resource Planning**
- 10.4 Training and Development**
- 10.5 Human Resource Policy (HR Policy)**
- 10.6 Conclusion**
- 10.7 Exercise**
- 10.8 Reference**

10.0 Objectives

This unit will help us to understand Human Resource Development in terms of its conceptual framework, definition, processes like Human resource Planning, Training and Development, Human Resource Policy.

10.1 Introduction

Human Resource Development as a concept may be considered as a framework for helping employees develop their skills, knowledge, and abilities, which in turn improves an organization's effectiveness. It refers to the vast field of training and development provided by organizations to increase the knowledge, skills, education, and abilities of their employees. In many organizations, the human resources development process begins upon the hiring of a new employee and continues throughout that employee's tenure with the organization.

10.2 Definition

According to South Pacific Commission 'human resource development is equipping people

with relevant skills to have a healthy and satisfying life’.

According to Watkins, ‘human resource development is fostering long-term work-related learning capacity at individual, group and organizational level’.

The American Society for Training and Development defines HRD as follows: ‘human resource development is the process of increasing the capacity of the human resource through development. It is thus the process of adding value to individuals, teams or an organization as a human system’.

10.3 Human Resource Planning

Human resource planning (HRP) is the continuous process of systematic planning ahead to achieve optimum use of an organization’s most valuable asset—quality employees. Human resources planning ensures the best fit between employees and jobs while avoiding manpower shortages or surpluses.

There are four key steps to the HRP process. They include analyzing present labor supply, forecasting labor demand, balancing projected labor demand with supply, and supporting organizational goals. HRP is an important investment for any business as it allows companies to remain both productive and profitable.

Human Resource Planning (HRP) can be considered as a strategy used by a organizations to maintain a steady stream of skilled employees while avoiding employee shortages or surpluses.

Having a good HRP strategy in place can mean productivity and better performance for an organization.

□ Objectives of Human Resource Planning

The main objectives of HRP are as follows :

- (i) Proper assessment of human resources needs in future.
- (ii) Anticipation of deficient or surplus manpower and taking the corrective action.
- (iii) To create a highly talented workforce in the organization.
- (iv) To protect the weaker sections of the society.
- (v) To manage the challenges in the organization due to modernization, restructuring

and re-engineering

- (vi) To facilitate the realization of the organization's objectives by providing right number and types of personnel.
- (vii) To reduce the costs associated with personnel by proper planning.
- (viii) To determine the future skill requirements of the organization
- (ix) To plan careers for individual employee.
- (x) Providing a better view of HR dimensions to top management.
- (xi) Determining the training and development needs of employees.

□ **Steps in Human Resource Planning (HRP)**

In broader terms, there are four general steps in the HRP process :

- Identifying the current supply of employees,
- Determining the future of the workforce,
- Balancing between labor supply and demand, and
- Developing plans that support the organization's goals.

□ **Analyzing Labor Supply**

The first step of HRP is to identify the organization's current human resources supply. In this step, the HR department studies the strength of the organization based on the number of employees, their skills, qualifications, positions, benefits, and performance levels.

□ **Forecasting Labor Demand**

The second step requires the company to outline the future of its workforce. Here, the HR department can consider certain issues like promotions, retirements, layoffs, and transfers—anything those factors into the future needs of an organization. The HR department can also look at external conditions impacting labor demand, such as new technology that might increase or decrease the need for workers.

□ **Balancing Labor Demand with Supply**

The third step in the HRP process is forecasting the employment demand. HR creates a gap analysis that lays out specific needs to narrow the supply of the organization's labor versus future demand. This analysis will often generate a series of questions, such as :

- Should employees learn new skills?
- Does the organization need more managers?
- Do all employees play to their strengths in their current roles?

□ **Developing and Implementing a Plan**

The answers to questions from the gap analysis help HR determine how to proceed, which is the final phase of the HRP process. HR must now take practical steps to integrate its plan with the rest of the organization. The department needs a budget, the ability to implement the plan, and a collaborative effort with all departments to execute that plan.

Human resource planning allows organizations to plan ahead so they can maintain a steady supply of skilled employees. That's why it is also referred to as workforce planning. The process is used to help organizations evaluate their needs and to plan ahead to meet those needs.

Human resource planning needs to be flexible enough to meet short-term staffing challenges while adapting to changing conditions in the business environment over the longer term. HRP starts by assessing and auditing the current capacity of human resources.

10.4 Training and Development

□ **Definition of Training**

Training and development as a concept may be considered as educational activities within an organization that are designed to improve the job performance of an individual or group. These programs typically involve advancing a worker's knowledge and skill sets and instilling greater motivation to enhance job performance

Training is a process by which the aptitudes, skills and abilities of employees to perform specific jobs are increased

□ **Objectives of Training programmes**

According to Douglas Mc Gregor, there are three main purposes of learning

- Acquiring intellectual knowledge
- Acquiring manual skills
- Acquiring problem solving skills

□ Importance of Training

Training programmes are considered to be extremely vital for organizations in ensuring the following aspects.

- It makes employees more effective and productive
- It is an integral part of the whole management process
- It enables employees to develop and rise within the organization
- It increases market value of Personnel and thereby increase earning power and job security
- It enables management to resolve sources of friction
- It molds employees attitudes and help in better coordination within the organization
- Enhances moral and level of satisfaction with employees
- Ensures better and economic use of materials and equipment
- Enhances the rate and quality of the production process
- Ensures complete advantage to organizations

□ Types of training programme

Considering the size, training needs of the work force and also organizational goals and objectives, training programmes are planned and organized by organizations. Training programmes can be organized within the organization (In Company trainings). And also organization may send their employees to other external agencies for training. In situations where the numbers of employees are small, organizations generally prefer sending such employees to training programmers being organized by external agencies. And in situations where the number of employees to be trained is more, organization prefers to set-up their own training facilities and have in-house training programme.

□ Methods of Training

□ On the Job Training

This is the most widely used method of training whereby trainees are trained by their supervisors, while performing their job, in the true work environment. This method of training is appropriate for teaching knowledge and skills that can be acquired in a relatively shorter period.

□ **Vestibule Training**

This method of training involves an attempt to duplicate on-the-job situation in a company classroom. In this method, training is often imparted with the help of equipment and machines which are identical with those in use. This method of training enables the trainee to concentrate on learning the new skills rather than performing an actual job. Theoretical training is given in classroom, while the practical work is conducted on the production line or fields of programmatic interventions.

□ **Apprenticeship programme**

In this method of training, individuals are employed by the organization on a small stipend to learn Job. If satisfied, then companies or organizations may absorb such trainees, as full time employees/staff members.

□ **Simulation Method**

This is a technique which duplicates as nearly as possible, the actual condition encountered on a job.

This method of training has most widely being in use in the aeronautical and space research industry.

□ **Knowledge-based Method**

In this method of training, participants/trainees are exposed to concepts and theories, basic principles, pure and applied knowledge in any subject area. This method of training aims at creating awareness on knowledge and fundamentals. Focus is on transmission of knowledge. This method of training includes lectures, seminars, workshops, films and training, group discussions.

□ **Experiential Methods**

In this method of training, the emphasis is on achieving through group processes and dynamics, better understanding of one-self and others. This attitudinal training helps an individual to improve his comprehension of self, others, group behavior and personal interactions. This method of training helps in understanding the problem of human relationship in a work situation. Such training is imparted on the job by the workers immediate supervisor.

10.5 Human Resource Policy (HR Policy)

HR policies of organization may be defined as a collection of the organization's policies that lay down a strategy for developing, communicating, and enforcing a set of practices that reflect the organization's standards of acceptable behavior. HR policies of an organization define the process through which an employer and employee(s) together can achieve the company's goals.

□ Components covered under HR Policy

The HR policy of organizations is somewhat unique taking into consideration the specific goals, structures and culture of respective organizations. However, most of the HR policies of organizations speak for establishing uniform standards with regard to various important HR related functions and practices. HR policies is a document that incorporates standards and detail elaboration of the following components.

- Recruitment and Selection
- Procedures relating to Appointments
- Training and Development/capacity development
- Compensation policy
- Policies relating to attendance and working hours
- Deductions with regard to compensation
- Other benefits for staff welfare
- Leave policy
- Policy related to Performance Appraisal and Promotion
- Tenure of service
- Grievance Redressal Mechanism
- Provisions relating to completion and termination of service

10.6 Conclusion

This unit clabortely discussed various aspects of Human Resource development, which

are required to be followed with an agency setting. We learnt about Human Resource planning and also developed knowledge about the importance of Training Development without which, we can not think of the Capacity building of the staff who are employed in the agency.

10.7 Exercise

1. What do you mean by Human Resource Development?
2. What are the objectives of Human Resource Planning?
3. What are the Steps to be followed in Human Resource planning.
4. Define Training? What are importance of Training.
5. What are the Components of Human resource planning.

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Unit 11 □ Non Governmental Organizations (NGOs) and Voluntary Organizations (VOs)

Structure

- 11.0 Objective
- 11.1 Introduction
- 11.2 Categories of NGOs
- 11.3 Characteristics of NGOs
- 11.4 Strengths and Weakness of NGOs
- 11.5 Registration of NGOs in India
- 11.6 Voluntary organization
- 11.7 Resource Mobilization
- 11.8 Accountability and Transparency
- 11.9 Conclusion
- 11.10 Exercise
- 11.11 Reference

11.0 Objectives

Our learners will get an idea about, NGOs and Voluntary Organizations inclusive of aspects like definition, categorization, registration process, characteristics, processes relating to Resource Mobilization, Accountability and Transparency.

11.1 Introduction

There is no universally accepted definition of an NGO as various agencies have tried to define it different ways. However, the definition being proposed by UN Department of Global Communications and World Bank are considered as being one of the most widely accepted one. According to UN Department of Global Communications, an NGO is “a not-for-profit, voluntary citizen’s group that is organized on a local, national or international level to address issues in support of the public good.” On the other hand, the World Bank has defined 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”.

11.2 Categories of NGOs

NGO is a very broad term that encompasses a wide spectrum of different types of organizations. In the development sector, NGOs range from large, Northern-based charities such as CARE, Oxfam and World Vision to community-based self-help groups in the South. They also include research institutes, churches, professional associations and lobby groups.

The World Bank tends to interact with two main categories of NGOs: i) operational NGOs whose primary purpose is the design and implementation of development-related projects, and; ii) advocacy NGOs-whose primary purpose is to defend or promote a specific cause and who seek to influence the policies and practices of the Bank. In this regard, it is to be noted that these two categories are not mutually exclusive. There are NGOs which are engaged in both operational and advocacy activities and some advocacy groups, while not directly involved in designing and implementing projects.

The World Bank has further classified operational NGOs into three main groups : i) community-based organizations (CBOs)-which serve a specific population in a narrow geographic area; ii) national organizations-which operate in individual developing countries, and; iii) international organizations-which are typically headquartered in developed countries and carry out operations in more than one developing country. During 1970s and 1980s, the World Bank mostly used to collaborate with international NGOs. However, in recent years, this trend has been reversed. Now the World Bank mostly collaborates with national organizations. CBOs (also referred to as grassroots organizations or peoples' organizations) are distinct in nature and purpose from other NGOs.

While national and international organizations are ‘intermediary’ NGOs which are formed to serve others; CBOs are normally “membership” organizations made up of a group of individuals who have joined together to further their own interests (e.g.: women's groups, credit circles, youth clubs, cooperatives and farmer associations). In the context of Bank-financed activities, national or international NGOs are normally contracted to deliver services, design projects or conduct research. CBOs are more likely to be the recipients of project goods and services. In projects which promote participatory development, grassroots

organizations play the key function of providing an institutional framework for beneficiary participation. Many national and international NGOs work in partnership with CBOs- either channeling development resources to them or providing them with services or technical assistance.

11.3 Characteristics of NGOs

In the context of NGOs, there are certain common characteristics. According to Ball and Dunn NGOs share the following characteristics.

- NGOs are formed voluntarily;
- NGOs are independent of government;
- All NGOs are not for private profit or gain;
- All NGOs are registered bodies
- An organization not affiliated to political parties, generally engaged in working for aid, development and welfare of the community
- The principal of NGOs is to improve the circumstances and prospects of disadvantaged people.

11.4 Strengths and Weakness of NGOs

Despite their diverse nature, NGOs are generally associated with the following specific strength areas.

- NGOs generally has strong grassroots links;
- Most of the NGOs posses field-based development expertise;
- NGOs the ability to innovate and adapt;
- NGOs generally adopt a process-oriented approach to development;
- In the context of their work, NGOs generally adopt participatory methodologies and tools;
- NGOs have long-term commitment and emphasis on sustainability;
- NGOs cost-effectiveness in terms of their work.

Along with strengths, NGOs also have some weaknesses/ limitations. Some of the important weaknesses of the sector are as follows

- Most of the NGOs have limited financial and management expertise
- Most of the NGOs have limited institutional capacity;
- NGOs generally have low levels of self-sustainability;
- The NGO sector suffers from issues relating to isolation/lack of inter-organizational communication and/or coordination;
- Most NGOs have small scale interventions;
- NGOs generally have lack of proper understanding of the broader social or economic context.

11.5 Registration of NGOs in India

In the context of this country, there are a number of legislative provisions, under which Civil Society Organizations (CSOs) can get registered. In India, a CSO can get registered as a Society or a Public Trust or a Non-for-Profit Making Company, under appropriate legislations. The following section is a brief elaboration on the same.

□ Registered societies

Societies Registration Act, 1860 is a Central Act under which not-for-profit organizations can get registered as a society. Almost all the states in India have adopted (with modifications, if any) the Central Act for creating state-level authorities for registering various types of not-for-profit entities. According to the Act, any seven persons who subscribe to the Memorandum of Association (MOA) can register a society. The memorandum should include the name of the society; its objectives; names, addresses and occupations of the members subscribing to it as well as the first governing body to be constituted on registration.

□ Trust

□ Public trust

Non-for-Profit organizations can also get registered as a Public Trust for charitable purposes. There is no All India Level Act for setting up public charitable trusts. Some of the states in India have enacted the Public Charitable Trust Act, while most states in India do not have a Trust Act. An NGO can be created and get registered as a public trust Act.

A trust can be registered in one state, but the same has the scope to operate in any number of states. In the state of Maharashtra and Gujarat, all organizations that are registered as Society are by default also registered as public trusts under Bombay Public Trust Act, 1950.

□ **Private trust**

A private trust, created under and governed by the Indian Trusts Act of 1882, aims at managing assigned trust properties for private or religious purpose. A private trust does not enjoy the privileges and tax benefits that are available for public trusts or NGOs.

□ **Non profit companies**

Non Governmental Organizations can also be registered under Section 8 of the Companies Act 2013, as non-for-profit companies. Conferring of corporate personality to associations that promote cultural and charitable objectives, but exempting them from some cumbersome requirements (which are essentially for regulation of business bodies but are difficult for compliance by non-profit companies), are the noteworthy features that are provided under the Companies Act, 2013.

11.6 Voluntary Organizations

The term Voluntarism has been derived from a Latin word “Voluntus” which means will or freedom. According to SCVO, voluntary organizations are non-profit driven, non-statutory, autonomous and run by individuals who do not get paid for running the organization. Some voluntary organizations are recognized by the Inland Revenue as charities.

David L Sills defines Voluntary organizations as a group of persons organized on the basis of voluntary membership without state control for the furtherance of some common interest of its members. Sills excluded three similar types of associations like (i). Making a living association (Like business farm or trade associations) (ii). Religious organizations and (iii). Political parties.

□ Differences between Non Governmental Organizations (NGOs) and Voluntary Organizations (VOs)

Quiet often people perceive Non Governmental Organizations (NGOs) and Voluntary Organizations (VOs) as two terms which can be used synonymously. However, they are quiet different and their difference exist in various aspects ranging from their registration status to nature and scale of their programmatic intervention. The following table can be considered as an illustration of the important differences that exist between VOs and NGOs.

11.7 Resource Mobilization

Voluntary Organization (VOs)	Non-Governmental Organizations (NGOs)
<ul style="list-style-type: none"> • VOs may or may not be registered 	<ul style="list-style-type: none"> • NGOs are always registered
<ul style="list-style-type: none"> • VOs generally engages volunteers who perform work purely on the basis of free will and voluntarism 	<ul style="list-style-type: none"> • NGOs engages volunteers as well as professionals for performing work
<ul style="list-style-type: none"> • VOs are not under the control of the government 	<ul style="list-style-type: none"> • With regard to NGOs, the government have some degree of control
<ul style="list-style-type: none"> • Generally their scale of work is small in terms of its volume and geographical area of coverage 	<ul style="list-style-type: none"> • Generally the scale of work for NGOs is comparatively larger than VOs in terms of volume and geographical area of coverage
<ul style="list-style-type: none"> • The nature of work with VOs is mainly ad hock in nature and fades away with time 	<ul style="list-style-type: none"> • The nature of work of NGOs, are comparatively long-term and have some degree of sustainability
<ul style="list-style-type: none"> • Application of professional knowledge, skills and abilities is very limited 	<ul style="list-style-type: none"> • Comparatively involves higher degree of application of professional knowledge, skills and abilities

With regard to the existence, operation and growth of any social work agency, resources serve as a thing of paramount resources. No agency can function without resources. There are different types of resources that are required by agencies. This includes financial resource, infrastructural resource, intellectual resource, human resource, social resource, etc. When it comes to source of resource, they can be internal as well as external.

Internal resources are a type of resource that is available within the organization. This may include resources like

- Financial Resource that are available with the organization as corpus fund
- Human Resource of the organization inclusive of aspects like Knowledge, skills, abilities and competencies of staff members and administrators
- Assets and infrastructural facilities that are available within the organization
- Expertise and credibility of the organization including its brand value

On the other hand, external resources includes such resources that are available with

- Individual donors
- The Community as a whole
- The Government
- Donor agencies including such agencies of foreign origin
- Corporate organizations including their CSR wings

It is extremely vital for organization to secure requisite resources from such sources. And this is something that organizations do through Resource Mobilization. Resource mobilization is generally considered as a process of getting resources from such external sources of resource, using different mechanisms, to implement an organization's predetermined goals.

It deals in acquiring the needed resources in a timely, cost-effective manner. Resource mobilization advocates having the right type of resource at the right time at the right price by making the right use of acquired resources thus ensuring optimum usage of the same. The strategies for resource mobilization that are followed by organizations vary depending upon their requirement and also the kind of resource provider that organizations are approaching. In this regard, the following section may be referred.

□ **Resource Mobilization from Individual Donors**

In the context of many social work agencies, donations made by individual donors, serves as a major source of resource. Such donations not only help organizations to develop their own corpus fund but also help them sustain, formulate and implement developmental

projects independently. In order to promote this practice, organizations and some of their projects get registered under a certain important section of the Income Tax Act, 1961 like section 80G, Section 35AC, etc. Donations made to organizations with such registration status, ensures Tax deductions/exemptions at certain specified rates. This acts as a motivational factor for potential donors to make substantial amount of donations to social work agencies including voluntary organizations. Furthermore, methods of resource mobilization like crowd funding, have become extremely popular with social work agencies, for which they are making extensive use of social media platforms.

□ **Resource Mobilization for the Community**

Community has been an important source of resource not only for grass root level organizations but also for some national level organization. Organization mobilizes different types of resources from the community ranging from financial resource, infrastructural support, social resources, labour, etc. Resources mobilized from the community are considered as an indicator for measuring aspects like community ownership, community participation, project sustainability, etc. In fact, in ensuring project sustainability and durability, resources mobilized at the community level, serves as a very important method for ensuring the same. In order to mobilize resource from the community, organization should ensure active participation and involvement of the community people, in planning, implementation, monitoring and appraisal of any developmental initiative.

□ **Resource Mobilization from the Government**

For a large number of social work agencies, the government serves as a major source of resource. In fact, based on the contours of PPP model (i.e. Public-Private-Partnership), social work agencies implement various social development oriented projects with financial and technical support from the government. In other words, there are many a schemes and projects that are implemented by social work agencies with financial support from local self governments, state governments as well as the central government. Social work agencies receive financial assistance from the government, through a system called Grant-In-Aid. In order to apply for Grant-In-Aid, agencies need to comply with certain standard criteria. The following are some of the important criteria for applying for Grant-In-Aid.

- Agencies should have a valid registration under appropriate legislation as a society,

public trust or non-for profit making company

- For many a projects, agencies should have registration under section 12A of the Income Tax Act, 1961
- Agencies also needs to have registration with NITI Aayog
- Agencies shall be in existence for at least three years counted from the date of its registration
- Aptitude and experience in welfare work pertaining to weaker sections.
- Financial viability of the organization to contribute its share, and ability to continue the work for limited periods in absence of assistance
- Good reputation and credentials.
- Capability to mobilize community.
- Networking with other institutions for optimum utilization of resources allocated and assets created.

□ **Resource Mobilization from Donor Agencies**

Donor agencies serve as one of the main source of resources from many organization especially of institution and community based developmental projects that are generally implemented by such organizations. Private donor agencies may include the following type of organizations.

- Internationals and National donor agencies
- Trusts
- Corporate organizations including their CSR initiatives
- UN Agencies
- Departments of Foreign Governments

For grant disbursement/financial support, most of such agencies have their own set of processes and requirements. Taking into consideration, such specific processes, priorities and criteria of respective donor agencies, organizations applying for grant support with such donor agencies have to design, plan and their programmatic interventions, project and financial proposals, standards relating to project management, etc. In order to secure

financial assistance from donor agencies of foreign origin, organizations need to have a registration under the Foreign Contribution and Regulation Act, 1976. Furthermore, they also need to comply with standards relating to registration, financial management, accounting process, system for grant utilization and reporting, as being specified under the said legislation.

11.8 Accountability and Transparency

In the context of NGOs and VOs, accountability and transparency serves as a subject of paramount importance. In order to make their operations more accountable and transparent, NGOs generally adopt certain standard better practices relating to both programmatic and well as financial aspects. Furthermore, NGOs also have to comply with various legally mandated standards and procedures relating to administrative, programmatic and financial operations. The following are some of the mechanisms, standards and practices being adopted by NGOs voluntarily or as a matter of legal mandate for ensuring accountability and transparency in terms of their operations and work.

- In India, it is a mandate for NGOs to get registered under appropriate legislations like The Societies registration Act, the Trust Act or Section 8 of the Companies Act. As a registered entity, NGOs have to ensure compliances with regard to administrative and procedural standards that have been specified under such appropriate legislations. This may include standards with regard to their structure and composition, operations, financial management, etc. For example, in many states like West Bengal, NGOs registered under the state specific Societies Registration (like the West Bengal Societies Registration Act, 1961), have to renew their registration certificate, every year. During such renewal process, NGOs have to submit before the competent authority, a copy of the annual report and also a copy of Financial Audit.
- NGOs receiving fund from any “Foreign Source” need to have a registration under the Foreign Contribution and Regulation Act, 1976 and also have to comply with the standards being specified under the said legislation with regard to aspects like transparent financial management, process of renewal of registration, processes relating to transaction, etc
- It is a practice among most of the active NGOs to develop Annual Reports. Through

such a document, organizations try to make such information available before public, on aspects like genesis of the organization, mission and vision statement, objectives of the organization, organizational structure, details about members of the Governing Body, activities of the organizations, reports relating to financial management, etc

- In order to ensure transparency and accountability to their work, many NGOs conduct audits through external agencies. Furthermore, in the context of their activities, many NGOs create scope for active community participation with regard to planning, implementation, monitoring and appraisal of activities.
- It is almost a mandate for NGOs to conduct Annual Financial Audit by an external agency. NGOs receiving grant from the government, have to comply with standards being specified under the Grant in Aid system. Furthermore, they need to comply with various accounting procedures like General Financial Rules (GFR), Public Financial Management System (PFMS), etc.
- For certain type of projects, NGOs are required to have registration under certain legal provisions. For example, NGOs running Child Care Institutions need to have registration under section 41 of the Juvenile Justice (Care and Protection of Children) Act, 2015. Furthermore, they are also required to ensure compliance with standards being specified under such legislations.
- As a matter of practice, NGOs generally maintain reports and records of operations and activities being performed by them. They also generally maintain various accounts related books.
- The government is promoting NGOs to get registered under various institutions like NITI Aayog, etc.
- For Government funded/supported projects, at times the Comptroller and Auditor General of India conduct service and financial audits of NGOs.
- There are a number of provisions under the Income Tax Act 1961, that seek to regulate the receipt and utilization of donations. This includes sections like 80G, 35AC, 12AA, etc.

This above section may be considered as a manifestation of some of the mechanisms that are in place for ensuring accountability and transparency into the operational and functional aspects of NGOs and VOs.

11.9 Conclusion

We got an idea about NGOs & VOs. We learn how to get registration for NGOs which we as social workers must know. We also learnt about the differences between the NGOs & VOs

11.10 Exercise

1. What is a NGOs
2. Differences between NGOs & VOs.
3. Write a note on Resource Mobilisations.

11.11 References

- The management of Non-Governmental Development organizations: An Introduction (Routledge studies in the Management of Voluntary and Non-Profit organizations) (2001) by David Lewis
- Non-Government Organizations, Management and Development (2014) by David Lewis

Unit 12 □ Project Proposal

Structure

- 12.0 Objective**
- 12.1 Introduction**
- 12.2 Qualities of a good Project Proposal**
- 12.3 Structure of a Project Proposal**
- 12.4 Project Management**
- 12.5 Project Cycle**
- 12.6 Conclusion**
- 12.7 Exercise**
- 12.8 Reference**

12.0 Objectives

We will know about the Process and steps in developing Project Proposals and also detail integrities of Project Management.

12.1 Introduction

A proposal may be considered as a request for financial assistance to implement a project. For a community project, it may be used to seek approval from the community members (the community itself being the most important donor). It is not just a “shopping list” of things that is required by the agency. A proposal must justify each item in the list of things that the agency wants, so that a donor agency can decide if it wants to provide some or all of those things. Agencies must know (and be able to communicate) exactly what they want to do with these things and that is why they should design a project to carry out what they want to achieve.

There is no uniform structure of writing a project proposal. Taking into consideration the nature of the project being design, the requirements of funding agencies and the structure of a project proposal may vary. In fact, with many a funding agencies, there are standard prescribed format of preparing project proposals. However,

12.2 Qualities of a good Project Proposal

A good Project Proposal may be formulated taking into consideration the following aspects.

- It should reflect the background work you have already done and should be logically set out
- It should demonstrate the need and prove that the project is worthy of funding
- It should be written in clear concise and simple language which says exactly what is meant
- If necessary diagrams or charts may be used to illustrate key points
- It may involve use of appendices to avoid crowding the body of the proposal and the flow of the narrative

□ Things to be considered before formulating a Project Proposal

Before formulating a Project Proposal, agencies need to take into consideration the following aspects.

- It is necessary to find out in advance what sources of funding are available, through governments, United Nations agencies, some international NGOs or private foundations
- Most donors look for the degree of local initiative in the project proposal, the utilization of the available resources within the country itself and the plans for the project to be self-supporting once the initial funding has been spent
- Project should be practical, not too costly, and have the potential for being repeated in other situations
- Increasingly, funding agencies are looking for integrated approaches to development projects

12.3 Structure of a Project Proposal

Though there is uniform structure of writing a Project Proposal, yet most of the Project Proposals that are formulated by respective agencies generally incorporates the following components and sequence.

i. Title of the Project

A Project proposal generally starts with a Project Title. It is desirable that one should try to make the Project Title short and corresponding to activities planned in the project. It can be helpful in project completion process while the title will be presented on posters, leaflets and other materials connected with project completion.

ii. Currently run projects

Under this point, one should include precise information about projects in completion. It will allow the funding agencies in easier assessment of the applicant's experience. It is important to indicate whether the projects in question were completed in a partnership and if the applicant were a partnership's leader.

ii. Project Justification/ Rationality of the Project

In this section one needs to describe and justify about the utility of having a project in terms of the positive outcome and impact that the same will bring to the targeted groups and the community as a whole. This section may include the following

- Description about the prevalent situation in the planned project area
- Description of target group/groups that should include analysis about such elements as problems analysis, obstacles and needs and requirements of the target group, etc
- Characteristics of target group/ groups consisting of important group features, such as age or gender and indication of particular needs and requirements in this context.
- A note on calculation and justify the project's expenses

iv. Objective of the project

This is a very important section of any project proposal whereby agencies needs to specify as to why they want to implement a project and what they want to achieve from it. In this section, agencies generally develop a broader objective for the project and also scale it down into a number of specific objectives. In framing such objectives, agencies needs to take into consideration, the following aspects.

- The objectives needs to frames in a very rational manner taking into consideration the needs, concerns and priorities of targeted group/groups
- Objectives needs to be realistic and achievable

- Objectives should be measurable

v. Description about activities of the project

As a part of any Project Proposal, agencies need to describe in detail about the activities which will be initiated under any project. While describing any activity, one needs to link it with the broader and specific objectives of the same. Furthermore, for every activity being proposed, one needs to specify the frequency of such activity, the targeted groups for such activities, inputs that will be required for conducting such activities, output and expected outcome that will be ensured as a result of conducting such activities. For every expected outcome being proposed, one should also set outcome indicators based on which outcomes can be measured.

vi. Project Management

This is a section of the proposal where a structure of management planned for the project is generally described. If the salary costs are a significant part of the project it is good to justify them in this part of the proposal. While describing the management structure, one should take into consideration the partner's role in the project. In this place posts and duties connected with them should be presented. Lack of information about subcontractors, management in the project is an often mistake made by the Applicants.

vii. Monitoring and Evaluation

It is a good practice to have a section in the Project Proposal that speaks about the monitoring and evaluation process that will be followed.

In the context of the monitoring process, one needs to describe about the following aspects.

- The basic framework of the monitoring process that will be followed
- The type of quantitative and qualitative indicators that will be considered for the monitoring process
- Tools and templates that will be used for collecting data
- The strategies that will be considered for data mining, data processing, data analysis and preparation of reports
- The types of reports that will be prepared
- Composition of the team who will be responsible for the monitoring process

In the context of the section the deals with evaluation, one needs to describe about the following aspects

- Type of Evaluation that will be conducted at various stages of the project like, benchmark evaluation, concurrent evaluation, ex-post factor evaluation, etc
- Description about whether evaluative study will be conducted either by any external agency or by the internal members of organization
- Indicators that will be considered for evaluation, etc

viii. Reporting Schedule

In this section of a project proposal, agencies are generally expected to specify about the types of reports that will be prepared, periodicity of reports to be submitted, documents that will be maintained, standard templates that will be used for preparing reports, authorities will be responsible for ensuring quality and timely submission of reports, etc.

ix. Financial Management

As a part of any Project proposal, one needs to give a detailed description about the standards that will be maintained with regard to financial management. This may include information about the following aspects.

- Financial/ Budget cycle for the project
- Composition of the team which will be responsible for Financial Management
- Standard accounting processes that will be followed for the project
- Nature and type of financial records and reports which will be maintained and submitted by the organization
- Information about financial audit processes which will be maintained and conducted by the organization for the project
- Authorities of the organization who would be responsible for financial management

x. Budget

Budget is a very important component of nay project proposal. It is essentially a document that incorporates information about projected/expected expenditure that will have to be incurred for ensuring effective implementation of a project. It includes estimated expenditure

of various aspects of any project that is being proposed in the form of a Project Proposal. Generally, for various components of the project, respective budgetary heads are created. Estimated expenditure clubbed under various budgetary heads, can be categorized under two major types of expenditures namely Recurring cost/expenditure and Non-recurring Cost/Expenditure. There is no uniform structure for preparing a budget as the same may vary with the nature of the project being proposed, requirements of funding agencies and also the financial management systems in place with respective organizations. Generally a budget being proposed against any project generally contains the following budgetary heads.

- Infrastructural Development that may include cost of purchasing assets, equipments like computers, cameras, recording devises, furniture, modification of existing infrastructure, etc
- Project Support that includes cost relating to Human Resource, Administrative Expenses, rent
- Activity Cost
- Cost relating to Reporting and Documentation
- Cost relating to general travel
- Miscellaneous and Contingencies
- Recurring Cost like Electricity Bill and Water Bill as well as Maintenance Charges
- Expenses relating to telephone and internet connection
- Cost relating to accounting and audit
- Cost relating to DSA

12.4 Project Management

Project management is a process that involves coordination of work of a team for achieving all project goals within the given constraints. This information is usually described in project documentation, created at the beginning of the development process. The primary constraints are scope, time, and budget. The secondary challenge is to optimize the allocation of necessary inputs and apply them to meet pre-defined objectives.

Project management as a process aims at producing a complete project which complies with the needs, aspirations and concerns of targeted groups. In many cases, the objective of project management is also to shape or reform the client's brief to feasibly address the client's objectives. Once the client's objectives are clearly established, they should influence all decisions made by other people involved in the project.

□ **Steps in Project Management**

The detail integrities of project management varies taking into consideration the unique structure and pattern of work of respective organizations and also the nature of projects being implemented. However, most of the projects that are formulated and implemented by organizations do follow certain steps. In broader terms, in the development sector, project management as a process involves the following steps.

● **Step 1 : Develop Project Charter**

To start with, project management involves development of a project charter. Basically, a project charter serves as the project's mission statement and serves as your guide throughout the project. In this charter, one should define the scope of your project as well as an overview of how it will be done.

● **Step 2: Identify Stakeholders**

This second step involves identifying all stakeholders while developing the project charter. Stakeholders are any individual, group, or organization that will be affected by the outcome of the project. In order to do this, most organizations run what's called a stakeholder analysis. This analysis identifies the stakeholders in a project and determines what outcome the project should provide to each one.

● **Step 3: Collect Requirements**

The next step involves collecting requirements for the project, or in other words, starts brainstorming ideas behind the project's goal. To do this, one needs to conduct interviews and attend meetings with all the key stakeholders who can provide input to the project requirements as well as those who can contribute to the project's success.

● **Step 4: Define Scope**

In this step, one needs to define the project's scope. One may think of the scope of a project as what one plans to do. It's here that one should set the limits of the project and determine just what is—and what isn't—included in your service.

- **Step 5: Create Work Breakdown Structure (WBS)**

A Work Breakdown Structure (WBS) is an essential element to that helps to ensure that a project is completed accurately and on-time. WBS should breakdown the work to be done into several manageable sections to be carried out by different groups on your team. It should also establish a hierarchy of deliverables—things you seek to accomplish and provide through your service.

- **Step 6: Develop Schedule**

Developing a schedule is an integral part to your project charter. It's important that one create a timeline that is agreed to upon all parties involved, as well as one that allows for the work to be done to the best-quality possible. In order to do this, it's important to define and sequence activities that need to be undertaken to complete the project. This means that organizations should know exactly what work will need to be done and what order it will be done in.

- **Step 7 : Estimate Costs**

Apart from estimation of time, it is also important for organizations to estimate the cost of the project. Making accurate cost estimation helps organizations to plan for a solid project budget. There are three main methods organizations use to estimate costs.

- Analogous Estimating
- Bottom-Up Estimating
- Three-Point Estimating

- **Step 8 : Determine Budget**

Once the total cost estimates for the project is made, organizations generally prepare a detail budget for the project. Having accurate estimates helps organizations to prepare budget in a better way and this helps in getting all work done in a cost-effective manner. Determining the budget of any project requires the use of cost aggregation. This process involves adding the costs of each step of the project to get an overall cost figure.

- **Step 9: Develop Project Management Plan**

Project management plan is, in many ways, a summation of the total work has been discussed whereby organizations officially layout both the objective and the scope of the project.

Organizations also mention the deliverables they seek to offer, list any stakeholders, and define specific roles and responsibilities for the project team.

A complete project management plan generally includes the following aspects.

- Project Objective
- Project Scope
- Project Deliverables
- List of Stakeholder
- Roles & Responsibilities
- Project Schedule
- Project Risk
- **Step 10 : Plan Resource Management**

For any project to be successful, one needs an effective resource management strategy. Resource management is the method by which organizations effectively acquire and use resources required to do a project.

Without the proper resources, one will not be able to execute project as planned, so be sure to have a solid strategy in place for the acquisition, the development, and the use and management of all required resources. This can be managed through hierarchical charts and a responsibility assignment matrix. Both of these methods help describe who does what work and what specific resources align with that role. A responsibility assignment matrix (RAM) is particularly useful in describing the goal of each individual team as well as well as any tasks they may have.

- **Step 11 : Plan Quality Management**

In order to ensure success for any project, organizations need to have a quality management plan in place to measure and control the quality of the work being done. Performing cost-benefit analyses is an integral part of any quality management plan, as it measures the potential costs and revenues of a specific action. This information helps organization by informing about the most financially-beneficial aspects of any project—and subsequently where to put more effort into quality control.

- **Step 12 : Plan Risk Management**

Finally, a risk management plan should be established to forecast potential risks that any project may face. This is an important step in determining accurate budget estimates, as well as in establishing a contingency reserve.

A successful risk management plan works by performing a three-step process. When prepping for risks, one should take the following aspects into consideration.

- Identify Risks
- Perform a Risk Analysis
- Plan Risk Responses

12.5 Project Cycle

Project cycle as a concept is an integral part of the overall project management system. A project life cycle is basically the sequence of phases that a project goes through from its initiation to its closure. The number and sequence of the cycle are determined by the management and various other factors like needs of the organization involved in the project, the nature of the project, and its area of application. The phases have a definite start, end, and control point and are constrained by time. Even though every project has a definite start and end, the particular objectives, deliverables, and activities vary widely. The lifecycle provides the basic foundation of the actions that has to be performed in the project, irrespective of the specific work involved.

Project life cycles can range from predictive or plan-driven approaches to adaptive or change-driven approaches. In a predictive life cycle, the specifics are defined at the start of the project, and any alterations to scope are carefully addressed. In an adaptive life cycle, the product is developed over multiple iterations, and detailed scope is defined for iteration only as the iteration begins.

Even though projects are unique and highly unpredictable, their standard framework consists of same generic lifecycle structure, consisting of following phases :

- i. The Initiation Phase : Starting of the project**
- ii. The Planning Phase : Organizing and Preparing**

iii. The Execution Phase : Carrying out the project**iv. The Termination Phase : Closing the project****i. The Initiation Phase : Starting of the project**

This phase aims to defining and authorizing the project. The project manager takes the given information and creates a Project Charter. The Project Charter authorizes the project and documents the primary requirements for the project. It includes information such as :

- Project's purpose, vision, and mission
- Measurable objectives and success criteria
- Elaborated project description, conditions, and risks
- Name and authority of the project sponsor
- Concerned stakeholders

ii. The Planning Phase : Organizing and Preparing

This is a phase that involves laying down a detailed strategy of how the project has to be performed and how to make it a success.

Project Planning consists of two parts :

- **Strategic Planning**
- **Implementation Planning**

In strategic planning, the overall approach to the project is developed. In implementation planning, the ways to apply those decisions are sought.

iii. The Execution Phase : Carrying out the project

In this phase, the decisions and activities defined during the planning phase are implemented. During this phase, the project manager has to supervise the project and prevent any errors from taking place. This process is also termed as monitoring and controlling. After satisfaction from the customer, sponsor, and stakeholder's end, he takes the process to the next step.

iv. The Termination Phase : Closing the project

This is the last phase of any project, and it marks the official closure of the project.

This general lifecycle structure is used when dealing with upper management or other people less familiar with the project. Some people might confuse it with the project management process groups, but the latter contains activities specific to the project. The project lifecycle, on the other hand, is independent of the life cycle of the particular outcome of the project. However, it is beneficial to take the current life-cycle phase of the product into account. It can provide a common frame of reference for comparing different projects

12.6 Conclusion

Writing a good Project Proposal is a pre-requisite for any project. Based on a project proposal we may apply for project & get grants. The project should be well managed, & it is only possible if we have professionally qualified people. Thus this unit was very important for us.

12.7 Exercise

1. What is a project proposal.
2. What are qualities of a good project proposal.
3. What is monitoring & Evaluation in a project Management.

12.8 References

- “Proposal for Funding” By Phil Bartle
- Project Practical : <https://www.projectpractical.com/12-steps-to-initiate-and-plan-a-successful-project/>

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