



MASTER OF SOCIAL WORK

SEMESTER-II

MSW-2.2: Social Welfare Administration

CREDIT: 04

BLOCK: 1, 2, 3 & 4

AUTHOR

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ଦୂର ଓ ଅନ୍ତଳାଇନ ଶିକ୍ଷା କେନ୍ଦ୍ର, ଉତ୍କଳ ବିଶ୍ୱବିଦ୍ୟାଳୟ
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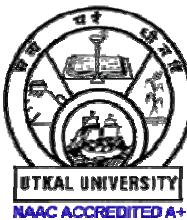
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MSW 2.2. SOCIAL WELFARE ADMINISTRATION
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BLOCK -1

CONCEPT OF ADMINISTRATION

1.0. Objectives

- 1.1. Concept of Administration in Study of Social Work**
- 1.2. Scope of Social Work Administration**
- 1.3. Management Application in Social Work Administration**
- 1.4. Evolution of Social Work Administration**
- 1.5. Principles of Social Work Administration**
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Learning Objectives: Social Work Administration provided knowledge on Administrative Applications on Social Welfare Organisations or a Project functioning for social welfare which is similar to an Organisation. For professional proficiency a social worker understand the value and need of administrative application in "Social Work". Social Work Administration is only application of administrative principles to Social Work which builds proficiency, effectiveness and goal achievement in Project Administration. The project may be short or long but to run an organisation, administrative principles are highly necessary. In single lines "Administration denotes the purposeful application of knowledge, skills, and values to such tasks of defining objectives and planning programs, mobilizing and maintaining resources, and evaluating outcomes".

1.1 .Concept of Administration in Study of Social Work

Modern nations are based on democratic principles and ideologies of public welfare. The principles of people's participation in governmental work and policy for people's welfare generated and activated governmental work and involved the government for encouraged more and more social welfare for the common mass. Basically the developing countries implemented different social policies for the weaker sections to get into national mainstream of socio-economic development. This demanded state intervention and the concept of welfare signifies wide sense of socio-economic development came into existence . In India, after independence with the advancement of Planning Commissions' work, a number of voluntary organisations were come into existence.

The applications of management into voluntary organisations are became demand and necessary. The administrative theories were not new to Organisational Functions in connection to social scientists; they developed a number of theories to suit the Social Welfare Organisational work. Previously these theories were considered as the back bone of "Public Administration". The importance of administration came to lime light. If we define the "Administration" then we have to search its origin. The word "Administer" is derived the Latin word "ad" and 'ministrate' .This means to "to ministrateto" , "to serve" or "to manage" .The Dictionary meaning of administration is the management not only the management affairs ,rather it has universal application in nature in all the organisational's discipline .

This is true to the sense, for any developmental work an organisation is necessary and for running an organisation for people's development, planning is necessary decision, recruitment of good staffs, budgets are the associated elements which make success the organizational work .Thus different views and comments were related as:

1. One group (Integral) viewed that all activities like physical, psychological, clerical, and managerial attaining the purpose comprise administration, Where as
2. Managerial view suggested that only administration is concerned with the management, direction, supervision and control of human being are to next. In simply it says for a definite objective, individuals brought together and it is the need of application of administration as "doing the work" properly.

The persons who are responsible they are in charge of ordering, forwarding and facilitating with a joint initiation for achieving the goal needs to work under an administration purview . As we say earlier that profession of social work is now no more limited to a person or a group only. Major social problems now professionally handled by constructive and creative projects and programmes .If there will no implementing agency how we can handle the situation professionally. We are using the term "Professionally" which is a present time demand. It means that "Skill Development" is necessary and adaptation of knowledge and skill development of the profession for the solutions of the social problems depends upon the effective and efficient functioning of executives related to administrative success.

Administrative principles intervention into social welfare organizational work requires knowledge, skill and attitudes development among the executives who will handle the objective of an organisation successfully and effectively. It is a process which transforms community resources into programme of community service. This transformation is according to goals, policies and standards which have been agreed upon by those involved into organisational work. The administrative skills prepare the social work practitioner to play his role as a. Organisational Employee b.Professional Service Provider c. playing different role as supervisor, supervisee, staffs etc.

Thus administration of social agencies translates the provisions of social legislation into law and effectively practices it through proper planning and decision making to establish an organisation .This is a process of attaining objectives of system of co-ordination and cooperative effort. So administration is a process of defining and

attaining the objectives of an organisation .It processes the polices and taken the decision which not only affect the present functioning but also directed the future. In this context Skidmore have more emphasised about “Social Work Administration” that “in action of staff members who utilise social processes to transform in social policies of agencies into the delivery of social service. The basic processes most often used are planning, organising, staffing, directing and controlling,”

For a Social Work Student (Basic Points to remember)

1. Need of Planning for an Organization
2. Need of Organizational policy
3. Need of Good Staffs
4. Need of Recruitment
5. Need of Mobilizing Funds through Budget
6. Evaluating Outcomes and observe effective action plan.
7. Observing various structure of Organization and their aims.

Before going to study “Social Work Administration, primarily a social work student must understand the need of “Social Policy” for solution of a “Social Problem”. For an example after Nirbhayas Sex Exploitation Case in New Delhi socio-legal condition demanded the need of more policy for “Rape Victims” in India .But only policy cannot solve the problem .An organizational set up is necessary to implement these polices, otherwise we cannot reach the goal and proper social welfare cannot be possible without effective implementation of administration . From local level to state level, state level to international level effective administration can attain goal of human development positively.

The dictionary meaning of administration is the management of affairs. Thus, the meaning of administer to manage or direct or serve. However ,In order to render social services to the needy sections of the population, one requires not merely devotion and dedication but method,organization,administrative efficiency and adequate knowledge of budgeting,accounting,policy making,public relations,etc .The spending of public money ,involves accountability. Both the governmental official and the voluntary worker have to understand this through effective administration. In this paper a social work student gained the knowledge of theoretical knowledge of how

to run an organization as well as observe various organizations administrative structure and functions.

Definitions of Social Work Administration

1. **Beavers (1950):** Administration “as the processes of means by which the aims of an organization are determined, plans made for achieving these aims and the plans carried out”.
2. **Tead (1939):** “Administration is the process of direction, oversight, coordination and stimulation in an agency designed to carry out some agreed purpose with economy and effectiveness in the means employed (material and personnel) and with all possible regard for the claims of the individuals involved”.
3. **Leopard Maya (1945):** Administration may be defined “as the determination and clarification of function; the formulation of policies and procedures; the delegation of authority; the selection, supervision and appropriate resources to the end so that the purposes of the agency may be fulfilled”.
4. **Arlien Johnson (1947):** Administration as “a process and method by which objectives of program are transformed into reality through a structure and a mode of operation that make possible the coordinated and unified work of people in the movement towards the defined objectives”.
5. **Kidneigh (1950):** Administration “as the process of transforming social policy into social services a two way process (1) transforming policy into concrete social services and (2) the use of experience in recommending modification of policy”.
6. **Spenser (1950):** “Administration is the conscious direction of the internal relationships and activities of enterprise towards the achievement of goals”. She also outlines that it encompasses “the conscious intervention in the interaction forces operating between the agency and the larger community of which it is a part”.
7. **Friedlander (1955):** “Administration of social agencies translates the provisions of social legislation and the aims of private philanthropy and religious charities into the dynamics of services and benefits of humanity”.
8. **Dunham (1962):** “Administration as the process of “supporting or facilitating activities which are necessary and incidental to the giving of direct service by a social agency. Administrative activities range from the determination of function

and policies, and executive leadership to routine operations such as keeping records and accounts and carrying on maintenance services””.

9. Stein (1970): Administration “as process of defining and attaining the objectives of an organization through a system of coordinated and cooperative effort”.

Points about social work administration:

1. Administration is a dynamic process keeps its continuity of reaching the goal.
2. The administrative process goes on for meeting a common purpose or goal.
3. Planning, organizing, leadership, decision making, authority and communication are essential ingredients of administrative process.

In other organizations, the objectives will be different but in Social Work Administration the objectives are always people's development as whole.

1.2. Scope of Social Work Administration

Social work administration has developed since last three decades in our country is not a new concept. After independent, the voluntary agencies need social work administration to implement various social policies and processes for public welfare .It was felt that there was an absence of any useful principles and laws which could provide guidelines to our field workers and administers who are dealing social work as their profession and manage their organization which are dedicated for public welfare. In one word Social Work Administration provided guidelines to social workers and trained them for a managerial look in social work field.

It is evident from the above discussions of the discipline of social work administration attempted above that its scope is very wide and the areas constituting the subject matter of this study are increasing every day due to the emergence of new social problems in the dynamic society such as population explosion , relief and rehabilitation of migrants on account of militants activities , gas leak accidents dowry deaths and drug addiction etc .and the consequent increasing responsibilities of the government and voluntary agencies in finding solutions for them .

The contents of social welfare administration are a variegated nature and it tasks are numerous .It is primarily concerned with

- (a) **Social Problems**- the diagnosis of their cause and their treatment through social reform and social legislation.
- (b) **Detection of the reasons** for the ineffectiveness of laws enacted for combating social evils and vices and suggesting measures to make them effective mainly through the creation of public consciousness and opinion in regard to the social problems.
- (c) **Social Services** aiming at the well being of the general public through the provision of health ,education ,housing etc and the upliftment of the disadvantaged and underprivileged and vulnerable sections of society such as women and children ,the old and the inform ,the disabled and the handicapped .
- (d) **Social Security** to compensate for the loss of income due to employment ,disability, or death caused by accident and old age through social insurance and social assistance .
- (e) **Social work** helping people to solve their personal ,family and community problems through enhancing social functioning by methods of case work ,group work and community organization and enabling process of research and administration
- (f) **Social policy** delineating the aims and objectives and the goals to be achieved for the welfare of the clientele concerned through social action.
- (g) **Welfare administration** related to organizational and administrative structure in state level and local level.

1.3. Management Applications in Social Work Administration. Or professionally handle the social problem with administrative techniques.

Social work administration is the study and management of various social services, both statutory and voluntary, which are made available to the individuals in the setting family, group and community relations for the purpose of preventing, alleviation or contributing to the solution of recognized social problems so as to improve the well being of individuals, groups and communities. Thus, social work administration is a cooperative and coordinated endeavor involving all members of an organization, each of whom contributes in varied manners to the processes of goal formulation, planning, implementation, change and evaluation.

Management is cooperative endeavour for achieving a particular objective. It is regarded as collective utilization of human resources and material in effort to reach the known goal. According to Koonz and O'Donnell, managing is the creation and maintenance of an internal environment in an enterprise where individuals, working together in groups, can perform efficiently and effectively toward the attainment of group goals. Managing could, then be called "performance environment design". Essentially, managing is the art of doing and management is the body of organized knowledge which underlines this art.

(Differences)

1. Social work administration identifies with public, not for profit endeavours and management with the business sector.
2. Social work administration conveys the idea of tending to or taking care of the needs of poor or sick while management takes the care of wishes of consumers based on profit motive.
3. Social work administration can be interpreted as helping, nurturing or enabling function while management conveys notions of control, direction and dominance.
4. Social work administration meets the philosophical orientation of a service profession like social work while management fulfils the philosophy of getting more and more gain.
5. In social work administration democratic processes, participation and collaboration are valued while in management domination and manipulation for getting personal gain are not alien.

Besides these differences between social work administration and management, they are coming closer since authority is inherent in both and management incorporates a concern with participatory decision making and the delegation and, where necessary, the decentralization of authority.

Since social work administration is a systematic process of intervention employed by administrators in service of achieving organizational objectives, management practices in forms of tasks and activities are carried by persons managing agencies.

These tasks are performed to create and sustain an organization's capability for effective and efficient delivery. These are as follows:

1. Programs are planned and developed.

2. Financial and other needed resources are required and necessary support from groups and organizations are sought.
3. Organizational structures and processes are designed.
4. Staff capability is developed and maintained.
5. Agency's programs are assessed.

1.4.Evolution of Social Work Administration: In the pre-independence period voluntary agencies were mainly financed by the local contributions and the efforts of few philanthropists like local zamindars, rich man, land lords, businessmen or eminent industrialists .with the socialization of natural resources and state deciding to undertake social welfare programmes ,the growth of private charity has not been increasing in proportion to the increase in the number of agencies .At that time the importance and scope of Social Work Administration was very less . After the independence a strong gap found regarding implementation of government grants. Mostly Christian missionaries receiving the grants and spent for the people's development. But gradually the situation has been changed. A number of Governmental Agencies was set up and were responsible for distributing the grant-in -aid to local voluntary organizations. The example is setting up Central Social Welfare Board in 1953,when 31 percent of expenditure of the voluntary agencies was met by the Government grants ,this amount rose to 40 percent in 1961and gradually due to growth of population ,it was increased

In the nineties the proportion of the state assistance has gone up to 90 percent. A social work student in the 20th century looked out the developments and the country best utilization of funding's for the poverty stricken peoples or the vulnerable groups. Detailed developments are discussing below.

1.4.1. Stages of Development

- **First Phase & Early Stage**

The different phases of development of administration as methods of social work started earlier in 1874 where National Conference of Charities and Corrections resolved that people, their social problems and delivery of social services should be the concern of leaders leading to emphasis on administrative problems and issues. The observation made by Anna L. Dawes Pittsfield, Massachusetts in 1893 at the International Congress of Charities, Corrections and Philanthropy that schools should organize to train workers to help to provide effective social services to those

in need is an important landmark in this direction. In 1897, Mary E. Richmond, then General Secretary of Charity Organization Society of Baltimore, Maryland made same observations at National Conference of Charities and Corrections in United States. These recommendations were made mainly due to the non availability of competent personnel to take the place of generation than passing off the scene .In the beginning of the 20th century; the theme of social administration was introduced into a few British Universities. For example, in 1901 the London School of Sociology and Economics was established. Thus various training courses started around the world due to this development.

- **Second Phase**

From 1900 to 1930s the social work has been identified and recognized as an occupation in which social case work has been recognized as dominant methods of this emerging profession. As an effort in the direction of intensive professionalization:

1. Social work was introduced in hospitals, schools, judicial organizations, psychiatric settings.
2. Schools of social work were established, and
3. Professional organizations were formed were formed for monitoring and setting standards of social work education.

Thus in this period knowledge and competence in social case work was taken as the foundation of all forms of professional practice and administration was not ordinarily distinguished from direct practice, nor thought of as a separate function.

- **Third Phase**

In this phase need of both the partners work. Governmental intensified work need involvement of local human resources .Recognition of administration in social work was intensified due to the involvement of Government in providing economic assistance to millions unemployed and economically dislocated people. For this a public welfare system was established by creating federal emergency Relief Administration in 1934 followed by passing of Social Security Act in 1935 which has created a federal state system of public assistance.

Thus, during the period of 1930 to 1960 administration has emerged a legitimate method of social work practice but still it was treated as minor method in some quarter. However it got same institutional acceptance which need further development in order to be accepted as equal partner in realm of social work development in order to be accepted a equal partner in realm of social work methods.

- **Fourth Phase**

In early 1960s, efforts were directed to develop theory and practice of social work administration which is evident from the following:

1. Establishment of institute in 1960 for conduction research in social work administration and community organization by the National Association of Social Workers.
2. In 1962 and 1969 the Council on Social Work Education permitted individual schools to experiment with new approaches to education for practice making room for specialized course on social work Council on Social Work.

- **Fifth Phase**

In 1960s there was massive growth in social welfare programs resulting into unparalleled growth in social welfare expenditure. There were problems to manage this expenditure and massive enterprise of social welfare programs mainly due to a gradual shrinking of the physical dividend because of the combined effect of several tax cuts, the Vietnam war, increased social welfare expenditure, inflation and reduced rate of economic growth leading to policies of scarcity.

In this way, administration in social work becomes more visible. Consequently, the following propositions of curriculum study are noteworthy. The social work curriculum should provide for all students such knowledge and experience in the area of administration as well as support subsequent on the job learning and the application of professional knowledge in positions involving executive and sub-executive level responsibilities.

- **Twentieth Century Development**

In Twentieth Century concepts like Hunger or Poverty is the biggest challenge for the Afro-Asian Countries. The United Nation has organized a number of Poverty Alleviations Programme for these countries. After the independence, the constitution of India was worked from 1950. For the first time all welfare activities was getting the sanction of the constitution. The constitution is the written document clearly directs various disciplinary measures for the welfare of the people. Like U.S India is a not purely a Federal Country rather it is the combination of both unitary and federal structure. The constitution is the principal source of power where various welfare polices has been prepared by Loksabha the principal legislative organ of India .In independent India, social policies have been evolved mainly from Indian Constitution which declared India as a sovereign,, socialist, secular, democratic republic based on social, economic and political justice; liberty of thought, expression, belief in faith and worship, and equality of status and of opportunity. For this, Indian Constitution made provision for Fundamental Rights and Directive Principles of State Policy. Through these provisions, social policies have been evolved for ensuring equity and social justice among different sections of society.

India adopted the Policies for Empowerment of Indian Citizens: Some examples of important policies for the development of children, women, youth, older person community.

Policies need according to the Demand of Time

1. National Population Policy of 1976 and 2000.
2. National Policy for Children of 2001 and 2004.
3. National Policy for Employment of Women, 2001.
4. National Youth Policy, 2003.
5. National Policy for the Older Persons, 1999.
6. National Policy for Persons with Disabilities, 2006.
7. National Water Policies, 2002
8. National policy of education, 1968 and 1986.
9. National environment policy, 2006.
10. National urban housing and habitat policy, 2007.
11. National policy on voluntary sector, 2007.

In this context, we shall discuss the significant role of social-policy, social welfare planning, social legislation, social justice and social security in promoting social welfare work together with a priority basis in the present century . Social Policy is that written course of action which is formulated and implemented by government to achieve the pre-determined and well defined objectives, It is the settled courses of action and followed by government or political party and is a part of planning process and social administration .Social policy is an instrument for bringing about structural and functional changes in the society so as to reach the desired goals. A student of Social Work expects the need of organizations to implement a number of governmental programmes for a vast country like India.

Thus social policy may be defined as a process involving social, political, and economic system in the government and non-governmental institutions to achieve the desired objectives. Another source of social policies has been the following democratic agencies which can sum up as: Legislature which has framed several laws for protecting the interests of weaker sections of society. The cabinet is also chief source of social policy; all policies are approved by this. National Development Council also formulates policies regarding development of Public Services. These services implement the policies buy during implementation of various kinds of experiences lead to the formulation of policies. Judiciary has played an important role in the direction of framing policies through its far reaching judgments. The role of political Parties is created political will for framing the policies which will be suitable for the people's development. Presently the government of India introduced *Niti Aiygo* for speedy administration in state level and Central level.

Thus Social welfare administration refers to the process of applying professional competence to implementing certain programme of social welfare through social agencies in fulfillment of objects and policy of the agency. In order to make a voluntary agency more effective to render social welfare services to the community, it has to adopt certain administrative, financial and procedural practices which every voluntary worker has to understand. These are studied under the broad term 'Social Work administration'.

The main objectives of these programs are follows:

- a. Promotion of social justice by leveling the incomes of rich and poor.

- b. Alleviation of poverty and generating employment.
- c. Fighting against the discrimination on the basis of gender, race, religion, age or disability.
- d. Protection of disadvantaged people and sections.
- e. Providing special assistance for social development programs and working to promote public and private assistance.
- f. Integration of poverty reduction and gender equity objectives into programs of structural adjustment.

All these objectives will only be possible for effective Social Work Administration. The above policies were implemented according to the demand of the time and social need. The above policies symbolize the last developments of several years of priority fields. When in the modern period 90 percent of assistance utilized for the poorer, definitely there will be a proper agency, principles, budgets, organizational laws, leadership and efficient work force or trained field work team will be required for the same. Thus evolution of policies is not a one day affair; this is a systematic development according to the time development.

1.5. Principles of Social Work Administration

The principles of administration is same as in Public administration or in Managerial works or in administrative works meant for welfare of Public .But specifically “Administration” which works for “Social Welfare” looks out the problem primarily and after finding the cause of problems policies are prepared &social welfare experts normally prepared projects with a number of programmes for the welfare of the community .Then come the need of administrative requirements .More or less “Welfare “is the basic need and objectives of the “Social Welfare Administration” However, some of basic principles are as under:

- Adjustment between objectives, policy and programs of the agency.
- Here agency means the organization works for the specific problems .Agency means the general body that works with administrative objectives for the welfare of the community.
- Coordination between area of work, resources and authority at every level of administration.
- Area of works means where the exact work will be implemented, it might be in rural community or urban community Functions will be worked out accordingly.

- Leaders and staff members are encouraged and expected to accept one and another accordingly and work with non-judgmental attitude.
- Administrative works implemented with a social work activities way .Administrators and allied staffs co-operates each other. Generosity and welfare is the prime motto of every member.
- Staff member should become a part of participatory administration and there should be internal democracy in administrative structure.
- Participatory and Democratic means among the members or staffs have that attitude of openness and frankness to work jointly .Maximum cooperation need for the same.
- Establishment of two-way-communicator in agency.
- Two way communicator indicates that from the organization side and the community side or from the administrative lookout and the from the community point of action plan always be sound.
- Existence of belief in human dignity, honesty, dignity of individual, self-determination and self-help.
- All the whole work will be established in positive attitudes like dignity, honest, determination and self -help basis.
- Cooperation from the masses.
- As we have discusses above that community cooperation maximum required for the successful implementation of the project work.
- All these characteristics are the basic requirement of Social Welfare Administration

1.6. Summery

- ❖ Social work intervention and organization of social services by social workers require knowledge, skill and attitudes in tune with the roles of executives and other staff members;
- ❖ Performance of social worker depends upon administrative decisions taken as well as administrative leadership and direction given in the organization of services to the clients;
- ❖ Effective social work intervention and practice is to be done through administrative practice involving additional and different body of knowledge and skill used by social case worker or group worker;

1.7. Key Words : Management applications, Administration ,Coordination

1.8. Self Assessment Question

2. Explain the concept of Social Work Administration. Discuss its origin.
3. Discuss various objectives of Social Work Administration .
4. Discuss various concept of Social Work Administration.
5. Social Work administration is not a new concept .Do you agree?
6. How Social Work administration depends on management. Explain
7. What are the various principles of social work administration?
8. What is social policy? Why policy required for social development. Discuss
9. Discuss various goals of social welfare programme.
10. Examine programmes implemented for Social Welfare.
11. Discuss importance of administration in social work.
12. Write down the process of administration in social work.

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BLOCK 02

APPLICATIONS OF ADMINISTRATIVE PRINCIPLES AND TECHNIQUES TO SOCIAL WORK

2.0 Objective

2.1. Principles & Techniques of Social Work Administration

2.1. Planning

2.2. Organizing

2.3. Staffing

2.4 .Directing

2.5. Budgeting

2.6. Controlling

2.7. Corruption

2.8. Let us Sum up

2.9. Key Words

2.10. Check your progress

2.11. References

Objectives: A Social Work student learns the importance of Organisational need for Social Welfare Administration. He will understand the organisational theories. Learn the term span of control, delegation, centralisation, and decentralisation. The present age is the age where cooperative efforts are necessary for general development.

2.1. Principles and Techniques of Social Work Administration: Social Welfare Administration refers to “the process of organising and directing a social agency.

The administrative aspects of social work include the organisation and management of social agencies public and private .This virtually includes every activity in a social agency that is necessary to the giving of service to the clients and communities .Social welfare administration is a process of organisation and direction of a social institution. Social welfare administration in order to become successful must set up some realistic and attainable objectives before the agency .These objectives are to be shared by the agency personnel .In order to achieve these goals plans are formulated ,programmes developed and resource mobilised .Like Business and Public Administration, Social Work administration also used principles and techniques of Administration .The following chapters are vividly discuss the relevance of Organisational need and its accessories for a successful Welfare Organisational Function.

2.1.1 Concept of Social Policy: For clear understanding of social policy, let us examine the detailed perspectives from different point of view. If we define the definitions given by various scholars “Social policies are concerned with the right ordering of network of relationship between man and women who have together in societies or with the principles which would govern the activities of individuals.

Definitions:

- 1. Pension:** Social policy is a “policy which aims at a continued reform of society in order to eliminate weakness and constraints or ameliorate good solutions.
- 2. Lavin:** Social Policy refers to “the practice of social intervention aimed at securing social change to promote the welfare and well-being of citizens.”
- 3. Myrdal:** “Social policy in its broadest sense is simply a convenient way of referring to “the continuous growth in the volume of public,quasi -public and private intervention in social life .
- 4. Kulkarni:** Social policy is the strategy of action indicating the means and methods to be followed in successive phases to achieve the declared social objectives.

5. Marshall: Social policy refers to 'the policy of governments with regard to action having a direct impact on the welfare of citizens providing them with sources of income.

Points:

1. Social Policy is the strategy for the development of the mass.
2. Social Policy is the policy of governments for welfare purpose.
3. Social Policy is the legislative output of the welfare actions.
4. Social Policy is concerned for economical welfare more.
5. Social Policy is the right ordering of network between men and women.
6. Social Policy is the practice of social intervention.

Thus, if we look out the past years of developments in the context of pre – independence India and reviewed the social policy, the Britishers did not pay any attention for socio-economic development. They came India for their own business purpose. They were given priority for selling the Indian produced in our own community .As for example they are selling Indian cottons produced cloths in their country and sell clothes in Indian market and enjoying the profits .They never establish industry or made any policy for the poor artisans .They never paid any attention to the cotton farmers of India. From the context of Social work administration, besides some developments in education no such developed policies are implemented by them. Let us examine some fair policies by the Britishers for the colonial people means at that time India was under the control of Britishers and we are known as colonial people. This is true that the policies evolved and influenced by Britishers .

Regarding poverty and protection of labour the "Work hours test" and Doctrine of less eligibility "were evolved. Similarly labour hours in factories are reduced. Similarly, for strengthening the local self government," Responsibility was given to local government through Municipal Corporation Act, 1935 for managing the local situation. If we look out the Pre-Independent Education Policies at the out set religious societies started giving education to children. By 1833, Government started giving grant to educational institutions and supervision of educational institutions was started at central level. By 1890, most of the elementary education

was made free and in 1870, Government involved fully in imparting primary education and 1880, education made compulsory to the children of five and ten through Education Act . However the British Government did a very limited policy basically for education most of the policies are entrusted.

The perspective of social policy was extended after free and Independent India where the Indian constitution has given the protection to the weaker section and simultaneously various policies evolved. The main source is the Indian constitution which declared in its preamble that carries the principle of sovereign, socialist, secular, democratic republic based on social .economic, and political justice, liberty of thought, expression, belief in faith and worship and equality of status and opportunity. In its Directive Principles and Fundamental Rights state polices towards its citizens detailed expressed. When the Loksabha and Rajyasabha were playing the chief legislating body on the other hand Supreme Court of India ruled as the custodian and protector of citizen's right.

Policy Sources:

- The cabinet is playing as the chief policy making body.
- The Indian Legislature as the source or formulating policy for the citizens.
- The National Development Council formulates the policy.
- Political Parties framing policies and attracted common people by their creative works.
- Judiciary is the custodian and protector of laws.
- The role of previous Planning Commission was not neglected.

The above discussion shows the points that for policy implementation of social work administration needs organizational structure. Not only organisational structure before it Planning is necessary for it .

2.2. Principles of Planning

Social Welfare Administration is a branch of public administration, it is sub-division of the broader field of public administration or general governmental administration, it constitutes a subset of public administration .It is concerned with the administration of social services which include in its purview health, social security and the personal social services (the provision of help, social care and

support in the community for individuals and groups who appear to be in need of it.) In India the administrative principles borrowed from Public administration are flexibly used. So much in the mutual dependence and so intensive is the interaction between the executive, the legislature and the judiciary that the public administration must be defined in broader terms. However the principles of administration also same as using in the organisations working for welfare purpose .Only the nature of the organisations are only social in broader spectrum.

In every society there are social problems which need special attention .At the same time the very process of social change throws up new problems which will call for social actions. Social welfare programmes, therefore, form part of the effort to deal with some of these problems .The principal aim of a welfare state is to seek in the given circumstances, the maximums to be given to the community. To work out the welfare for social problems, administrative actions will be necessary. In modern time's social problems immediately carrying group action or social action. For carrying action organisational set us is necessary .And for organisational set up one must have good and creative **planning** for an organisation. There are various principles of organisation. These are symbolised as

2.1. Planning: It is primary preparation of the beginning of every action. It is an inherent part of individual and co-operative or collective endeavour. For an example the politician's plan for their winning in elections and for it they will prepare the team or associating the members of their party and preparing the strategy of winning. Similar to the Social Work observed the social problem and its consistency to an area or examine by survey method and plan to set up organisational work related to it. More less the following Social Scientists generally gives their views regarding the term "Planning".

Dimock, Planning is "the use of rational design as contrasted with chance, the reaching of a decision before a line of action is taken instead of improving after the action has started

M.E Harley, "Planning is deciding in advance what is to be done. It comprises the selection of objectives, policies procedures and programme from among alternatives.

David Clevand and William King, "Planning is the process of thinking through and making explicit the strategy, actions and relationships necessary to accomplish an overall objective or purpose.

White. "Planning, as the term used in the context of public administration, is not equivalent to make decision on basic policy. Planning in the context of administration begins where general policy stops; it is concerned with the means by which ends can be brought to the fruition".

Review of these definitions suggests the following characteristics of planning.

1. Planning is an orderly process.
2. Within this, determination of goal takes place.
3. For the fulfillment of this goal policy is determined.
4. As per determined policy, processes and resources are determined.

For categorizing the problem one social worker should think to plan accurately .So Planning is the foremost work of setting and organization .

Characteristics of Planning

The following characteristics of planning may be defined:

- (I) Planning is closely associated with the goals of the organisation. These goals might be implicit or explicit; however, well defined goals lead to efficient planning.
 - (II) Planning is primarily concerned with looking into the future .It requires of future forecasting.
 - (III) Planning involves selection of the best alternatives to achieve in the organisation.
 - (IV) Planning is comprehensive and includes every course of action in the organisation.
 - (V) Planning is flexible as it is concerned with future conditions which are dynamic
5. In order to attain goal, necessary activities are given to different authorities.

Evaluation is done by judging the success or failure.

2.2.1. Planning Process: Planning is conscious and deliberate effort. It is rational and determined approach to the achievement of an objective .It is not the result of chance and cannot be acquired in a "fit of absent -mindedness ". In the words of Pfinner and Presthus'Planning is rational because it demands a systematic analysis of several possible means and ends, followed by a selection of those means thought best suited to the designated end. Planning is integrative and comprehensive in

nature. It is an attempt at coordination, integration and systematization of efforts for the achievement of set of objectives. According to Seckler-Hudson, the steps are:

1. A careful definition and limitation of the problems as far as possible.
2. The exploration of all available information pertaining to the problem.
3. The posing of possible alternative solutions or methods of solving the problems.
4. The experimenting of one or more tentative solutions through actual operations.

According to Millet, these steps are:

1. The formulation of goals or objectives.
2. An assessment of the means or resources available to realize these goals.
3. The preparation of a work programs designed to achieve the determined objectives.

A brief we can say, planning involves three steps –the formulation, execution and evaluation of plans. It says, Planning involves three steps –the formulation, execution of plans. The following steps of Planning are Formulation, execution and evaluation of plans .A short description of these three steps the formulation, execution and evaluation

In the contemporary period, there is shortage of resources as compared to needs. For this, it is necessary that resources should be utilized fully. This demands planned utilization of resources for meeting needs as per their priority. Thus, planning is a rational process characteristic of all human behavior (Piffner and Sherwood). So, in case of organization, it is equally important that every organization should meet their objectives in a planned manner and for every administrator planning is important irrespective of his level in the organization. For social work administrator, planning is required mainly due to the following reasons:

To conclude, it can be maintained that planning is preparation for action and it is the cornerstone around which the foundation of decision making is built.

Planning can be divided on the different bases which are as follows:

2.2.2. Planning Process by Pffiner and Presthus

Planning is rational because it demands a systematic analysis of several possible means and ends, followed by a selection of those means thought best suited to designated end (Pfiffner and Presthus). Planning involves a succession of steps since it is integrative and comprehensive in nature; it is an attempt at coordination, integration and systematization of efforts for the achievement of self-objectives.

Steps in planning process:

Schaffer suggests four classic steps in corporate planning:

- 1. Research:** To analyses corporate strengths, weaknesses, and other factors and to determine the opportunities and risks created by external trends.
- 2. Formulation of objectives:** To define what the company should become in the long-term future.
- 3. Strategic planning:** To develop an overall framework outlining how the corporation will move to its ultimate objectives.

From management point of view, Carlisle described the following steps:

1. Determine where you stand today.
2. Develop planning premises regarding trends and likely future conditions.
3. Develop and reassess objectives.
4. Establish strategies to achieve the objectives.
5. Program activities to gain desired results.
6. Determine the support resources required to conduct the activities of step five.
7. Execute the plan.
8. Control the plan.

Thus, the following steps of planning process can be mentioned:

1. Selection of objectives and goals of social welfare organization and fixing of specific targets.
2. Study and appraisal of contemporary conditions and resources and factors involved in meeting the objectives, goals and targets of organization.
3. Collection of relevant information and analysis of this information intelligently and imaginatively for the development of understanding.
4. Visualizing future developments and their impact on organization.
5. Enumerate the alternative courses of action on the basis of information collected by keeping future trends in view.
6. Weighting of pros and cons of each course of action.
7. Decide best course of action or plan.
8. Chalking out details of the selected course of action by breaking down it into varied aspects of work; establish them in chronological order for taking action. This should be in form of plan of a specific program of action.
9. Be ready to modify as per situational condition.

Problems involved in Planning

These are as follows:

1. There remains uncertainty in case of planning since it is evolved on certain assumptions based on some conditions which are changeable.
2. Planning also needs resources which can be spent on actual work instead of wasting them on planning.
3. Planning keeps the activities of an operation into a fixed jacket leading to the absence of discretion.
4. Planning needs intellectual capacity, deep and sustained thinking and some imagination which is very difficult to get in formulation of plan.
5. Problem of developing uniform plan for diverse conditions.
6. Non-determination of priorities among needs, in case of determination of priorities, non compliance of priorities already chalked.
7. Lack of adequate and reliable information.
8. Difference in views between people's representatives and government officials in formulation and implementation of plan.
9. Use of difficult words and language in the plan.
10. Faulty and unrealistic determination of objectives and goals.
11. Dominance of vested interests, local interests, biases of officers, miss utilization of positions in formulation and implementation of plan.
12. Lack of coordination between government departments, people's representatives and civil society organizations.
13. Non-participation of local people.
14. Lack of commitment on the part of officials involved in planning.
15. More emphasis on economic aspects of planning.
16. Non-cooperation of local people in the implementation of plan since they have no role in its formulation.
17. Usually planning takes place on the top.
18. There are separate institutions for the formulation of plan as well as implementation of plan.
19. Non availability of financial resources on time.
20. Lack of continuous evaluation of plan.

Decision Making

Social Scientists scientifically used the concept "Decision Making" to magnify the term "Planning".

The importance of "Decision Making" is needed almost all levels of organization to execute or to implement the planning in the right direction. The concept better explained by "Webster's Dictionary" that "Decision Making as the art of determining or an opinion of one's own mind for a cause of action". One's planning must be authentic and objective oriented by right decision making.

Various social scientists given their views in the following context:

Emory and Niland : 'Decision is the point of selection and commitment, The decision carries the best course of action".

Donald J. Chough: "The decision making process involves a problem to be solved a number of objectives a number of alternatives but the person should take the best possible action of his planning".

W.Brooke Groves: "Decision making is the selection of two or more reasonable possibilities but the correct decision will only be fruitful and for the time and circumstances provides the best solution".

Hodge & Johnson: **Decision** making is to find a solution of any problem which stands between decision maker and the accomplishment of the organization .

Points:

1. For effective planning," Decision' is necessary.
2. This is process of mind to look to the objective and planning.
3. The best selective solution is considered as the only alternative.
4. The only objective of Decision making is that it will carry the value as well as the practice in action.
5. Correct form of Decision has a very good output or success.

Regarding the type of "Decision" a number of good collections catered by eminent writers like Simon who has contributed (i) Programmed (ii) Non -Programmed, Drucker(i) Generic (ii) Unique , Delberg (i) Routine(ii) Creative(iii) Negotiated ,William Gore (i) Routine (ii)Adaptive(iii) Innovative . All these terms carried vivid discussion but to conclude it is said decision may be classified:

In other words these writers according their experiments' suggested that in programmed decision taken; decision will be more authentic .Drucker also commented the same. Similar Delbert suggested for routine decision and the decision will be creative or negotiated. William Gore gives importance on adaptive and innovative

1. Decision is a routine activity it means that performing the decision according to the day to day to activities.
2. From the situation point of view when such situation arises, decision can be taken accordingly.
3. Decision may be creative or innovative, it can boost the activities.
4. For the experimental purpose decision can be taken.

Skill of Decision Making:

1. **Problem Identification** 2. Collection of related facts of Problems 3. Decision or Probable Choices.

Problem Identification; This implies that in social problems are complex . This is difficult to understand people and their behavior .It is difficult to explain the situations but Henderson and Suojanen have identified following steps. (i) Determination of expectation as per present standard. (ii) Observing the expected performance and actual decisions. (iii)Identification of expected problem through observation and measurement.

2. Collection of related Facts : For proper analysis of the problem related facts are studied .For proper analysis study the problem , find the facts related to it , meet the people ,asking the decision find the influential associates and find the decision carefully . Similarly classify the problem and separate the collected facts .Analyse the data and determine the data which is useful and separate the non-useful data . Then proper evaluation will be conducted for the solution.

3. Decision Finding or Probable Choices: In the conclusion alternative choices should be taken whenever one has to judge, one must have alternatives among which one can choose. The choices depends various circumstances like with possible resources collected at that time .Besides rational view careful consideration of available facts and anticipated outcomes are necessary to lookout .The decision which has taken by the decision maker must be flexible and weightage. If situation demands then the possible modifications can be taken immediately.

Approaches of Decision Making: There are three approaches (i) Rationalist Approach (ii) Humanist Approach (iii) The Integrative Approach. In detail when “Rationalist Approach” carries the a number of choices are available based on logical analysis . Similarly Humanist Approach signifies that decision is taken within the framework of social and environmental conditions likes past and present. Lastly

the integrative approach envisages that decision is made by those who are involved in work like in executive work or executive practices at office.

Problems of Decision Making Skidmore's view: Writer Skidmore listed a number of difficulties lies with Decision Making.

1. Decision taking is a time bound and need action of the decision maker. If the decision maker takes a long time for making decision then the result will be a great fiasco.
2. The decision maker primarily simplifies the problem and after making it simple then figure out the possibilities of right action.
3. This is not possible to take decision rightly because of due to complexity of problem and people's behavior can't be judged. Complexities of nature and unexpected feelings of people cannot be assessed properly.
4. Repeated mistakes in decision making some time rises discouragement. The decision maker felt helpless and discouraged when repeated mistakes conducted due to different reasons. Lack of proper system or the cause for favouritism, corruption, nepotism created unhealthy situation at the time if decision making .

Points

- ❖ Planning is major creative idea about organizational function.
- ❖ It minimizes risk and uncertainty.
- ❖ Its decisions guide future or every organization.
- ❖ It strives for efficiency in organization by achieving objectives
- ❖ It performs the operations of organization effectively since without planned operations desired results cannot be achieved.
- ❖ It ultimately boosts the morale of organization by providing an emotional and administrative climate conducive to high morale.
- ❖ It facilitates control.
- ❖ Decision is also very important for the leaders.
- ❖ Right decision can rectify many organizational obstacles .

2.3. Organization

Meaning of Organization

"Organization is concerned with the pattern of relationship between persons in an enterprise, so constructed as to fulfill the enterprise's function". Dictionary definition of organization is "the work of connecting inter-dependent parts so that each has a special function, act, office or relation to the whole". Organization is "determining what activities are necessary to any purpose and arranging them in groups which may be assigned to individuals". Organization is the form of every human association for the attainment of common purpose". The term organization refers to planned unit, deliberately structured for the purpose of attaining specific goals". "By organization we mean a planned system of cooperative effort in which each participant has a recognized role to play and duties and tasks to perform". An organization is a combination of the necessary human beings, materials, tools, equipment, working space and appurtenances brought together in systematic and effective coordination to accomplish some desired objectives."

The principle of organization says:

- (a)** Two or more persons constitute the organization.
- (b)** It is constituted for the fulfillment of objectives.
- (c)** It expects that good cooperation among members of organization.
- (d)** An organization arranges sufficient resources, material and goods for the fulfillment of desired objectives.
- (e)** There exists unity and mutual coordination among these resources.
- (f)** Functions of every organization are specifically described and classified.

The following are some definitions of organization.

1. **L.D. White.** "Organization is the arrangement of personnel for facilitating the accomplishment of some agreed purpose through allocation of function and responsibilities".
2. **Pfiffner.** "Organization consists of the relationship of individual to individual and of groups which are related as to using about and orderly division of labor".
3. **Luther Gullick.** "Organization is the formal structure of authority through which work sub division are arranged, defined and coordinated for defined purpose".
4. **M. Mark.** "Organization refers to the structure developed for carrying out the tasks entrusted to the chief executive and his administrative subordinates in government".

Approaches:

The traditional approach explains the meaning of organization as a 'structural' arrangement by which work is divided, arranged, defined and coordinated for defined purpose. It is systematic bringing together of independent parts to form a unified whole.

The structural approach emphasized on tasks to be performed and entry of individual in organization is for performing specific tasks. This approach did not take into consideration the role of individual in organization.

The contemporary approach explains that organization is a combination of human beings with defined duties and responsibilities for the accomplishment of desired objectives and in this cooperative endeavor, a complex pattern of relationship in the organization is developed by these individuals.

Points: 1.Organisation carries a group of personnel's.

2. Organization is the formal structure of authority with distribution of work.

Elements of Organization

Review of above description brings out the following elements of organization:

- (a)** Every organization has one or more than one power centers.
- (b)** Members of organization are continuously placed.
- (c)** Every organization contains formal and informal communication system.
- (d)** Reward and punishment systems exist in every organization.
- (e)** Division of work with coordination in every organization is an important aspect of organization.

Lastly the contemporary age is the age of organizations which involves cooperative efforts by a number of people to achieve certain common objectives. It is social unit which structures individuals and functions into productive relationship. Organizing is the subject of larger activity of managing and it is a process by which the structure of an organization is created and maintained.

Theories of Organization:

1. The Bureaucratic Theory

The term 'Bureaucracy' lends itself to two usages; it refers to the tasks and procedures of administration, as well as is used as a collective word for a body of administrative officials. Frequently, it also stands for inefficiency and an improper exercise of power on the part of officials, and thus has become a term of abuse. The word 'Bureaucracy' was first coined by Vincent de Gournay (1712- of 1759), an

economist of France. He had observed "We have an illness in France of Which bids fair to play havoc with us; this illness is called bureaumania." The Dictionary of the French Academy accepted the word in its 1798 supplement and defined it as "Power, influence of the heads and staff of government bureau

It was however Max Weber who founded the modern sociological study of bureaucracy freed the term from pejorative connotations and emphasized the indispensability of bureaucracy for the rational attainment of the goals of an organization. Weber termed his formulation as ideal type .The ideal type is a mental map or mental construct .In its conceptual purity this mental construct cannot be found empirically anywhere in reality .Webers conceptual framework of bureaucracy cannot be understand properly without understanding his typology of authority system .

According to him, the bureaucratic administration is, "that imitable and conditional form of organizational of social action that precludes the thematization of its own premises. The rule-bound bureaucracy means that the premises of action area at the disposal of the actors themselves. All that is needed is to blind and mechanically apply the legal norms to specific situations.

The bureaucratic theory is characterized by rigidity, inflexibility, emphasis on means rather than ends and anti humanist. To conclude, in the words of M. Bhattacharya, "Weber's bureaucraticism is usually placed in the category of classical administrative thought and Weberian ideal type continues to be the dominant paradigm in public administration at the conceptual level, the attraction of Weber's formulation has never far away, which is a clear proof of its paradigmatic strength.

- ❖ The basic theme of this theory speaks about bureaucracy's importance or elite's importance.

2. The Human Relations Theory: The Human Relations Theory came into existence in 1930s as a reaction of the classical approach to organizational analysis. The classical thinkers like Taylor, Fayol, Gulick, Urwick and Weber stressed the formal structure of the organization and neglected the role of human element in the organization. In other words, they under emphasized the sociological and psychological aspects of individual behaviour in the

organization. It is this failure which gave rise to the Human relations approach. This theory is also known as Humanistic Theory, Socio-Economic Theory and Neo-classical Theory. Elton Mayo, The American sociologist, is regarded as the 'father of human relations theory'. The other writers who contributed to the growth of human relations theory include F. J Roethlisberger, William J. Dickson, W. Lloyd, E. Warner & L.J. Henderson. It should be noted that human relations theory has not rejected or dismissed the classical theory totally. It modified added to and in some way extended classical theory. It has rejected the concept of economic man and formal institutionalization concepts of the classical approach.

- ❖ In other words, this theory emphasized the sociological and psychological aspects of individual behaviour in the organization.

3. Behavioural Approach

The Behavioral approach is an improvised, systematized and more sophisticated version of the human relations approach to organization. This approach is also known, as 'Socio-Psychological Approach' and 'New Human Relations Approach'. It aims at a scientific study of organizational behaviour. In public administration behaviouralism as a distinct line of study started in the 1980s with the Human Relations Movement and is mainly concerned with the scientific study of human behaviour in different social environments. It started as a protest against traditional, normative and largely descriptive approaches in the social sciences. Behavioural approach is not actually a theory of organization. It is, in fact, the use of behavioural sciences in the study of organizational behaviour. By behavioural sciences, we mean the disciplines of anthropology, psychology, and sociology. It also includes parts of social geography, psychiatry and behavioural parts of economics, political science and law. The behavioural sciences exclude from its study specialized sectors like physiological psychology, archaeology, technical linguistics and most of physical anthropology.

- ❖ In short, behavioural science is concerned with the scientific research that deals directly with human behaviour.

Maslow's theory of motivation has exerted strong influence studied, of organizational behaviour. The main exponents of this school are Chester

Bernard and Herbert Simon. In this connection, the contribution of C. Barnard needs special attention. His approach to organization can be called behavioural as he laid emphasis on the psychosocial aspects of management. His book, "The Function of the Executive", is a product of ripe experience and abiding interest in economies, psychology and allied fields of knowledge. Like M. P. Follett, he viewed the organization as basically a social system, as he found non-logical factors influencing human being in determining the organization. This is a marked departure from the earlier approach. The major contributions of Barnard can be studied as follows He suggested that classical concept of organization does not fully explain the features of an organization. According to Barnard a formal organization is a system of consciously coordinated activities or forces of two or more persons. He developed an equilibrium theory of organization by suggesting that the organization exists by maintaining equilibrium between the contributions and the satisfactions of its participant members.

In his opinion, an organization exists when three conditions are fulfilled. Firstly, there are persons able to communicate with one another. Secondly, they are willing to contribute to the action, and thirdly, they attempt to accomplish a common purpose. Organizations can be divided into two parts: (i) formal and (ii) informal. The formal organization has consciously co-ordinate interactions which have a deliberate and a common purpose. On the other hand, the informal organization refers to those social interactions which do not have consciously co-ordinate joint purpose.

- ❖ This theory believes that Organization is as like as Social System

Organizational Structure; Authority, Span of Control, Delegation, Decentralization

Authority: If we look out the organizational structure it carries an authority on its apex. This is not possible that the authority will only work and for executing the work, a team is necessary to function. Authority is essential in administrative origination. As Mooney and Railley defined that "Authority is the principle at the root of organization and so important it is that it is impossible to conceive of an organization at all ,unless some person or persons are in a position to require action of others . H.A Simon defined about the role of authority as 'Authority may be defined as the power to make decision which guides the action of another. It is a

relationship between two individuals, one ‘superior”, the other ‘subordinate” .The superior frames and transmits decisions with the expectation that will accepted by the subordinate .The subordinate expects such decision and carried out the same.

Approaches: The traditional concept according to Schell say, “(1)If we are to control, we must provide avenue through which it can function easily and directly .The avenues we speak of are paths of authority. They pass from administrators who determine policy to the executive who are responsible for the performance of the policy, and then to the employees who performs the actual operations. (2) The functional approach defined as authority is vested only in the particular job to be done .(3)The Behavioural concept refers authority to the actual patterns of behavior of individuals as they influence others and are being influenced .Authority is accepted by persons and groups since it is related to the human relations in administration . (4) Fayol has been the supporter of the concept and maintained that concept of authority can best be explained by combining all these three concepts.

- (ii) Authority acts on the above of the team.
- (iii) It has power to take decision and that decision is his order.
- (iv) Decisions communicated to the subordinates for execution.
- (v) The power to take decision is the right action.
- (vi) He is the administrative authority of all the powers.

Types of Authority: Max Weber divided authority into (1) Traditional Authority.(2)Charismatic Authority(3) Legal Rational Authority .Simply speaking the traditional authority exercised the power in inherited status .The charismatic authority is winning over his personality and personal abilities .The legal rational authority is exercised as per certain rules and regulations for achieving specified ends . However it may be classified in to

1. Line Authority which is heart of relationships between superior and subordinate, since it is the ultimate authority to command and deciding the matters as well as approves the work and he is the authority which channels and directs responses of others and requires them to confirm to decision ,plans ,policies, and procedures .

2. Staff Authority: It refers to those activities which provide advice and service to line .This authority is not supposed to take decisions for others.

3. Functional Authority; This authority stands in between line and staff .It is related to a particular activity or action .

Functions of Authority:

1. Organisations runs under the personality of Authority.
2. Authority is the source of responsibility
3. Authority inspires other by his action.
4. Authority's decision gives the message of wisdom, ability, creativity, skill.
5. Authority is symbol of discipline and source of power.

Limitations of Authority:

1. The Authority is only carrying the policy which has previously made by legislation.
2. Authority is regulated and controlled by executive orders, code of ethics, and position in hierarchy.
3. Authority is dependent on the interpretation of legislative provisions.
4. The extent of knowledge, understanding and skills determine the nature and exercise of authority with a limitation.
5. The present organizational structure, the authority has economic limitations.
6. Lastly the nature of personality and its qualities determine the exercise of authority and its boundaries.

Basic Skills of Staff Administration (Span of Control)

In an organization “Span of Control” is the basic skill to control the staffs. Span of Control is a sacrosanct principle of administration, or it has been so till recently. The term ‘span’ literally means the space between two supports of a structure e.g the space between two pillars of a bridge. The space between the two pillars should neither be too small .If it is too large, the bridge may collapse, and if it is too small, it will enhance its cost .When applied and it is too small, it will enhance its cost .When applied in administration span of control is simply the number of subordinates or the units of work that an administration can personally direct.

Dimock : The span of control is the number and range of direct, habitual communication contacts between the chief executive of an enterprise and the communication contacts between the chief executive of an enterprise and his principal fellow officers .

V.A Graicunas : The concept is related to the principle of 'span of attention'.

Spiegel : Span of control means the number of people reporting directly to an authority .The principle of span of control implies that no single executive should have more people looking to him for guidance and leadership than he can reasonably be expected to serve .

There are limits of human capacity and if the span of supervision is extended too thinly ,unsatisfactory results occurs .The scholars therefore have been engaged in determining what would be the length of the span .Urwick a prominent British Consultant was the opinion that the idea number of subordinates for all superior authorities to be 4 and at the lowest level of the organization the number may be 8 to 12 .In the opinion of Earnest Dale ,span of control level should be 6 to 7 .He however pointed out that the number will be different at different levels of management .

As per to the management of employees there is particular rule to keep the total number of employees for span of control. There is unanimity as to the exact number but there does exist a general agreement that the shorter the span, the greater will be the contact. This means the contact will be more discipline and effective. The fact of the matter is that there can be no rigid span of control .The exact length of span will depend on many variable factors like the personality of the supervisor, the diversification of the functions of the organization, the age of the organization and the caliber of the subordianates.In the words of Millet ,Experience and psychological research have confirmed that there is a limit to the supervisory capacity of an administrative officer . The element of space may also affect the situation. Thus, the fact of all offices being located in one building or palce or scattered over many buildings or places certainly influences the length of the span. In this connection attention may be "access" t the boss. In other words ,while an officer can directly supervise only a limited number of persons , he can introduce some flexibility in the organization by permitting larger number of subordinates to have ' access' to him . But however the whole idea of span of control has came to revision during recent years. The increasing use of automation in administration,

the information revolution and the growing role of the specialists are some of the factors responsible for the change. Recent technical advances have made it possible to introduce automation in offices as well. As V.A Graicunas analysed subordinate – superior relationship in his famous work Relationship in Organization 1993 in terms of a mathematical formula .The formula was based on the theory that complexities of management increase geometrically as the number of subordinates' increases arithmetically.

Points

- Organizational structure defined many parts like Authority, Span of Control, Delegation Decentralizations etc.
- For running the organization staffs are required
- "Span of control" signifies the numbers of staffs necessary for control under a senior.
- Problem will be created if more than staffs will work by breaking the rule span of control.

Necessity for Delegation and Decentralize Power

Organization has a line or chain of higher and subordinate relationships which is inter-locking .These relationships stands from top to bottom .Delegation is forth formal mechanism through which a network designed of superior and junior relationships are established . According to Mc Farland refers is"to as that part of organizing process by which a manger makes it possible for others to share the work of carrying out the company's purpose .

Thus Delegation indicates as:

1. Delegatation is a process of power distributions.
2. This is not possible for the Superior carrying all the powers.
3. The superior retains the power to hold subordinate responsible for his actions.
4. The main advantages of the organization are the helping in creating formal organizational structure.
5. Establishinment of a sense of belonging and morale among members responsibility.
6. This is advantages to superior that it relieves pain and overburden of the routine duties.

7. This is also advantages to juniors that to involve in responsible skills other than his routine work.
8. The physical and mental capacities of person determine about the understanding and acceptance of a decision or giving of order to juniors.

Centralization stands for concentration of authority at or near the top decentralization, on the other hand, denotes dispersal of authority among a number of individuals or units. Advantages of centralization has many advantages .In the first place it helps in fuller utilization of talents of outstanding executives for the organization as a whole and secondly centralization permits flexibility and rapidity of adjustment to changing business or administrative conditions . Centralizations is also not free from some dangers .It has some disadvantages also ,first demerit of centralizations is that it does not offer any scope for the subordinates participation in the management of an organizations , Secondly ,Centralization increases the burden on the top executives because all the decisions are taken by the executive at the Central level the words of White , "The progress of transfer of administration authority from a lower to a higher level of government is called 'Centralization' the converse decentralization.

According to Henry Fayol "Everything that goes to increase the importance of the subordinate's role is decentralization everything which goes to reduce it is centralization. The essential elements in decentralization are the delegation of decision making functions. If we take the advantages of decentralization, in the first place, it removes the danger of a "apoplexy at the top and anemia at the extremities. The dispersal of authority the functions and responsibility on the one hand brings relief to the overburdened central authority, and strengthens field agencies and grassroots units on the other and secondly the people immediately affected get an opportunity for adaptation and adjustment in the administrative programmes and operations which are brought closer to them and Thirdly dispersal of authority encourages faster action, reduces delays and shortens the red tape. Overall efficiency of administration thus increases. Fourthly, it gives an opportunity to develop resourcefulness and self respect among subordinate administrators, who thus have to tend for themselves to take their own decisions and shoulder their own responsibilities. Decentralization on the other hand is not free from dangers. Too much of decentralization may lead to anarchy .In any case decentralization makes

co-ordination and integration of administrative operations difficult. Again it is neither possible nor desirable to have complete decentralization in personnel budgeting, tax collection, accounting, planning programming.

Centralization and decentralizations however are not priori principles which can be universally applied at any time and at any place they have a situational relevance. According to W. Fesler there various factors which come into play in deciding for a centralized or a decentralized system .These are the factors fo responsibility ,administrative factors ,functional factors and external factors

Points:

- Centralization and Decentralizations are the power distribution for smooth running of organizational function.
- For delegation of power or power decentralization relives the routine work of the authority.
- It means concentrations of power in a single source or delivers power through delegation.
- The subordinates has taken the responsibility of the organization .Delegation can give a chance to the staffs to enhance their ability .
- The organization distributes work or decentralizes the work in two or more sources.
- If the area of work is more and broad necessity of decentralize is justifiable.
- If the area is less or less responsibility assigned to work then centralization is necessary.
- The organization may be centralize or decentralize but it considers according to the nature of the organization and importance of delegation of power.

2.4. Staffing

For an Organization good and efficient staffs are necessary .In organizational work it is called as ‘Staff Agency’ .Bust the term “Staff” is not as simple as we think .The word came from a selective sources. Commonly speaking staffs are the field soldiers or field workers who are carrying the responsibilities. Students have to remember the following lines for their clean understanding of “Staff Agency”. Interestingly the

term Staff related to military work or military group work so the term “Staff Agency” has been borrowed from military terminology and is commonly used in contradistinction to the term “line agency”. As the growth of the armies became complex , the field commanders who were engaged in the task of actual fighting felt the need for specialized services which led to the formation of the general staff with subsidiary staff agencies under them . Staffing refers to the filling and keeping filled positions in the organization structure through identifying workforce requirements, inventorying the people available. Recruiting, selecting, placing, promoting, appraising, planning the carrier, compensating and training or otherwise developing both candidates and current job holders to accomplish their tasks effectively and efficiently. In social work administration, staffing is a major administrative process involving social welfare organization/agency in order to locate and obtain staff and maintain its working and its separation form organization

Points:

- Staffs the term came from a Military use.
- Staffs refer to filling and keeping filled positions.
- They are the field workers.
- Staffs are the agencies that are carrying the important responsibilities.
- In organization from top to bottom various staffs are carrying the orders for fulfilling the objectives of the organization.

Definitions:

1. **Charles worth** , a staff officer is one who specializes in research ,observation , and study ,and who draws up plans and proposals for approval by the top executive, to whom he is attached collaterally,
2. **F.A Cleveland** also says, “The staff agencies reach conclusions and help the management reach conclusions, both about what happened and what is proposed their function is to know the facts and with knowledge they make and submit plans, but there they stop .The responsible controlling personnel of the management must decide “.
3. **Mooney:** The staff is ‘an expansion of the personality of the executive .It means more eyes, more ears, and more hands to aid him in forming and carrying out his plans.

Who is called as Staff ?

Every organization strives for the fulfillment of objectives. These objectives are met by conducting certain activates. For these activities, persons at different levels of organization are required which is known as staff.

- **The most characteristics' features of the staff agencies are**
 - a. That they have no responsibility or authority for the actual performance of the duties for the performance of which the services are created and maintained.
 - b. Their function is exclusively of a research, consultative and advisory character.
 - c. They posses no power to give orders.

The activities performed in an organization can be divided into three types as per their importance and staff can also be divided in three types for the performance of these activities.

This is as follows.

1. Top priority activities- **Top Level Staff**
2. Standard activities- **Middle Level Staff**
3. Less important activities- **Lower Level Staff**

The following functions are to be observed by Staff:

Planning:

- Making appropriate plans for the implementation of administrative policies.
- Preparation for solution the problems at various levels of organization.
- Stipulated programmes for completion of work.
- Creating efficiency.

Coordination:

- Proper coordination the functions of subordinate authorities.
- Prepare successful coordination of plan.

Programming:

- Making programming for implementing administrative policies.

Research:

- Continuous research and innovation for enhancing efficiency..
Controlling Responsibility is established in the implementation of policies.
- Functions are:

Organization:

- Establishment of mutual relationships among different staff members.
- Authority is exercised and transferred.
- Boundaries of responsibility are established.

Supervision:

- The behavior of members of organization is made static.
- Morale of subordinate employees is boosted.
- Generate interest in work.

Documentation:

- Writing of organizational functions, behaviors, achievements and problems.
- Officer gets initiative from the organization.
- Restructuring failures and meeting the problems.
- Cooperation is established through information sharing.
- Other organizations also take interest.

Reporting:

- This makes top officers familiar of actions and progress.
- It brings out problems and success of organization.

Practice of Social Welfare:

- a. Supervision
- b. Documentation,
- c. Reporting

are the three parts of the organizational works are important. Because for project monitoring supervisory works, Writing organizational functions in documentation and reporting are the different practical practices of organizational works.

Logic of Staffing

Social welfare administration is usually used in two senses, i.e. it is the administration or management of social welfare programs and agencies and as a method and technique of social work. Due to the uniqueness of this administration proper and efficient staff is important for administration and management of social welfare programs and organizations managing these programs. But the staffing patterns are different in governmental and nongovernmental organizations. In governmental organization, staffing is governed by general principles of administration i.e. hierarchy, scalar chain of command, unity of command, span of control, delegation and decentralization, but, in case of nongovernmental

organization, logic of staffing is related to three levels of staff according to the need of the work .

- **Appraisal & Development of Staff's Work**

Meaning of Appraisal: For the purpose of professional development, appraisal of work of staff engaged in the practice of social work takes place. Through this competence in service activates with individuals, groups, communities and society at large are large are assessed as per predetermined standards. By performance appraisal, a staff always encouraged for his work .Carlisle suggests these purposes as follows:

1. In an organization the major work is keeping subordinates informed on how they are doing.
2. On Merit Basis determination of merit calculated and according to the merit pay increases.
3. After scrutinizing the meritorious workers for promotion name should be proposed.

- **Methods of appraisal**

These are as follows:

1. **Ranking method:** *It means Appraisals on the basis of Group competency .For example , each man in group is compared with all other members of group and placed in simple rank order. Order is maintained form best to worst of all individuals comparing the group.*
2. **Rating scale methods.** Rating scale method brings out some kind of scale for measuring absolute differences among individuals. Two types of scales are generally used:
 - a. **Discrete.** Here, two or more categories are provided. These categories represent the discrete amounts of ability or degrees of the characteristics. Of these categories one can be ticked mark showing best to desirable person being rated. For example: commitment to job may be rated as very bad.
 - b. **Continuous:** Here, categories are linked with a line either from best to worse or worse to best and later is supposed to tick at any point.
3. **Paired Comparison:** Every individual in group is compared with every other member of the group. During this comparison choices are found by every member in the group. These choices are counted and converted into percentage scores leading to the fair idea as to how each individual in the group is judged by rates.

4. **Grading:** In this, meaning of certain categories of abilities of performance is pre-conceived and then as per their traits and qualities persons are put in particular category. These categories may be outstanding, good, average, poor and worst. They may be termed as A, B, C, D and E also where A indicates the best and E as worst.
5. **Forced Distribution Methods:** In this method, the assumption is that the performance level of employees conforms to a normal statistical distribution curve, that is, ten percent may be best, 20 percent above average, 40 percent as average and 20 percent below average. So, the person who appraises is forced to appraise the person being appraised as per the pattern of normal curve.
6. **Forced Choice Method:** This method contains a series of items or statements normally depicting degree of proficiency. The rater examines the extent of effectiveness of statement describing each individual being rated.
7. **Check list methods:** In this method, the rater prepares report of appraisal by answering a series of questions concerned with persons being appraised. Usually prepared by HR Department, these questions are related to the behavior of persons to be appraised. Normally, each question has two alternatives i.e. Yes/No.
8. **Graphic Rating:** The appraiser is provided categories with boxes or with an uninterrupted line places just below the category notations on which he indicates his rating by means of a check mark.
9. **Free Form Essay Methods:** This method seeks the superior to write note or essay containing his views regarding his subordinate.
10. **Critical Incident Methods:** In this method, firstly, a list of critical requirements of job should be prepared. These requirements are vital for the success or failure on the job. Secondly, after the identification of these factors, the supervisors may then observe and record instances and events of on the job behavior falling under any of these factors as they take place.
11. **Group Appraisal Method:** Here, employees are rated by an appraisal group consisting of their supervisor and three or four supervisors who have some knowledge of their performance.
12. **Field Review Method:** In this method, appraisal of employees are based on interviews with their immediate supervisor who answers the questions covering the progress of subordinate and his level of performance. The interviewer consolidates the detailed notes he has taken the interview. It is then placed for the

approval of the concerned supervisor (interviewee) and an approval placed in the employer's personal folder.

13. Assessment Centre Method: Here a number of evaluators join together for judging performance of in different situations by using criteria such as paper and pencil test, interviews and situational exercises.

14. 360 Degree Appraisal Methods: It is the process of systematically gathering information on a person's skills, abilities and behaviors from a variety of sources-the manager, peers, subordinates and even customers and clients (Millman and Others). Here, appraisal of an employee is done by his superior his peers, his subordinates and clients or outsiders with whom he interacts in the course of his job performance.

Factors affecting performance appraisal

These are as follows:

1. The condition and constraints of environment and the nature of staff's involvement.
2. The leadership of the organization. His leadership, dynamically handling the organizational problems.
3. The nature and type of organizational structures. The quantity of the staffs involved in a work process.

Development of Staff

Development activities and programs have substantial influence in changing the capacity of individual to perform his assignment better and in doing so are likely to increase his assignment better and in doing so are likely to increase his potential for future assignments. Development refers to the nature and direction of change induced in employees.

Approaches to Development

Traditional Approach

This approach is based on the assumption that how people learn and grow and bringing changes in employees as per requirements of an organization. This approach may be divided into two forms:

- (a) On The Job Training Programs :** Usually in this approach , the seniors will observe the performance of juniors by coaching, rotating the positions and assigned the special projects to the staffs and observe their development and the nature of leadership assessed .

.b.Off Side Training Program

The seniors should did special training programme and assigned separate team and competing among them ,similar role playing sensitivity training are the basic skills training can be fruitful.

General Problems of Staff

This is true that staffs are not independent employees .They are serving under a head. So staffs of an organization are facing different problems .These are the autocratic attitude of seniors creating awful environment which harassed to the staffs. Similarly some time fear of authority also a problems for staffs where staffs are no giving their clear opinion for fearing the head. Some time staffs are not getting any opportunity for participating in decision making. The prime cause is lack of opportunity for the employee's .Communication gap some time created between employees and superior where the head of the staffs are not communicating. Staffs are not rewarding for their works and there is creating of disturbances of non-cooperation. If safety instruments are not found, the situation of non-cooperation is also created.

Staff may face a variety of problems inside and outside the organization in which they are the part. These are as follows:

Problems of Staff in Development Sectors

In India the Central Government Jobs, Central Government Projects, High Posts in Business Organizations' have always taken as the profitable and prestigious in State Government Jobs. But if we lookout the Social Work Related jobs, the nature of jobs are simple non-attractive in nature .Persons are not interested to work this sector due to low profile and unhealthy environments work conditions.

Following are the points

1. Staff of this sector has lower status in the eyes of masses as compared to staff of government sector.
2. Working environment of this sector is challenging is challenging since it involves work in field.
3. Working in this sector involves skillfulness which is difficult to imbibe.
4. Service conditions in this sector are not good since there are low pay packet, lack of security of job, lack of standardization of activities, individuality in rules and regulations etc.
5. Problems in mobilizing resources in voluntary sector.

6. Commercialization of voluntary sector.
7. Suspicion and mistrust in masses towards the staff of this sector.
8. Absence of cadre of social welfare and development personnel.
9. Problems of future development of staff.
10. Problems of fixation of unrealistic targets of work.
11. Untrained and unqualified staff.

Staff (*Recruitment*)

Recruitment carries the typical meaning of “Job Selection Process” for functioning an organization. When any organizations advertised for number of posts through a method commonly it means recruitment. The term mostly used for method of getting a job. This process is related to “Human Resources”.

Recruitment refers attracting persons as applicants for different positions of the organization. The main aim is to employ those persons who have competence and ability to deal with clients, customers and other senior and junior members of the staff as the case may be. Recruitment is important to people or persons seeking employment since it is the first step for employment and person is able to search the job as per the aptitude of the candidates ability. It is important to organization since it gets right person for the right job and is able to get adequate, competent and skilful human resource. It has vital importance for the whole society since through recruitment employment markets are organized and equitable distribution of employment can also be achieved.

The main sources of recruitment are as follows:

1. **Advertisement:** For recruitment advertisement usually sent in newspapers and local news papers. These announcements giving clear details of positions may be sent to professional organizations, teaching and training institutions, persons or institutions working in the field, etc.
2. **Campus Recruitment:** Now Voluntary organizations with National and International repute did campus recruitment. Even placement cells for recruiting students for job in the campus itself. This is generally done for filling the vacancies at entry level.
3. **Employment Exchange:** Employment Exchange is working on behalf of the government to register the unemployed and intimating the candidates at the time of

any governmental job related advertisement. The Employment exchanges have been established by governments; through them also recruitment can be made.

4. **Spot Selection and Experiences:** Spot selection and Spot Experiences may be used as an important criterion for recruitment or filling positions.

Selection:

This is usually referred as negative process i.e. rejection of candidates for a position. It is the process of differentiation between applicants in order to identify (and hire). Those with a greater likelihood of success in a job (Thomas H. Stone).

Selection process:

This process involves several steps:

1	Advertisement of Applications for the post and no of posts required	This is developed by recruitment process which acts as base for selection process.
2	Examining and checking the Applications/Priority given to Experiences and qualifications.	Candidates have to fill up an application form having personal profile, qualifications, achievements, experiences, etc. applications are screened to locate qualified applicants for the post advertised.
3	Selection Tests	These tests provide information about the aptitudes, interests and overall personality of the candidate.
4	Interview	These tests are followed by personal interview of applicant or it is called as viva.

5	Checking References and consider .	Some time References are also in need .Reputed references some time taken to consideration as the candidate already had the experiences of the advertised work .
6	Physical Examination requirement where the post demanded the requirement . Some time eye sight measurement or accuracy will be an adding need for the post	If it is in need physical standards and fitness of perspective employees are ascertained through this examination. The candidate will be healthy from all corners if the post demanded the same .
7	Approval By Appropriate Authority	The appropriate authority approves the recommendation of selection committee.
8	Final Selection	Final Selection selected the candidate formally.

Brief Description of Selection Tests

- 1) **Achievement tests.** These tests measure what the applicant can do. Trade tests are a type of achievement test which measures the trade knowledge and skill of applicants.
- 2) **Attitude Tests.** In order to test particular talent, these tests are conducted. These may be learning or reasoning of mechanical. Several types of standardized tests are available.

- 3) Intelligent Tests.** These tests measure varied lands of mental ability which includes verbal, quantitative, spatial and reasoning aptitudes. Intelligence test is normally referred as aptitude test. The score of its test is usually
- 4) Interest Tests.** These tests identify interest patterns of employees through interest inventory.
- 5) Personality Tests.** Individual value system, emotional state and maturity are measured through these tests. Questionnaire or projective can be use for conducting these tests.

In social welfare administration, the professionals should be selected having competence, caring and commitment. Competence derives from professional training and previous successful experience. Caring is manifested in both verbal and non-verbal communication. Commitment involves person's desire to make a contribution to agency services and willingness to utilize his or her time and talents to do so, even if it means working time.

Personnel Policy of Organization

The dictionary meaning of "policy" is a "plan of action". Policy is a man made rule of pre determined course of action established to guide the performance of work toward the organization objectives (Flippo). It is a pre determined, selected course established as guide towards accepted goals and objectives (Yoder).

Personnel policy refers to principles and rules of conduct. These principles and rules of conduct formulate, redefine, break into details and decide a number of actions governing the relationship with employers in getting the objectives of organization fulfilled.

Importance

The personnel policy (a) keeps the individuals on right direction for the fulfillment of personal objectives, (b) provide proper directions for a wide variety of employment relationships in the organization, (c) translates the organizational objectives into selected routes, (d) provides general guidelines for healthy organizational procedures and practiced, (e) brings out improvements between employee and employer relationships, and (f) indicates actions of an organizational.

Aims and objectives

The general aim of personnel policy is to express top administrator's philosophy of human resources and to bring out convictions regarding worth and dignity of people in an organization. The specific objectives are as follows:

1. Prepares organization for the fulfillment of main objectives of policy of employment.
2. Provides information to employees regarding these objectives for securing their cooperation in fulfillment of these objectives.
3. Chalks out such conditions and procedure of employment which can enhance the belongingness of employees to the organization.
4. Develops competent and trained staff for every level of organization.
5. Gives protection to every member of organization and recognizes the role of employees' organizations in the organization.
6. Makes arrangement for consultative participation.
7. Gives consultative service for the purpose of generating mutual faith among employees of organization.
8. Develops bold and imaginative leadership.
9. Enforces discipline in organization.
10. Provides security of employment to employees.
11. Give the opportunity for growth in organization.

Parts of Personnel Policy

First part is stated objectives showing commitments and convictions of top administration towards members of organization.

Second part is the procedures for the attainment of these objectives.

Third part is rules and regulations arising from the policy and procedures for the purpose of indicating omissions and commissions to be observed by all levels of employees.

Policy Formulation

This is a complex process involving different types of persons including experts.

First step is to identify the problem area or situation involving all levels of organization by involving existing personnel staff by studying documents, knowing the community and industry practices, review of prevailing conditions, etc.

Second step is initiation of policy based on the details of identified problem area or situation.

Third step is circulation of policy to the concerned members of organization as well as sending it to top administration for their observations, comments, criticisms and suggestions.

Fifth step. Finalization of policy draft in writing.

Sixth step. Adopting and launching it.

Seventh step. Sending and communicating it to all levels of organization.

Eighth steps. Administering it.

Ninth step. Follow up action.

Tenth step. Evaluating it.

Eleventh step. Changing or modifying or reformulating policy.

Orientation (Skill Learning)

It is a process of introducing new employee to the organization, its activities and the overall environment. In case of social welfare organization, the in charge of the organization (may be Director, Secretary, Chairman) should take the new employee to the whole building. He may explain the following things to the employee:

1. Historical back ground and activities services of the organization.
2. Rules, regulations and policies of organization.
3. Structure of organization and employee's position in the structure employee's dealings with other members of organization.
4. Facilities available to new employee regarding his/her conditions of work and working conditions.
5. Fringe benefits available to new employee.
6. Opportunities and challenges to be faced.
7. All information pertaining to key persons, clientele and community should be given to new employee in friendly and warm manners.

Besides this, the new employee may be asked to give his/her views or impressions regarding organization and its activities.

2.5. Directing (Skill): **Directing** or Direction commonly mean instruction or direct to do the work with power .Directing is an important managerial function since for the satisfactory completion of work, proper orders should be issued to the staffs for executing the direction given by the highest authority.

Haimann: "Directing consists of the process and technique utilized in issuing instructions and making certain that operations are carried out on as originally planned.

Characteristics: The main characteristics of the "Direction" are that to process the order. Every organization there is a "Superior 'who directs the junior. So in direction only objectives of the organization will work out. By the by the subordinates are supervised for fulfilling the operation of the organization. The main features of effective directing are that the superior must have face to face direct contact with his subordinates. Similarly "Directing involves not only telling subordinates to do the things but observed the doing of implementation of the order properly.

Methods of Implementations of Order: Order is a device employed by a line manager in directing his subordinates. This is sure that the orders should be operationally feasible and one should expect it in advance. The various methods of implementations of an order are that always order has a punishment rule. An employee will be punished if he does not follow orders. But like punishment the terms of "Reward" also announced at the time of proper work execution. Administration experts inputs "**Leadership**" is an important aspect in organization Structure. They have given importance because of in social work fields are very extended and it will reach to Health ,Education,Housing,Nurrtion ,Upliftment of the Weaker Sections and it needs that leaders or experts should be handled better than the non experts . Effective & immediate leadership could carrying the problem effectively .This throws a lot of challenges to administration.

Characteristics': The main characteristics' are that indicates a special quality in individuals ultimately his quality or expertise better utilized for the public welfare. It guides others who may become followers or being led to accomplish some goals. In this context: Leadership is the effective administrative leadership.

Skill of Leadership: For effective leadership in social work administration, the leaders should carry the following skills:

1. The leader should have skill of thoughtfulness, planning, making right decision and getting his planning properly implemented.
2. The leader should have skill or must understand the management of time value.
3. The leader implemented his direction through affection. If any disagreement carrying by any employee he should have taken the thing carefully and compromise among them.

Communication: In social work administration, communication is very important and it is like the life line of the organization. In an organization the role of communications is very important as it means that the exchange of information among staffs among staffs and managers among managers and seniors are creating the healthy atmosphere in the organization .Right communication enhances the effectiveness of organization because effectiveness depends upon sharing information views and feelings among staff members.

V.P Shintre: Communications includes all methods of transmitting information and opinions .The term also used to refer a particular message.

M.L Blum: Communication therefore must be regarded as two way process in which employer and employee has equal opportunity to convey their meaning, their feelings and their actions to each other.

Characteristics': Following are the characteristics of the concept: (i) It has a two way process (ii) There are two persons and must have a content of communication. (iii) It has a media or medium (iv) It directs actions.

Types of Communication: It can divide into verbal or non-verbal communication.

- (1) Verbal Communication: It refers to the spoken medium .One should speak and other will listen. In social work administration this communications can take place in meeting, conferences, interviews, face-to-face contact.
- (2) Non-Verbal: Where only indications of showing the body gestures like movement of eyes, posture, speaking style and movement of body parts to show the context.
- (3) Written Form: This is very easy to understand as like writing in various ways inform of messages, instructions, and orders in a written form.
- (4) Methods of Communication: (i) Visual Media carries like personal message, manuals, handbooks, newsletters, signs, employee publications etc .Audio Media: It

consists of conversion, interviews, committees, conferences. Audio-Visual Media: It consists like television facility, demonstrations etc.

Motivation (Skill Development)

It is an inner state of mind of employee which energizes and activates those behavior patterns among employees which directs or channelizes to fulfillment of goals of organization. For motivating employees, the social work administrators should do the following:

1. Understand what motivates employee and how this motivating force can best be harnessed.
2. Know the needs and wishes of employee and meet them in day to day functioning.
3. Practice or apply humane as well as sympathetic approach towards the solution of needs and minimization of problems.
4. Establish policies for participation of the employees in decision making and its implementation.
5. Provide clear and full information to employees regarding their areas of work and interaction.
6. Assign responsibilities in such a way that each employee can contribute to a maximum extent.
7. Contribute in the professional development of employee.
8. Maintain a positive attitude towards employees.
9. Establish an atmosphere of cordiality leading to get maximum feedback from employees regarding executive policies and action.
10. Introduce proper scheme of incentives for good work.
11. Recognize the worth and dignity of individual employee.
12. Develop a feeling of belongingness in employees.

Training

Training refers to any process through which aptitudes, skills and abilities of employees are increased and updated in order to perform the jobs in an efficient and effective manner. The main objective of training is to induce suitable change in the individual concerned and bridge the gap between existing performance ability and desired performance.

Training is required for different levels of employees i.e. for unskilled workers, semi skilled workers, skilled workers, office staff, supervisory staff and managerial

personnel. In social welfare organization training is needed to persons involved in the management of organization, officials running the office and field workers.

Methods of training

These are as follows:

Notes

I. General Methods

- a. *The telling method* incorporates lectures in the form of classroom lectures. This method is suitable for giving information quickly.
- b. *The showing method* involves the actual demonstration or dramatization of lesson or content of training through playing the role by trainer himself.
- c. *Role playing* involves the participation of trainee in the activity of learning process. In reality he is made to do so.
- d. *The discussion method* involves participant in his training and allows him/her to interact with trainer by asking questions and making observations and bringing issues for discussion.

II. Specific Methods

- a. **On the job training:** This is conducted on the job since employee is supposed to learn things while doing or working.
- b. **Off the job:** This training is conducted on specific subject away from the job may be through conferences or case studies.
- c. **Understudy method:** Here, employee is given an understudy or assistant who, in addition to his day to day functions, is supposed to get some familiarity with the tasks and practices of his superior.
- d. **Role playing:** An employee learns by playing a role in dramatic setting which corresponds to his work.
- e. **Case study:** Contents for reflection of practical interest is given by trainee in this method. It presents a diagnosis of situation and deals with real life difficulties.

Where Terms & Conditions of Service Needed

These terms and conditions are necessary part of personnel policy. Each employee is supposed to work under these terms and conditions. Normally, a manual is developed having these conditions. These conditions contain hours of work, pay and allowances, probation, promotion, resignation, retirements, punishments,

appeals, leaves and holidays (vacancies leave, casual leave, sick leave, earned leave, general leave, personal leave, medical leave, special leave, etc.

Probation Period

This period is the period which starts after joining the job by an employee. It may range from one year to two years. During this period the employee is:

- (a) Watched for his activities on the job,
- (b) Examined regarding conduct, and
- (c) Evaluated overall performance of the employee.

After the completion of probation period, conformation of employee takes place. This makes employee fully fledged member of organization and enjoys all facilities, i.e. provident fund, deductions, pension, bonus, etc.

Confirmation of employee takes place after getting positive recommendation from the superior.

Promotion

Promotion as various definitions given by writers is as follows:

1. *L.D. White*: Promotion means “an appointment from a given position to a more difficult type of work and greater responsibility accompanied by change of title and usually an increase in pay”.
2. *Scott and Clothier*: “A promotion is a transfer of an employee to job which pays more money or one that carried some preferred status”.
3. *Pigors and Myres*: “A promotion is the advancement of an employee to all better in terms of greater responsibilities, more prestige a status, greater skill and specially increased rate of pay or salary”.

Promotion provides flexibility and mobility of workforce to suit the requirements of organization as well as fulfills the desires or aspirations of members of organization.

Importance of Promotion

Promotion is important in the career of an employee due to following factors:

1. *Efficiency of the individual counted*: so they want change in their jobs towards higher position due to their hard and devoted work.
2. *Endeavour consideration*: The employee invests his energy, skills and time in his job daily during a position of his life. Naturally, he rightly expects increasing returns from his job as time advances.

3. *Social responsibilities*: as the man grows his individual, familial and social responsibilities also increase. For the fulfillment of these responsibilities he needs additional resources which individual can get through his job.
4. *Considering as an incentive*: Promotional opportunities in the organization motivate the employee to work as devoted and dedicated matter. He puts his full efforts on the job and gets promotion. This enhances his belongingness to the organization.
5. *Less labor turnover*: The system of promotion retains employee in the organization, so frequent recruitments became out of question.

Purpose of Promotion

Promotion is generally given to:

1. Put the employee in a position where he will be of a greater value to organization and where he may derive increased personal satisfaction and income from his work.
2. Recognize the performance of individual and reward him for his work so that he may have an incentive to forge ahead.
3. Increase an organizational effectiveness.
4. Build up morale, loyalty and sense of belonging on the part of employees when it is brought home to them that they would be promoted if they deserve it.
5. Promote job satisfaction among employees and give them an opportunity for unbroken continuous service.
6. Attract good employees.
7. Ensure long service of employee to the organization.
8. Impress upon others that opportunities are open to them also in the organization, if they performs well.
9. Develop competent internal source of employees ready to take jobs at higher levels in changing environment.
10. Develop competitive spirit among employees.
11. Promote interest in training and development program of the organization.

Bases or Principles of Promotion

Promotion is based on seniority or merit or seniority cum merit. The details are as follows:

A. Promotion Based on Seniority

Seniority refers to length of service in the organization or in its various parts or in its departments or in a particular position.

Arguments in Favour of Seniority

1. It is an objective test, since seniority is a matter of fact which is apt to be accepted.
2. Senior man is more experienced. Hence, more experience ordinarily should be enough qualifications for promotion.
3. It is a fair and just basis of promotion as everybody gets an opportunity for promotion.
4. Interference by influential persons can be avoided if this system of promotion is adopted.
5. It keeps the morale of employee boosted as they are sure of promotion at their turn.
6. Better type of persons may be attracted to the jobs when they are certain of promotion.
7. The seniority basis of promotion leads to automatic promotion.
8. The old employees, in particular stand for this system of promotion since young ones has no chance of promotion before them.
9. This principle/basis leads to an optimum utilization of existing workforce by training and development.
10. This system is much more economical.

Defects or demerits

1. It does not lead to the selection of best among eligible.
2. No effort for self improvement on the part of employee.
3. This system does not generate a feeling of completion among employees.
4. It does not attract competent people towards organization.
5. It does not ensure the reaching to the higher positions by every person.
6. The work of individual is not recognized.
7. Due to fast changes in technology and communication systems, organization needs new young blood having enthusiasm.

Conformation : After the careful verification of the necessary part of the personnel where each and every one (employee) is supposed to work under the terms and conditions according to the requirement of the organization . The organization

watched the activities of each employee and examined the conduct and evaluated the general performance as well as the special performance of the employee . After the completion of stipulated of probation period ,conformation of employee takes place .This helps the employee to become a permanent member of the organization and enjoy the other facilities as the permanent member are enjoyed .These are bouns,Bonus allowance ,Insurance related to health,disability,Routine Medical checkup and Critical Health practice, Educational relaxation to kid ,Higher studies etc . After confirmation, employee is getting recommendation from the superior.

Personnel Records (About Staffs Enquiry of Activities)

Social welfare agencies are supposed to maintain personnel record for each employee. This record should have application, references, academic and experience documents, appointment process, pay perks, leave record, correspondence, periodic assessment etc. Records are document of activities of organization providing ready information and preserving for future reference or use. Personnel records are meant for the preservation of information regarding personnel in files and documents. These personnel records contain information on job analysis, evaluation and description, of personnel, recruitment process, training, development, appraisal, promotion, transfer, discharge, dismissal, lay off, disciplinary actions, wages, bonus, social security benefits, settlement of disputes etc. these records are important since-

1. These records make available the necessary information about personnel.
2. Information is preserved for future use.
3. These records help in preparing training and development programs for personnel.
4. In case of reviews of pay, perks and activities, these records are needed.
5. These are records in the advancement of employee in service

Contents of personnel records :

Name, Father's Name, Date Of Birth, Place Of Birth, Age, Sex, Height, Weight, Weight, Nationality, Marital Status, Language Known, Present Address, Permanent Address, Designation, Date Of Confirmation, Date When Increment Due, Department In Which Posted, Date Of Joining, Pension And Provident Fund, Monthly Contribution When Payable (In Case Of Death), Members In The Family, Ages Of Children

(Sons/Daughters), Educational Qualifications, Professional Qualifications/Technical Qualifications, Promotion (To... With Effect from...), Transfers (To...From...), Leave Records, Medical Examination, Performance Appraisal, Warning, Date, Remarks, Etc.

Essential of Good Records

1. The objectives of records should be exact.
2. Consistency in preparation and maintenance.
3. Records should be easily accessible.
4. Easily identified and differentiated.
5. Sufficient information should be collected and maintained.
6. Duplication of entries in different records should be avoided.
7. Records should be kept under a person.
8. A procedural manual should be maintained.

Personal Evaluation: Personnel Evaluation refers to examination and evaluation of personnel staff as well as employees. Kahle presented a comprehensive explanation regarding evaluation of staffs. The purpose of evaluation explaining why and for whom and what purpose evaluation will be conducted. Kahle sets a number of points for personal evaluation.

1. Employees Responsibility previously carried out
2. Employee's working knowledge and problems solution capacity.
3. Employee's qualitative aspects of the performance.

In connection to all these aspects general aspects are also evaluate like from Service to the staff related context (i) How well he is intimated to the staff ?(ii) Does he use delegates authority and responsibility appropriately (iii) Does he communicate well with the staff . (iv) Does he contribute to staff development .From the context of Service to the community (I)How effective is he in his activities with planning bodies. (ii) How effective is he is in his relations with other public voluntary organization. How he is effectively carrying the public relations. From the context of Service to the Agency Programme :(i) Does he organize well .(ii) Does he demonstrate effective leadership of the agency staff. Does he demonstrate effective leadership of the agency staff? (iv) Does he apply his creativity and innovativeness to the agency programme .

2.6. Budgeting

Every organizational work related to peoples development & financial supports are necessary for the concerned development .But expenditure in a planning way need a pre-planning of income and expenditure plan or plan of income and expenditure which called as a “Budget”. This a financial plan or to assess the expenditure . Budget is not a new word .The work “Budget” is a financial term which has nice history . The word “budget” is derived from a French word, Bougette, meaning a leather bag or wallet .The term was used for the first time in 1733 in a leather bag or wallet .The terms was used for the first time in 1733 in a satire entitled “Opened the Budget” pointed against Walpole’s financial plan for the year .The Chancellor of the Exchequers used to carry leather bag containing papers on the financial plans for the country to the House of Commons . So when set off to plan with the “baguette” that the financial statement of a country has come to be known the budget.

Definitions:

Dimock : A budget is a financial plan summarizing the financial experience of the past stating a current plan and projecting it over a specified period of time to time .

Harold R.Bruce : A budget is a financial statement prepared in advance of the opening of a fiscal year of the estimate revenues and proposed expenditures of the given organization of the ensuing fiscal year .

Munro: **Budget** is a plan of financing for the incoming fiscal year .This involves an itemized estimate of all revenues on the one hand and all expenditure on the other.

Rene Stown: “Budget is a document containing a preliminary approved plan of public revenue and expenditure”.

Points:

- 1.** Budget related to financial transactions.
- 2.** This is a financial plan for the organizational as well as for the development.
- 3.** This plan indicates not only the expenditure but also the collection of funds.
- 4.** Well organized budget can save the institutions.

Importance of Budget.

Budget is important for administration since it acts as a tool for it and as an instrument for social and economic policy as well as planning. As a tool of administration, the budget is important since-From nineteenth century, the functioning of state has increased manifold in all directions. In order to standardize financial allocations and expenditures, several developments in financial administration has taken place including introduction of budget system. Presently, the budget has now become a vital tool of financial administration.

Budget is schedule of activities; ii.it is means of financing these activities; iii.It brings out estimate of anticipated revenues and proposed expenditure together; iv. It executes efficiently the functions and services of organization; v. It helps in attaining economy and efficiency; and vi.It acts as a tool of control in democratic process.

As an instrument of social and economic policy, budget is vital for the formulation and implementation of policies, especially economic policies, production policies, distribution policies and taxation polices. As an instrument of planning, budget is important for the preparation and execution of different plans.

Elements of Budget

The above definitions suggest the following elements of Budget:

1. It requires some authority to sanction it.
2. It is for a limited period.
3. It is equipped with procedure and manner for collection of revenue and administration of expenditure.
4. It acts as control mechanism of financial affairs.
5. It is a statement of expected revenue and proposed expenditure.

Thus, Budget denotes the document which contains estimates of revenue and expenditure of an organization or whole country, usually for fixed period. It presents a proposed program of action also.

Functions of Budget

1. It shows details of sources available with the organization.
2. It fixes priority among needs as per resources.

3. It enhances efficiency of the organization.
4. It provides systematic completion of goals of organization.
5. It presents the whole picture of the organization.
6. It acts as a means of control in organization.
7. It paves the way for formulation of socio-economic policies.
8. It is helpful in execution of plans and programs.
9. It acts as guide to staff of organization about the manner of spending money on various schemes and heads of account.

Types of Budget : Types of budget signifies from different aspects like plan for period covered (i) Annual (ii) Long Term Budget (iii) Number of times budget introduced like in single form for example when the estimates of all government undertakings find place in one budget . In plural sense there are separate department wise budget which are passed separately by the legislature . But if the department needs separate budget it is called as plural . On the basis of overall context budget will be surplus means excess of proposed expenditure.(ii) Deficit indicated falls short of the stipulated revenue.(iii) Balanced ; If the budget is equal in collection and expenditure . Besides these on the basis of actual collection or where cash transaction done actually or irrespective of revenue and where on the basis of receipt and expenditure conducted .

Social Welfare or agencies considered the followings as types of budget singly or in combination form.

- A. **Line Item Budget.** This budget shows that how the money is to be spent but shows not depict what the agency does. It is not program oriented. The proposed expenditures for each department or unit are listed for a specific period of time.
- B. **Program Budgeting.** It is related to cost estimates and specifies of each program and this budget may cover several years particularly as a program is offered and approved for specific amount of time.
- C. **Functional Budgeting.** This budget lists all revenues and expenditures, particularly as they relate to management and general functions, fundraising functions and identifiable program offered by the agency.
- D. **Zero Based Budgeting.** This budgeting operates on the premise that an agency must start from scratch and each year justify financial request it makes. In other words, the agency starts with no money each year and describes and justifies all

expenditures that are claimed for the ensuing year, whether they have existed before or not.

Formulating of Budgets

Main steps involved in formulating budgets are as follows: Budget formulation and implementation is the main task of every organization.

1. Specific Goals to Needs

According to the needs of agency, organization specific goals should be chalked out. These goals and objectives can be observed and measured for the purpose of periodic evaluation of the performance of agency in the delivery of social services.

2. Ascertaining facts regarding the operation of agency:

Available basic information regarding current and past operations of agency must be collected and studied. This should include both competition and non compactations of operations. The facts gathered should be seen for the whole agency as well as in terms of staff and professional workers.

3. Looking at specific alternatives for the operation of agency, organization, particularly in terms of money:

The good and effective administrators try to look at alternatives for the utilization of money to be sanctioned in the year. However, creativity and innovativeness should be linked with existing services.

4. Deciding upon priorities for the agency:

This involves studying different alternatives and listing them in order of priority. The policies and goals of agencies should be kept in mind while finalizing priorities.

5. Finalizing decision regarding the budget:

Final decision regarding budget should be based on facts gathered needs and potential of agency, organization as well as members of agency or organization.

6. Providing adequate interpretations and public relations:

After the adoption of blueprint of budget, it should be interpreted to persons who are in power. For this, public relations as well as interpretations can be made with those who play a major role in the sanction of the budget.

Thus, it can be concluded that total budget formulation process involves (a) pre planning (gearing up for the process); and (b) launching (the planned budgeting

process), data gathering and analysis, objectives setting, programming the objectives, preparing and testing the budget, modifying the budget and adopting a balanced budget (United Way Of America Quoted By Skid More).

Principle of Budgeting

These principles are as follows:

1. **Balanced Budget:** Budget provides financial stability & deficit budgeting is possible and feasible for certain period of time.
2. **Single Budget:** This means that all revenues and expenditures should be presented in single budget which will give clear picture to the people.
3. **Annularity of Budget:** The annularity of budget should be maintained. This implies that budget should be prepared and sanctioned by legislature to executive for one year only.
4. **Superior is carrying the Responsibility:** Executive is responsible for running the administration, so budget preparation should also be done by executive.
5. **Cash Basis Estimates:** The estimates should be made on cash basis. This implies that budget should be prepared on the basis of actual receipts and expenditure expected during the year and not on the basis of receipts which are to be realized in some other years or expenditure which is ordered in that year but is likely to be incurred in the next financial year.
6. **Budgeting on Gross Income:** The budget should present a clear picture of the gross income of the country. Both receipts and expenditure should be shown in the budget barely the resultant net position.
7. **Estimating on Accuracy:** There should neither be overestimating since overestimating invites more taxes nor underestimating because underestimating will make the budget out of gear when it will be executed.
8. **Executive Discretion:** Executive must be given some discretion in the matter of allotment of appropriation if it is to exercise supervision over the activities of spending department.
9. **The Form of Estimate should match with the Form of Account:** this means that heads of budget should be the same as those of accounts for facilitating budget preparation, budgetary control and the account keeping.

Problem areas of Budgeting

In social welfare agencies/organizations, administration has to face many problems regarding preparation of budget and its implementation.

(A) Preparation of Budget

Problems are as follows:

1. The income is not fixed; consequently the budget is prepared purely on fluid and unrealistic estimates.
2. Budget has to be prepared as per rules and regulations of grant giving agency which sometimes does not match with the policy objectives of organization.
3. To fulfill the commitment of share of organization in case of taking grants in aid, the budget is prepared unrealistic manner.
4. Resources in terms of donations, subscriptions etc, remain fluid and uncertain.
5. Due to lack of resources for taking the services of knowledge person or expert in making the budget, it is prepared without expertise creates problems.
6. The quantification of assets and liabilities is difficult.
7. Dominance of vested interests in these organizations so budget is prepared as per whims of executives of these organizations instead of rules and regulations.
8. Poor maintenance or not availability of records creates problems in preparing budget.
9. Dominance of target system or as-hocism affects the preparation of realistic budget.
10. Problems arise in deciding nature and type of budget, program budget or functional budget or zero base budget or combination of all of them.

(B) Implementation of Budget

1. Problems due to unrealistic estimates of income and expenditure.
2. Release of funds from grant-giving agencies is not timely.
3. Not following the rules and regulations due to vested interest.
4. Absence of system of proper monitoring and evaluation of expenditure.
5. Lacks expertise in document things professionally.
6. Lack of proper control, direction and supervision.
7. Absence of criterion to measure efficiency and effectiveness of the budget.
8. Difficult to calculate outcome of the budget.

9. Emphasis on utilization of the funds rather than their appropriateness and relevance.
10. Lack of transparency and accountability.

2.7. Controlling

Control is the function of every administration, head. Controlling is the process of measurement and control of subordinates in order to ensure the conformity of their activities with pre determined plans and goal orientations. Control activities generally are related to measurement of achievements. Following definitions are being presented for clarifying its meaning:

Henry Fayol: "In an undertaking, control consists in verifying whether everything occurs in conformity with the plan adopted, the instructions issued and principles established. It has for its object to point out weaknesses and errors in order to rectify them and prevent recurrence".

Goetz: "Management control seeks to compel events to conform to plan".

E.F.I. Brech: "Control is checking current performance against pre determined standards contained in the plans, with a view to ensuring adequate progress and satisfactory performance".

George R. Terry: "controlling is determining what is being accomplished, that is, evaluating the performance takes place according to plans".

Taylor: "In an undertaking, control consists in verifying whether everything occurs in conformity with the plan adopted, the instructions issued and principles established".

Characteristics of a good control system

These are as follows:

1. Controlling is a process.
2. It involves setting of standards and measurement of achievements as per standards set.
3. It brings out variation between set standards and actual performance.
4. It initiates corrective measures.

5. It is a continuous operation.

In nutshell, control may be interpreted as a continuous process which helps an administrator to get performance of his subordinates as closely as possible to the objectives, goals or target fixed, to detect variation between them the actual as soon as they occur and to take corrective and timely steps to prevent similar variations in future.

Need of Control

Control is vital for organizations in general and for social welfare organizations in particular. In case of social welfare organizations control is needed, since-

1. Management of social welfare functions such as social policy, social planning, social development, social action etc. are dependent upon control system;
2. The process of control remains in operation at every levels of organization;
3. It is exercised at different points of time.
4. It involves in corrections ensuring positive results.
5. It reports deviations from plans.
6. It is economical, understandable and intelligible.
7. It helps in designing new policy and action.

Type of Control

In the scenario of social welfare administration, control is of three types:

- (A) **Operational Control:** Social action as per norms for producing desired results.
- (B) **Program Control:** Ensuring the achievement of social welfare programs as per anticipated results.
- (C) **Social Control:** Ensuring suitability of social welfare programs in context of social environment and getting maximum benefits for community in context of receipt of inputs from community.

Various Steps in Controlling

These are as follows:

- 1. Establishment of control standards:**

- a. Determination of goals, objectives or targets of every social program for which actual performance is to be measured.
- b. These standards may be tangible or intangible.
- c. Setting of standards should be done at strategic control points since every operation cannot be standardized.
- d. In order to adapt changing conditions standards need to be flexible.

2. Measurement of performance:

This can be done through personal obligation, as in case of the subordinates being observed while they are engaged in work and by a study of various summaries of figures, reports, charts and statements. However, this measurement should be clear, simple, rational, paid direct attention and effort, reliable, self announcing and understandable without complicated interruption .

3. Comparison between performance and standards:

The performance should be compared to set standards and in case of deviations it is suggested to be realistic and accept a range of tolerance within which normal performance should have been occurred.

4. Determining the reasons for deviations:

This is an important step since it spells out causes of deviations to ensure fruitful action. The causes of low performance in social welfare administration may be:

- (a) Improper working out of the standards;
- (b) Inadequate design of machinery of administration;
- (c) Unmotivated and untrained personnel engaged in social welfare activities;
- (d) Rigid procedure;
- (e) Unrealistic financial allocation;
- (f) Lack of participation on the part of beneficiaries.
- (g) Defective criteria for identifying the beneficiaries;
- (h) Incompetent persons managing the institutions; and
- (i) Non participation of the community.

5. Corrective action: the administrator/manager must take corrective action without wasting of time so that the normal position can be restored quickly.

Aspects of Effective Control System

These are as follows:

1. The system should be as such that subordinates would be able to inform their superiors about the expected deviations and failures.
2. The system should be objective and understandable.
3. It should be flexible to be adjusted towards changing condition.
4. The system should be less expensive and economical.
5. Detection of deviations from standards is not enough buy solutions of problems that cause deviations should also be provide.
6. The system should be able to know the expectations of strategic points.
7. It should motivate people to high performance.
8. Control over one side/phase of operation should not lead to less attention to other aspects of organization.
9. The feedback system should be as short and quick as possible.

Controlling as the Chief Linking Instrument

Control is exercised on human behavior making any organizational structure and its functioning a model of control itself. Fayol has specified some principles of management and administration. These principles are linked through the process of controlling.

1. **Division of work:** The tasks of organization can be complete by competent personnel having capacity to perform different activities of organization. For this use of specialized task skills is essential. This specialized division of work is carried out thorough the controlling process since it defines boundaries of each activity and exercise control to maintain these boundaries.

2. **Unity of command: (Administrative Skill to Control)** This principle demands the control of one person (superior) on another person (subordinate). In other words, subordinate is supposed to be controlled and commanded by one superior.

Authority and responsibility: Authority is exercised through the process of controlling and responsibility is carried out through self control as well as formal control which decide limits of responsibilities.

3. **Discipline:** With the process of controlling discipline cannot be maintained in the organization.

4. **Unity of direction:** This principle envisages that there should be a single head or a uniform plan for a group of activities having the same objectives. Controlling

process facilitates the application of this principle since single head or uniform plan used carry out their activities through this process.

5. Subordination of individual interests to general interests:

This is done through the process of self control. Formal control mechanism is also used.

6. Remuneration of personnel: In order to maintain fairness in compensation policies, controlling devices are needed.

7. Centralization: Degree of centralization or decentralization is dependent on controlling the activities, authority and responsibility.

8. Scalar Chain or Hierarchy: here line of authority from superior to subordinate is maintained through channel of authority for communication and decision making. For this, the process of controlling defines the limits of both superior and subordinates.

9. Equity: the controlling process fixes duty of administration for ensuring justice and kindliness for members of organization.

10. Stability of Tenure of Personnel: this is maintained by controlling devices or rules and regulations.

11. Order: this is maintained in organization by controlling process since this principle revolves round the idea that there is a place for everything and everything has its place.

12. Initiative: this is generated in employee of superior shares some of his/her decision making authority with employee but initiative is subject to rules and regulations.

Thus controls are designed and exercised for varied things: policies, wages and salaries, employee selection and training, research and development, product quality and cost, pricing, capital expenditures, cash and other areas where we wish performance to confirm plan.

The following means of control make it as linking pin of principles of administration:

1. Structure of organization and hierarchy.
2. Authority and responsibility.
3. Rules, regulations, process and procedures of organization.

4. Code of ethics and conditions of service.
5. Line authority.
6. Inspection, enquiry and supervision.
7. Internal discipline and regulatory rule.
8. Standardization of work or service.
9. Grievance handling.
10. Provision prescribed in policy, planning, program and orders.
11. Unity of command.
12. Report.
13. Limitations of duties.
14. Auditing.

Project Formulation

Project formulation refers to take up a first look carefully and critically at project idea by an entrepreneur to build up an all round beneficial to project after carefully weighting its various components. In this way, project formulation involves an entrepreneur and a process of making objective and independent assessment. Project is a complex, non routine, one time effort to create a product or service limited by time, budget and specifications designed to meet customer needs. The main characteristics of project are: **Project is different than program**, since '**program is a series of coordinated**, related; multiple projects that continue over extended time intended to achieve a goal'. Thus, a program is a higher level of group of projects targeted at common goal.

The purpose of "Project Formulation" is fulfilling the following needs:

1. Every Project is an established objective.
2. It has determined time span with a beginning and an end.
3. It involves several departments.
4. It has specific time, cost and performance requirements.

Objectives of Project Formulation

The main aim of project formulation is to meet project objectives with a minimum expenditure and appropriate resources. This means to extract maximum benefits

simultaneously with minimum expenses. The objective of the project is to finish in proper period.

Defining Objectives. Every Project encompasses a series of actions for getting predetermined objectives fulfilled. This strives for defining the objectives into the following categories:

- a. The general objective which states in broad terms the expected achievements.
- b. Operational objective means how to operate specifically mentions results expected from the implementation of the project.

The clarity of objectives leads to quantification of them in physical, financial, human or in other terms.

2. Location & Size of Project. After defining objectives, project site is located and size of project is determined which is influenced by (a) availability of resources, (b) existence of infrastructural facilities and (c) opportunity exploit these resources and facilities.

Stages of Project Formulation

These are in sequential order.

1. **Feasibility Analysis.** This is the stage of examination of project idea for getting answers of following questions:

- a. Whether the project idea is practical or practicable?
- b. Whether this idea is not feasible or not possible to work?
- c. Whether unable to reach any conclusion for want of adequate information?

If idea is feasible we proceed further, if not feasible the project idea is dropped. In case of third, more efforts are made to get the information and go ahead accordingly. This is a careful observation and testing of feasibility and non-feasibility of a project.

2. **Techno Economic Analysis.** At this stage, project demand potential is estimated and choice of optimal technology is made. Market analysis regarding produced goods and services is also needed at this stage. Thus, this stage sets for detailed design development of the project.

3. **Project Design & Network Analyses.** Here,, individual activities constituting the project and their inter relationship with each other are defined and interpreted. A detailed work plan of the project is presented in network drawing.
4. **Input Analysis.** In this step, requirement of inputs of each activity is decided and sum total of these requirements on qualitative and quantitative terms is taken. Input consists of material as well as human resources. Recurring and non recurring requirements of resources of the project are also considered in input analysis. Evaluation of feasibility of the project form the point of view of availability of these resources is also conducted. This helps in assessing the cost of project itself leading to financial or cost benefit analysis.
5. **Financial Analysis.** This stage is mainly concerned with project and its operation coasts as well as requirements of funds. This analysis helps the decision maker to compare different project proposals on a common scale. Here, discounted cash flow, cost volume-profit relationship and ratio analysis are used as analytical tools.
6. **Cost Benefits Analysis.** This analysis sees the project from the national viability point of view. Here, also design of project forms the basis of evaluation. In this analysis both direct costs and direct benefits of project as well as costs of all entities connected with project and benefits to be enjoyed by all such entities are taken into account.
7. **Per Investment Analysis.** In this final stage, all the results obtained in the above steps are consolidated and various conclusions arrived at for the purpose of presenting a clear picture. The project is presented in the shape that project sponsoring authority, project implementation authority and external consulting agencies may be in a position to decide the viability of project for its acceptance or not.

Management of Projects

Project management is the application of knowledge, skills, tools and techniques to project activities to meet the project requirements. Thus, it refers meticulous planning, effective implementation, and professional organization to achieve the management of cost, time and performance.

Objectives of Project Management

1. The project must be completed within allotted funds and allocated time well as to the satisfaction of users.
2. It is a time bound programme.
3. Forecasting the delays', technical flaws and delays.
4. Planning for fund and utilizing of it should be proper.
5. Use of proper tools and techniques.

Steps in Project Management

Project management always carries the team like competent professional such as engineers, techniques, managers, accountants with responsibilities for successful implementation of the project work. The team should be headed by project manager. After this, the following steps and activities are undertaken for the successful implementation of the policies:

Step I. Defining the objectives: Activities to be performed here are:

1. Preparing objectives having pre conceived meaning.
2. Getting the approval of relevant authority.
3. Identification of team and determining the training needs of the team.
4. Details of project: specification of project, authorization, scope of project, communication strategy, control mechanism, control meeting, analysis of risk, time scheduling, cost of project, quality, fund flow, key issues of project, procedures for controlling etc. are the details.

Step II. Planning for the Project:

1. Exactly requirement and budget needed.
2. Pertinence in plans and specifications.
3. Team members of the project should clean knowledge.

The team organization, key issues of project and demonstrating commitment which leads to harmonizing the team efforts.

Step III. Project Execution:

1. Fulfilling assigned work as per fixed targets.
2. Conducting monitoring the actual, review and take corrective actions.

Step IV. Completion of Project:

1. Operating over the project to relevant authority.
2. Project post appraisal and report preparation.

Causes of Failure of project

1. Delay in location of site and getting of clearance, inadequate infrastructural facilities, Insufficient funding arrangement. Lack of arrangement of proper technology. Under utilization of resources. Poor logistics. Lack of proper design, scheduling and specifications, Poor selection of manufacturers, vendors, suppliers etc, Indecision and delay at different stages of project. absence of personal accountability and commitment among team members..

.Qualities of a good project manager

1. Right decision maker.
2. Carries leadership qualities.
3. Excellent communication skill.
4. Respect the subordinates and their views.
5. Able to motivate team members.
6. Act justly and fairly.
7. Able to praise, give rewards and make corrections in case of deviations.
8. Able to handle diverse team members.
9. After all he is a good leader for the organization.

• Project Evaluation

Project Evaluation signifies a special investigations conducted by project managers or other related persons to help when decisions are made about the effect of various procedures, standards and policies on the achievements. It carries various importances like it determines the utility and unfolds the project efforts and their achievements to sponsoring agencies. It explores the difficulties coming in the way of implementation and find out the solution.

Objectives

1. It collects information about the type and quantity of project activities i.e. project efforts.
2. It provides information about the achievement of goals of current stage of project development i.e. project effectiveness.

3. It gives information about project effectiveness related to project effort i.e. project efficiency.

Basic concepts related to project evaluation

(a) Project Effort: evaluation of project refers to an assessment of the nature and kinds of project activities. It is considered necessary for the accomplishment of program goals within particular stages of development. It refers to not only staff, time, activity and commitment, but also to the allocation and use of material resources- funds, space, equipment, etc.

(b) Project effectiveness. It refers to the extent to which the goals of a particular stage have been achieved.

(c) Project efficiency. It sources on the relationship between efforts and effectiveness. It is ratio of effectiveness to efforts and it is concerned with the relative costs for achieving program objective. Costs include expenditure of manpower, time, money, physical facilities and so on.

Techniques used in Evaluation

a. Management information system (MIS)

All organizations or agencies or projects generate information in forms of income and expenditure records, case problem records, periodic reports, records of services provided the activities conducted, records related to beneficiaries, clients, customers etc. The expansion of information technology also necessitated every human services organization to have advanced management information systems characterized by the following:

1. Clear and operationally statement of project objectives as well as the procedures and activities deemed necessary for the achievement of these objectives.
2. These systems are built around decision making or problem solving activities of actors at different points in organization.
3. The design and operation of such systems necessitate the use of a standardized language to describe objectives, needs and activities.
4. More advanced systems are computer based, i.e. data generated by the MIS are entered in a computer which permits a detailed and sophisticated analysis.

Thus well designed and well implemented management information system is of great use.

Monitoring techniques

These techniques include those procedures which are used for direct review of project operation.

I. Accountability audit which is used to review the consistency, dependability and accuracy of records pertaining to project expenditures, allocations of resources and processing project beneficiaries for the purpose of establishing project accountability. Two kinds of accountability records are generally reviewed:

a. General accounting refers to the system of project for keeping track on project costs including pay roll, purchasing etc. This is done by an auditor or an experienced accountant.

b. Social accounting refers to the methods used by the project evaluator for recording and keeping track of project beneficiaries. It is the source of project statistics on such things as how many persons were contacted by project staff and where contacts were made etc.

II. Administrative audit refers to those methods used to evaluate the suitability of project policies and practices directed towards compliance of policies, adherence of staff practices to designated divisions of responsibility and function, and the organizational patterns of work in terms of preferred and efficient procedures within the project and/or between the project and other projects of similar nature.

Time and motion studies. These studies refer to those methods which attempt to describe the use of time by project staff and administration in relation to the activities in which they are involved. Information in these studies may be obtained from samples of project activity during selected periods of time; it might also contain reports by staff members on written forms, observations of an interview with the staff and the staff and the relationship of descriptions of actual staff activity to planned staff functions.

Techniques Related to Social Research

These techniques refer to those procedures, exclusive of cost considerations, that are used for developing, modifying and expanding knowledge about the project which can be communicated and verified by independent investigators. These are generally of three types:

(i) Survey methods are those methods which aim to yield facts which are descriptive of project. Included among these facts are the accurate descriptions of target population with respect to attitudes, opinions and reported changes in behavior.

(ii) Experiments are done with the purpose of providing evidence as to whether or not program efforts are related causally to the accomplishment of program goals. Logical procedures are employed for setting up experimental arrangement and the collection of data so that inferences can be made about the effects of the program.

1. **Classical Experimental Design.** This is the design in which objectives of the project and means to accomplish those objectives are specified and standardized. Criterion variable which is considered relevant to the effects of a project are defined precisely so that they can be measured. The target population is determined and representative sample of that population secured through probability sampling techniques. The members of the samples are assigned randomly to experimental (one or more groups that receive project efforts) and control groups (one or more groups that are similar to the experimental groups with respect to all relevant characteristics except that they do not receive efforts of the project or efforts from other projects that are similar). Finally, the groups are measured before and after project activity and are compared with respect to change on criterion variable.

2. **Quasi Experiments or Approximation to Experiments.** These experiments are done by experimentalists since in many instances they cannot use the classical experimental design because ideal experimental arrangement are not possible or practical, therefore the experts may devise quasi experiments or approximation of experiments. For example, instead of a control group as used in the classical experimental design, comparative groups such as the following may be used.

- a. A group that is similar to the experimental on many relevant variables is selected after the experimental groups have received project intervention.
- b. A group which is similar to the experimental group but receives less frequent project efforts rather than no project intervention.

iii. The case study technique is concerned with the detailed description of social project as it unfolds in its process of development by employing both qualitative and quantitative data in an effort to develop hypothesis and new ideas explaining the progress or lack of progress in development of project.

Cost analytic techniques

These are those procedures which are used to appraise the relative values of projection relation to its cost. These are as follows.

i.Cost accounting technique relates project cost to the outcome of the project.

Outputs are those project actions which can be measured. This accounting produces

unit cost figures as a basis for analyzing, budgeting and allocating resources. Objectives of cost accounting are the improvement in project budgeting and the procurement of information from determining project service priorities as function of costs.

- ii.Cost-benefit analysis is a technique of evaluating the relative effectiveness of alternative programs, strategies etc. in terms of cost its purpose is to ascertain the relationship of required resources (costs) in the attainment of specified goals (benefits). Essential elements in cost benefit analysis are costs (financial cost of manpower and other resources), benefits (whether or not desired objectives have been achieved and the monetary value that can be ascribed to such achievements) and the specification of objectives, goals and values. Cost benefit analysis's use accounting methods, economic methods of analysis along with graphic and tabular presentations to represent mathematical units of relationship.
- iii.Cost outcome analysis is a modification of cost benefit analysis because cost benefit analysis attempts to relate project costs to the results of project activities in terms of monetary units, while cost outcome analysis relates project cost to project results (outcomes) without translating outcomes into economic indicators. The purpose of this analysis is to gauge the relative efficiency of costs of alternative project inputs with respect to the accomplishment of specified objectives of the project may be fixed but costs of project may vary. In this way, the essence of cost outcome analysis is the determination of minimum costs that are necessary to produce a given outcome.
- iv.Operations research or systems analysis combines scientific experimentation, mathematics, statistics and computer technology in an effort to provide data on alternative ways of conducting and coordinating project activities within organization, assignment of personnel, scheduling, allocation of resources, choosing among alternative program/projects etc. Through it has goals which may be similar to those of cost benefit and cost outcome analysis, yet it differs from those techniques in its deliberated use of mathematical models to solve organizational problems.

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2.8. Corruption i.Concept, ii.Scams, causes of corruption, impact of corruption, Measures taken to combat against corruption.

As corruption is a global phenomenon .It is found almost in every society in one or the other form since time immemorial. So at the end this chapter of Budget, it can end with corruption which is basic problem now in our society. In social welfare work as big funding are utilizing in projects, public money easily corrupted and huge amount of money malafided .For it corruption is an important chapter for the students of social work for learning the nature of bribe, corruption and ill getting money . Before we make an appraisal of the causes of corruption among the employees it is essential to define the term corruption. In general terms corruption is a deliberate and intentional exploitation of one's position status or resources directly or indirectly for personal aggrandizement whether it be in terms of material gain or enhancement of power, prestige or influence beyond what is legitimate or sanctioned by commonly accepted norms to the detriment of the interest of other persons or the community as a whole. Corruption is a complex social problem that affects all societies. India is no exception .It is no longer considered a soft state as political scientists once used to call it. It has considered a soft state as political scientists once used to call it .It has now become a major issue a consideration sate, where every sequence of your work related to it. As World Bank defined the concept that "Corruption as an act of bribery.

It has also described as "the use of public power for private profits in a way that constitutes a breach of law or a deviation from the norms of society. D.H Bailey defined as "misuse of authority as a result of consideration of personal gain which need not be monetary "Corruption is spread over in the society in several forms. Thus in its broadest sense, corruption is the lack of integrity –whether intellectuals, moral or financial and, when integrity, the entire society collapses.

Extravagant expenditure of public money, provision of employment for kith and kins ,friends and supporters ,getting of 'speed money" for doing a work ,placing governmental machinery at the disposal of candidate for winning the elections and then getting favours from the political boss if he is elected ,writing good marks in confidential reports and personal file after expecting a subordinate to dance attendance at the departmental head residence , a craving to say at a station of one s choice by greasing the palm of the concerned boss .

(j) Corruption has its economic moorings .The salaries paid o the officers are inadequate. The occasional rise in salary as the form, hardly helps in neutralizing the ever- rising prices of the commodities .In recent years, the ever -shooting cost

of living has brought down the real income of various sanctions of the community particularly that of the salaried employees. Thus the standard of living has suffered an eclipse. When big funding came and utilizing in communities and the community people themselves ignorant about the true sanction and does not know about the sanction money, corruption of money or misappropriations of funding is a common characteristic.

(k) For this the Indian Penal Code has also defined corruption in legal terms 'whoever being or expecting to be a public servant accepts or obtains or agrees to accept or attempts to obtain from any person for himself or for any other person any gratification whatever other than legal remuneration as a motive or reward for doing or forbearing to do any official act or for showing or to show in the exercise of his official function favour or Parliament or Legislature of any State or with any public servant as such shall be punished with imprisonment of either description for term which may extend to three years or with fine or with both .But the black money began to be unscrupulously displayed to win over the government officials . After so many years of independence a large scale racket of wholesale corruption became the order of the day.

India was ranked at 94th position, out of 176 nations in 2012, according to Transparency International's' Corruption Perception Index .Today corruption in India has reached an all-time high with rates being exactly double the global prevalence .Globally, while 27 percent people paid bribes when accessing public service and institutions in 2012, in India, the percentage of persons who did the same was 54 percentage.

In India if we make a rank on the corruption or bribe collection that police 60%followed by those in registry and permit 61% educational institution 48% and land services 38% .India's judiciary are based on a survey of 1.14 lakh people in 107 countries conducted by the Transparency International's Global Corruptions Barometer ,2013. Other Departments where corruption are rampant. There are at least five ministries in the union government which are regarded as gold mines for making money .These are Defence, Railways, Petroleum, Power and Communication .The annual budget of these ministries runs in billions. While commissions between 15 and 40 percent are not uncommon in defence purchase ,the import of oil and natural gas also yield s a big kick back .Recently we also seen the examples of

Communications 2G Spectrum and Railways ministries where scandals involving lakhs of crores of rupees were broken out .

In India, after independence, both politicians and bureaucrats have made enormous amounts of money in the form of bribes .In 1912 ,of the 1,048 cases which CBI registered ,790 i.e more than 75% involved bribes received by public servants .Similarly ,the Central Vigilance Commission CVC more than 37,000 complaints of during 2012 as compared to 17,407 complaints in 2011 ,which is 113 per cent more than that of previous year .

Scams: Telgi Scam: One of the largest scams which was estimated at Rs.43,000 crore which fraudsters Abdul Karim Telgi printed fake stamp paper and appointed 300 agents to sell them in bulk to banks and foreign investors ,insurance companies ,stock market player and other ,earning about Rs200 crore .

Securities Scam : Harshad Mehta manipulated banks and the stock market ,pushing shares like ACC from Rs.500 to Rs.10,000 .The stacked up claims of the broker were a staggering Rs.10,000 crore.

Sugar import Scam : In this scam Kalpanth Rai the then Union Food Minister ,was accused of importing sugar at high prices that resulted in a loss of Rs 750 crore to the state exchequer .

Fodder Scam: This scam broke out in 1996 in the town of Chaibasa in Bihar when the animal husbandry department embezzled funds of around Rs.950 crore meant to purchase cattle, fodder, medicines and animal husbandry equipment in Bihar,Chief Minister Lalu Prasad Yadav was forced to resign along with former Chief Minister Jagannath Mishra .

Bank Scam

Bank Scam: The scam involved financial irregularities by public sector banks between 1991-95 resulting in a loss of Rs2,358 crore. Loans were arbitrarily sanctioned to several parties owning benami companies in India and Singapore .Beside bank officials several politicians and bureaucrats were also involved.

Taj heritage corridor scam :(2002) It is an alleged scam where in the then Chief Minister of Uttar Pradesh Mayawati and a minister in her cabinet ,Nasimuddin Siddiqui ,were charged with corruption .The Taj Corridor Project was intended to upgrade tourist facilities near the Taj Mahal and was to be implemented during her tenure as Chief Minister .

Madhu Koda Scam: In this scam the Enforcement Directorate charged Madhu Koda ,CM of Jharkhand with money laundering estimated at Rs.4000 core . The ED raided his hotels and companies in Mumbai and Kolkata and also discovered that he owned assets in Thailand, Indonesia, Singapore, and Dubai. He allegedly also had coal mines worth Rs 8.5 crore in Liberia .A onetime labourer, Koda had 1,800 bank accounts accorss the world.

Sat�am Scam : It was a corporate scandal where Chairman Ramalinga Raju of Sat�am Computers confessed that the company's accounts had been falsified .The global corporate community was shocked and felt cheated itself when Raju resigned on January 7, 2009 and confessed that he had manipulated the accounts worth 1.47 billion.

2G spectrum scam : The illegal undercharging by government officials to various telecom companies during the allocation of 2G licenses for cell phone subscriptions give rise to the 2G spectrum scam .According to the CAG the scam amounts to about Rs.1,76,000 crore,where the CBI estimates it as Rs30.984 core only .

Colgate Scam: Also called Coalgate, it is one of the scams in which Prime Minister's office has been alleged to be involved .The CAG has accused the Centre of giving undue benefits to companies by distributing 155 coal block in an arbitrary manner instead of auctioning to the highest bidder during 2004-2009 causing a loss of Rs.1,85,591 crore to the state exchequer .

Rail gate: Infamously known as Railgate ,it involves then Railway Minister Pawan Kumar Bansal and his nephew ,Vijay Singla for allegedly accepting a bribe of Rs.90 lakh from a Railway Board member for promoting him a s Member.

Shradha Group Chit Fund scam: The present Shradha Group Chit Fund Scam is caused a loss of Rs.20, 000 crore the common people. The scam that involves running fake schemes has also led to many suicides accorss the state of West Bengal
Augusta Westland Chopper deal Scam: This is one of the most present scams in India. The deal amounts to Rs.74.5 crore .

Causes of Corruption: Number of factors has been pointed out as causes of corruption or public dishonest .First the emergence of political elite who believe in interest-oriented rather than national -oriented programmes and policies .In fact the post-British Raj has been described as the 'raj of ministers and bureaucrats .The political elite in the first two decades after independence were honest, dedicated and nation -oriented to the extent that they always worked for the country's

progress. 1. A majority of bureaucrats in our country are ritualists and remain concerned more with perks and privileges than with "development -oriented" policies for the society. Many officers pay thousand and lakhs of rupees to get themselves posted in particular places only because those places enable them to earn thousands and lakhs of rupees every month as illegal gratification. The second cause is the economic policy of the government .Most of the recent scandal have been in areas where either purchase policies or prices are controlled by the government .Sugar ,Fertiliser,oil ,military weapons ,electronic equipment, spectrum ,military weapons electronic equipment etc are some examples .Thirdly corruption is caused by scarcity .When things required are in short supply ,people in power demand "consideration" to ensure their regular supply or increase their cost . Fourthly corruption is caused as well as increased because of the change in the value system and ethnical qualities of men who administer. Fifthly corruption can be traced to ineffective administrative organizations.

We should not forget that corruption has affected our society in several ways (i) it has retarded economic development of the country .ii.it has created violence and lawlessness in the society since the corrupt man has the money power to influence to executors of law to serve him .iii.It has diminished morality and destroyed the individual character .ivIt has heightened inefficiency ,nepotism ,and lethargy and has created indiscipline in all fields of administration making the life of a common man miserable . Lastly corruption increased black money in the country and has led to adulteration of eatables, spurious drugs and shortage of many consumer items but the worst thing is that it has destabilized the government both at the centre and in the states.

Measures Taken: Prevention of Corruption Act, 1988 Among the anti - corruption laws in India, the Prevention of Corruption Act 1988 is the most important. It consolidated the provisions of the Prevention of Corruption Act, 1947, some sections of the Indian Penal Code the Criminal Procedure Code, and the Criminal Law Act, 1952. The sole idea was to bring all relevant provisions in single Act. Finding that bribery and corruption among public servants had considerably increased during and after the Second World War and many unscrupulous officers and amassed huge wealth and accumulate money which is later is a process. Needless to say that money is always an attraction where the person did not consider the means to get it. Some scholars have maintained that all these measures

have touched only the tip of the iceberg. All the schemes have hardly fetched Rs.5,000 crore over a period of fifty years after independence . The main draw back in these schemes is that they touch the problem of black money already created but they do not go into the root cause of generation point of it. Presently the government try to know the source of Bank Accounts kept in foreign countries but became unsuccessful where a major account is not having any money or withdraw the money much before of the government enquiry .

The major problem of black money which created a parallel economy can be contained by reducing taxes in some areas, giving incentives for voluntary disclosure of income, overhauling, the economic intelligence unit, curbing administrative corruption at various levels .The present government announced its a pronged strategy to deal with the problem of black money. Lime a committee was constituted to examine ways to strengthen laws to curb the generation of black money in India its illegal transfer aboard and its recovery .As we say in the concluding the difficult task is to curb the root where this is not a single mans interest but also this is a nexus between a group of the corrupted persons linked with higher authorities.

2.8. Let us Sum up

- ❖ This unit explains the administrative principles and organizational structure
- ❖ An organization carries the principles and skills of operation
- ❖ These principles are Planning ,Organising,Staffing,Directing, Budgeting
- ❖ These principles are also linked to project Formulation means how to make a plan for your agency.

2.9. Key Words : Social Problems, Delegation,Decentralization,Appraisal, Probation

2.10. Check your progress

Essay type questions

1. Define controlling and discuss its steps.
2. Discuss functions of staff of different level of organization.
3. Discuss various selection process .
4. Discuss the process of project formulation.
5. Write down main features of project management.

6. Discuss project evaluation techniques.
7. Discuss functions of staff of different levels of organization and their problems
8. Write down methods of performance appraisal.
9. Discuss selection process and its necessity.
10. Write down objectives, sources and coverage of personnel policy.
11. Write down principles of budget.
12. Explain the meaning and types of budgeting.
13. Discuss budget formulation and its functions.
14. Justify corruption as the hindrance of Development.

Short answer questions

1. Explain social control.
2. Discuss orientation of employees.
3. Explain the meaning of promotion.
4. Why personal records will be kept
5. Meaning of project.
6. Meaning of evaluation.
1. Discuss orientation of employees.
2. Explain the importance of motivation.

2.11. References

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UNIT 3

3.0. Objectives

3.1. Social Welfare Organisations

3.2. Structure and Role

- 3.3. Evolution of Voluntary Organizations'**
- 3.4. Policy Formulations, Fund Raising, Problems**
- 3.5. Let us Sum Up**
- 3.6. Key Words**
- 3.7. Check your progress**
- 3.8. References**

SOCIAL WELFARE ORGANISATIONS GOVERNMENT AND VOLUNTARY AGENCIES

3.0. Objectives: Students will closely look to these organisations and try to understand the theoretical aspect of various organisations & the organisational structure. This chapter discussed the theoretical aspects of various agencies. Simultaneously it discusses the various principles for forming an Voluntary Organisation .As previously we have completed the Organisational principles here we will implement all these principles .The making of a Voluntary Organisation need some principles and rules of 1860 Act .These rule are the basic where the Voluntary Organisations stands . Anyone can form a Voluntary organization by following the rules of Right to Association (Indian Constitution) and utilising the government money appropriately. This is more or less similar to Governmental Organisation,

3.1. Social Welfare Organisations There is no denying the fact that welfare state in the modern sense with its specific characteristics of social and economic security and guarantee of a basic minimum originated in developed countries like Britain,Germany,United States of America and Scandanvian countries in the early twentieth century with Britain having the credit of being the pioneer in social welfare and an ideal welfare state, yet of other countries including the developing countries have their own fascinating accounts of genesis ,development and growth, of social welfare in India .The evolution and growth of social welfare in India extends over hundreds of years from ancient to modern times . Social Welfare and its manifestations in the form of social services, social reform, social security etc have come to be prominently used in the twentieth century but social welfare in it's the desire of people to help one another, in times of need and stress of the world. But scientifically social welfare, service agency consists of an organizational structure. The structure includes staff at various levels, committee arrangements,

board structure, chain of command and other factors related to agency framework. All social work agencies are also service agencies, the reverse is not always welfare.

Concept of Social Welfare and Service Agency:

It was after the attainment of independence that social welfare was given its due place in the objectives to be persuaded by the government for the welfare of the people of India. According to Joyce Warham, 'social work agency' may be used as generic term for all agencies within which social work is practiced, it is relevant to bear in mind that many of these have much broader purpose to serve than the provision of social work service to the clients. An autonomous professionally staffed, single purpose, voluntary family case work agency might serve as a prototype of a social work agency. A local authority social services department on the other hand would be more accurately described as a social service agency, within which social work services are implemented but which is also required to serve socially determined purposes much wider than social Work itself. Planning Commission is the chief instrument for translating into practice the constitutional provisions relating to welfare state.

3.2. Structure & Role Joyce Wharam has mentioned that all social welfare agencies, social service agencies and social work agencies have common characteristics, and it has structure and role .

(a) Service to clients: These agencies are essentially service organizations which by definition produce services not goods. The main features are as follows:

All agencies have human as their major resource in the form of specialist personnel through whom services reach clients and without whom these can be no service.

- i. The service function of all agencies as a whole demands a broader and longer term approach to the meeting of the need.
- ii. There are difficulties in selecting objective of agencies, setting standards of performance or of output and evaluating the work both of individuals and of organization as a whole.
- iii. All agencies have an in built conflict between formal or bureaucratic methods of operation.

(b) Service based on values: the service to the client is based on values which include respect for growth, for freedom of access to right in general and for professional freedom as a value in itself.

(c) Democratic and professional authority: in these agencies authority of professional knowledge and skills assume significance. Traditional bureaucratic authority is unsuited to these agencies. Thus, the administrator should exercise authority democratically and professionally.

As an organization, an agency: (a) has a formal structure: a set of positions through which members relate to each other 'officially', (b) is a social system composed of individuals whose interrelationships are not exclusively official but also personal, (c) was created to serve particular purposes, (d) cannot exist independently of the work it does outside itself, but is organically linked to its environment, (e) is subject to continuous change, and (f) both owns and requires resources for work it has to do.

Classification of Agencies

Statutory or Governmental Agency

This agency has following characteristic features:

1. This agency operates under the mandate of a legislative enactment.
2. This enactment frames rules and regulations for the functioning of agency.
3. This type of agency implements public policy.
4. This agency is subject to the impact of major changes in structure and function over which they have no control.
5. These changes are politically motivated and have been implemented nationally.
6. The executive head of agency remains a statutorily constituted service cadre by Government.
7. The executive head of agency remains responsible for the functions of agency as well as his/her functioning towards Government and for meeting the statutory obligations.
8. The executive head works as per sanctions of Government department under the strict system of financial control.
9. This type of agency contains bureaucratic structures of local government which has political overtones also.

10. This agency is largely governed and administered in hierarchical system having principles of administration/management such as strict division of work, scalar chain, unity of command, span of control, etc.
11. Employees are formally employed and work mainly under line authority system supported by staff arrangement as per need of the organization.
12. The agency has pre determined system of working either with no flexibility or little flexibility.

In this way, the governmental agency works as a wing of government department. In case of social welfare organizations, it can be noted that since they are concerned with the upliftment of weaker and vulnerable sections of society, so they are generally the part and parcel of Social Welfare Department of Government which has now labeled as Social Justice and Empowerment Department.

Non Statutory Or Voluntary Agency

Non statutory or voluntary agency is an organization having 'voluntariness' and freedom from external control. The definitions are as follows:

Bourdillon. Voluntary agency is an organization "initiated and governed by its own members without external control".

M.R. Malkani: "A voluntary agency is an organization, whether its workers are paid or unpaid, initiated or governed by its own members without external control".

V.M. Kulkarni: "A voluntary worker is someone who gave unpaid services to a good cause and the group who was formed for the running of good cause, came to be known as voluntary organization".

D. Paul Chaudhury: "A voluntary agency is a group of persons who have organized themselves as a legal corporate body. It is initiated spontaneously and governed by its own members without external control or compulsion. It has a definite program in fulfillment of its objectives with the funds raised by it from the community and grants received from government, if any".

The following characteristics can be chalked out from above definitions:

1. Voluntary agency is a group of people.
2. It is established and maintained by private resources.
3. It can receive grants in aid from the government.
4. It has a definite objectives and program.
5. It provides services to people on non profit no loss basis.

6. It is an organization based on some legal enactment.

Thus a voluntary agency is an organization developed and maintained by private resources irrespective of getting grants in aid from government organizations and establishments.

Voluntary Agency in Social Welfare.

Understanding of voluntary agency organization strives of knowing the following concepts:

Voluntarism: for the welfare and development of the people and society, a spirit of action carried on by person or group of persons or a community. It has institutionalized set of principles to give services to the people at large.

Volunteering: An innate human characteristic having its impact differently on different persons.

Volunteer: A person (male or female, belonging to any religion, caste, creed, having any kind of life styles) serves fellow being either independently or with an organization agency, full time or part time basis, engaged in long, short term activities. The person can serve with free will for different kinds of activities.

Voluntary action: The action or set of actions initiated by the volunteer. It may be formal and informal. Formal voluntary action may be in the form of organization but not restricted to voluntary organization. Voluntary organization is formalized and legalized while voluntary actions can be in formal or informal shape.

3.3. Evolution of Voluntary Organization.

The history of establishment of Voluntary agencies are not new to the world. Religious activities giving priority to donate/serve the poor are the examples of voluntary action. But systematically Voluntary organizations comparatively recently originated, but voluntary action is as old as the history of human civilization. Evaluation of voluntary action has taken place as per nature and pattern of society i.e. nomadic, agricultural, industrial and post industrial. Voluntary action has evolved from different periods.

1. **Early to Medieval Period (up to 1800):** during this period, main features of voluntary action were as follows:

(a) Religion played an important role in emphasizing the importance of charity, philanthropy as well as help on mutual basis.

(b) During this period, care of needy was carried out through institutional mechanism sanctioned by religion, such as giving alms and caring for destitute, infirm, elderly, handicapped etc. were taken as religious actions.

(c) The existence of joint family system used to take care of unproductive persons, sick persons, etc.

(d) In case of failure of family, caste, organizations, community councils used to take care of needy persons.

(e) The prevalence of 'jajmani system' (patron-client relationship) generally used to take care of the interests of weaker sections by affluent sections of society.

2. **British period phase I (from 1800 to 1900):** during this period the main features are as follows:

(a) More formalized and group efforts in the form of Christian missionaries were emerged for providing health and educational services in remote areas such as remote villages, hill areas, border areas etc. The efforts have resulted in mass conversion also in many areas.

(b) As a defensive reaction, many social reformers among Hindus were emerged in different areas and took up different social reform issues such as widow remarriage, abolition of 'Sati Pratha', increase in age at marriage, improvement in the conditions of lower caste people etc. few names such as raja Rammohan Roy, Ishwar Chahandra Vidyasagar, Keshab Chandra Sen, M.G. Ranade, Jyotibha Phule, Ramabai, Annie Besant can be mentioned.

(c) These reformers formed groups or associations for making their efforts effective. These organizations were Brahmo Samaj, Pramhansa Sabha, Sarvaganik Sabha, Prathana Samaj, Arya Samaj, Widow Marrieage Association, Arya Mahila Samaj, Rama Krishna Mission, The Theosophical Society, Indian Social Conference, Indian National Congress etc. These organizations tried to develop education, strived for improvement of the conditions of women and weaker sections of society and fought with social evils including practice of un touch ability.

(d) Industrial revolution has brought rapid industrialization, urbanization, and migration of people resulting in to different kinds of problems, requiring different kinds of services leading to formation of organizations and groups increased as well as these organizations was involved in different socioeconomic issues. This resulted in to the enactment of Literacy Scientific and Charitable Society Registration Act in 1860 which is still in operation.

(e) Since 1860, voluntary efforts, both formal and informal, remained continued their programs related to welfare, relief, social action, social change with expanded programs, actions and areas.

3. **British Period II (1900-1946):** the main features of this period are as follows:

(a) Social transformation at village level was linked with efforts of political freedom or emancipation leading to the attention of social figures like Gokhale, Gandhi and Tagore on the field of rural reconstruction and development. Consequently the number of organizations engaged in rural development. Consequently, the number of organizations engaged in rural development was increased.

(b) During the period of 1917-1940, a number of voluntary experiments were also initiated for improving the life and living conditions of people in rural areas at different places such as Sriniketan, Nilokheri, Gurgaon, Mrthndum, Baroda, Bombay, Hosangabad, Sevagram And Etawah. These Experiments Were Conducted By Well Intentioned Indivifuals Such As Tagere, Vroyne, Spencer Hatch, Quacky Groups And Gandhi belonging to bothe governmental and nongovernmental organizations. These experiments were pioneering and experimental in character and conducted in remote places. These experiments also tried to develop both social and economic program in balanced manner and focused on leadership development and people's participation.

(c) These experiments have enhanced the dimensions of those organizations from mere social issues to economic issues also.

4. **The Contemporary Scenario:** with the beginning of decade of 1950, voluntary organizations were organizing welfare activities also started to organize economic activities with the funding from Government and international organizations. The following features may be mentioned:

(a) In the early 1950s, the Central Social Welfare Board was constituted to provide financial and technical support t voluntary organizations.

(b) The constitution of the People's Action for Development (India) in the early 1970, was also a significant furtherance of voluntary organizations.

(c) From 1960s onwards, funds for activities of voluntary organizations became increasingly available from the international funding organizations including U.N. Bodies.

(d) The process of forming the organizations has been boosted mainly to get access to funding. In some cases, Gandhi and Vinoba both played as motivators for establishing these organizations.

(e) From 1965 onwards, the number of such organizations was increased mainly due to the bad conditions prevailing in rural areas, generation of feeling of resistance against suppression, especially in rural youth, impact of Naxalite and J.P movement, realization on the part of some people that association with these organizations brought prestige, power and money.

(f) Presently, these organizations are working at national, regional and local levels for the purpose of providing services at grass root level.

(g) Rapid growth and development of servicing and consulting organizations have taken place in late 1960s and 1970s, mainly due to funding from international organizations having special programs like watershed, development, technology transfer programs etc. Mention may be made of action For Food Production, Voluntary Health Association of India, New Delhi, Rural Development Consortium, Calcutta and Gandhi Peace Centre, Hyderabad. These specialized agencies have mostly been located in cities or towns.

(h) From the mid 1970s, the tendency to form network of servicing and consultancy organizations has emerged resulting to the formation of coalition's alliances. Some examples have been Association of Voluntary Agencies for Rural Development, New Delhi. Voluntary Action Network Of India, joint Women's Program and the Grain Niyojan Kendra, Ghaziabad. The coalitions may be for integrated program or for the purpose of strengthening of particular program.

(i) In the late 1980s and beginning of 1990s, the new process of consultancy to grass root level organizations has been developed in which highly qualified and skilled persons give consultancy to these organizations on charging the fees depending on nature of services and programs.

(j) Presently, the voluntary organization have started emphasis on right based approach for solving the problems of needy which involves generating and creating awareness among people regarding their rights and privileges, organizing them (as per need) for solving the problems or meeting the needs of challenging the present circumstances. They also involve themselves with human rights and social justice issues.

Thus, it can be concluded that voluntary organizations started their activities based on charity with religious sanction, enhanced their domain to development and empowerment activities.

Role of Voluntary Agency in Social Welfare

According to study team on social welfare and welfare of backward classes, 1959, "the importance of role of voluntary organizations in a social welfare plan can be accessed on the basis of fundamental considerations. In the first place, there is an aspect of people's participation in the planning and execution of a national plan launched by a democratic government." The planners very often expressed their keenness not only to secure the willing assent of the people to a democratic plan, but also to seek their active participation in process of planning and implementation. In other words, it is no longer a question of 'associating' the people or their agencies through indirect representation with plan officially framed and administered, but of evolving a joint partnership in the entire process of development. It is, in fact, a step towards translating in to reality the concept of participating democracy".

According to seminar on social administration in developing countries, 1964 suggests the following services which can be rendered by voluntary organization.

1. Organizing and operating social welfare program.
2. Perceiving and publishing the changing social needs of community.
3. Creating public opinion in favor of progressive social legislation.
4. Pioneering new services which statutory authorities are slow in recognizing.
5. Experimenting with new techniques in bringing about changes in traditional attitudes or in organizing social services.
6. Stimulating civic consciousness and public participation and enlisting voluntary assistance to improve state or voluntary services.

Thus, in the field of social welfare, voluntary organizations are involved in the welfare, development and empowerment of weaker sections of society. In the area of welfare and social development these organizations are involved in the following activities:

1. Educational activities such as organizing adult literacy and non formal education centers, mobile libraries, libraries in the communities, running of crèche, coaching centers, condensed courses for girls, balwadis, anganwadis, schools,

organizing camps on environment and ecology, discussions on issues related to human rights, social justice, health, nutrition, family planning, etc.

2. Training and skill enhancement activities for farmers, artisans, cooperative workers, youth, grass root workers of different departments etc.
3. Health programs, activities such as organization of immunization and nutrition services, availability of safe and potable drinking water, organization of games, sports and recreational programs, as well as health and sanitation campaigns including blood donation, eye care, Medicare etc.
4. Formation of cooperatives, children and youth clubs, beneficiary and target groups, women's organization etc. Rendering positive contribution in Panchayati Raj Institutions.
5. Environmental and ecological activities consisting of a forestation, campaigns against pollution and waste of natural resources; legal education and awareness as well as generation of awareness for the conservation and protection of ecology and environment.

In the area of economic development, these organizations play an important role in the following activities:

1. Land and soil activities such as redistribution of land holdings, soil testing, soil conservation and reclamation, etc.
2. Irrigation and agricultural activities such as construction, depending and desalting of tanks and wells, sinking of tube wells and other water resources, lift irrigation, construction of small reservoirs and bundies, supply of agricultural equipments, goods carriers, repair of equipments, etc.
3. Activities of khadi and village industries which include spinning, weaving, paper making, oil ghani, basket making, rope making, tailoring and embroidery, brick kiln, lime making, clay pipe making, bone made fertilizer, leather work, carpentry, printing, sericulture, etc.
4. Activities such as dairy, poultry, piggery, fisheries, sheep rearing, cattle breeding etc. strengthening of veterinary services, development of grasslands, etc.
5. Development of orchards, nurseries, community and social forestry, wasteland, etc.
6. Activities related to food preservation, food processing etc.

The voluntary organizations may also play an important role in the following:

1. Organization and mobilization of people for getting their rights.

2. Implementation of different schemes of government programs.
3. Monitoring of evaluation of government programs.
4. Development of demonstration centers of effective activities.
5. Acting as watchdog for different activities of government particularly issues related to human rights violation, discrimination and deprivation.
6. Acting as service providers on behalf of government and international organizations.

Administrative Structures of Voluntary Agencies

Voluntary Organization.

Social Work student did not understand the common functioning of a Voluntary Organisation. Every Voluntary Organization has a Head called director; he is under working a General Body consisting with limited member's .The work of the General Body is to primarily divide into paid members or non-paid members. According to the direction number of members will pay the membership fees. Honorary members who have given membership due their contribution in their life. Co-opted members who can make members by Board or relevant authority for helping or guiding on the activities of agencies. Ex-Officio members are those who become members because of their official position and they ceased to be member when they relieve of their official position .Institutional members are the representatives of member organizations. Associate members may be work as an future members of the organization.

Head of a Welfare Organization: The administrative head who is working in the voluntary organization will be separately treated he /she is a personnel with a creative mind. The whole organization depends his personality, work culture and his creativity dynamically move the organization in to higher echelon .Personnel should be valued so that they may not feel neglected or side lined. The administrative personnel should be able to influence other personnel by making mutual benefit exchanges with them in order to gain their co-operation. This influence can be achieved or maintained the administrative personnel in to a different personality .

Functions of General Body: i. Policy Formulations on behalf of organizations objective.ii.Managing Public or Government Fund and proper utilization .iii.Preparing the Annual Report .iv. Receiving and adopting audited statement of accounts. v.Selecting or recruiting the staffs members .

Role of Executive Body: To establish the legal existence ii. To take responsibility for formulating general objectives, policies and programme. iii. To assume responsibility for the provision of adequate finances and to be accountable for the expenditure of funds.

Responsibility of Staff or Other Office Bearers: The office bearers of these welfare agencies or organizations are normally designated as i. President ii. Vice Presidents iii. Secretary iv. General Secretary Treasurers, Staffs etc. The President has the role to preside over meetings of the General Body and Executive Committee. On behalf of organizations he/she is responsible for managing money. Next to come the Vice President has similar role of President. The next to Secretary and his role has keep business meetings. He is the executive decision makers of the organization. Treasurer: The treasurer is responsible for the finances of the organizations. He prepares and prosecutes the budget. He is the maintenance authority of account books. He arranges and helps in audit of accounts. Besides there is a Chief Executive who is responsible for the day to day functioning of the agency.

3.4. Policy Formulation in Voluntary Organization

Voluntary organizations are governed by the group of ultimate control which is normally known as General Body. This body constitutes group of persons which runs the boundary organizations which is normally known as Executive Board/Board of Directors/Managing Committee etc. The following considerations are kept in view while formulating policy in voluntary organizations.

1. The specific circumstances of the area in which voluntary organization is working.
2. The needs and problems of people
3. The rules, regulations and policies of government.
4. The memorandum of association of the voluntary organization (the mandate of organization).
5. Meeting the challenges of the situation
6. Human, technical and financial resources available.
7. The competencies and skills available with the organization.
8. Networking with other organizations.
9. The rules, regulations, willingness and sensitivity of sponsoring agency, grant giving agency, donor, subscribers, etc.
10. Pressures from members of voluntary organization.

Policy Formulation

The procedure for formulation of policy in voluntary organization is as follows:

1. The issue which needs attention is discussed generally in managing committee of the organization.
2. The executive of the organization implements the policy.
3. The necessary information is collected either by an executive of organization or a committee constituted for the purpose.
4. This information is analyzed and put in to concrete proposal before the managing committee.
5. Managing committee discusses the proposal for policy making in detail.
6. The managing committee approves the proposal and keeps it in general body.
7. The general body approves the proposal.
8. After the approval of general body, the policy is declared or imbibed in to the voluntary organization.
- 9.
10. The results of policy are evaluated by the executive of organization.
11. The needed changes may be brought out by managing committee with the approval of general body.

Policy Formulation in Public (Government) Agencies

The rules and regulations as well as mandate of government determine the policy formulation procedure in government agencies. The following procedure is normally put in to action for policy formulation:

1. Concern expressed over an unmet need (s) or social problem (s) or gap (s) in social services by concerned people, social and moral innovators, advocates of change or new programs, media, academics, social activities through discussions, conferences, appeals, movements, electronic shows and print media, articles and discussions, etc.
2. Development of formal and structured groups of people as well as of government officials.
3. Gathering of structured information related to need or problem or gap and people affected by this through academic sources, statistical organizations, professionals and their organizations, social planning organizations, independent or sponsored investigations, seminars, conferences, enquiries, etc.

4. Development of common policy solutions and determination of goals by (a) knowing the policy alternatives, (b) making attention to workable possibilities within the social reality and the value context of society, (c) taking in to account objectives of a variety of allies that would offer support or resistance to the program, (d) envisioning both the manifest and expected functions of this general policy and the latent functions or unintended consequences, (e) estimating the numerical size and characteristics of the population on which his policy will be concentrated, and (f) assessing the cost of alternative solutions and of coverage of different groups in the need category.
5. Lobbying for change by concerned organizations through (a) gaining support from politicians and civil servants, (b) seeking out possible allies and gaining the help of general institutional groups.
6. Formulation of an operational policy and laws by (a) setting up task forces to put policy in to operation and to write provisions of the law, possibly in research organizations or the research arm of agency or in a social planning council or planning division of a professional group, (b) shaping policy in to operational guidelines, including the type of provision, the method of provision and degree of provision, organization structure, financing and allocation of responsibility among different administrative levels such as federal, state and local, (c) adding or compromising on or deleting provisions, due to action of congressional or state legislature committees or reactions of overall board of national professional organizations or other enacting groups such as local community chest or local council.
7. Actual enactment of law as well as agency program through (a) statement of agreed upon final provisions or program structure; and (b) set up of agency or other structure to run the program.
8. Implementation of the program by (a) translating laws, executive orders or operational guidelines in to provision of the services or benefits at the local level; (b) setting up an organizational structure and staffing its components; (c) structuring a delivery system at the agency client level and (d) facilitating access to the service through information, advocacy and accessibility mechanisms.
9. Evaluation and assessment of program by (a) research to judge whether the program meets the needs of intended target groups and reaches stated objectives and decreases the problem; (b) assessment of latent functions or impacts; (c)

detection of bottlenecks in delivery; (d) integration of policy program into over all social, political and economic institutions in the society, and (e) examination of alternative policies

3.4.1. Fund Raising

For long time, voluntary social welfare agencies have been dependent on charity which has been base on the personal salvation and the satisfaction on the part of donor who used to feel that he/she has helped the poor people. With passage of time, the philanthropy and charity have been affected mainly due to (a) weakening of religious forces, (b) abolition of zamindari and feudal systems, (c) charity form wealthy people often dictates the terms to agency to serve for special community, to appoint persons of their choice in the agency, to contribute in such program which may serve them personally not socially, and (d) changes taken place in overall social environment and thinking that institutionalization has been no more an important and effective method of fulfilling the needs of the needy.

Techniques of Fund Raising

In the contemporary period the following techniques are being used for fund raising by social welfare organization:

(A) Preparation

The first technique is the preparation for fund raising which involves:

1. Defining the cause of activities for which funds are needed.
2. Correct estimation of funds to be required.
3. Time period during which funds to raise.
4. Proper communication of the cause of activity among people.
5. Proper demonstration of needs/problems of persons to be benefitted from these funds.
6. Transparency in utilization of funds should be propagated for maintaining creditability of organization.

(B) Location of Sources of Funds

The possibility of available resources has to be located. These resources may be as follows:

1. *Grants in aid.* These grants can be taken from government, autonomous and other international organizations.

2. *Donations.* These donations are being managed from general public. Sometimes, these donations are given as religious activities (donation to organization based of religious philosophy).
3. *Subscriptions.* The members of organization give annual/periodical/life time subscriptions which become a source of earning of organization. Sometimes, officials are also selected or appointed on the basis of their contributions or subscription.
4. *Interest.* There are certain agencies which operate on the interest accrued on fixed deposits and endowments.
5. *Fees.* There are organizations which run educational institutions, provide medical services, run art and craft centers, fees or service charges from beneficiaries, fees taken from families of unfortunate persons etc.
6. *Sponsorship.* Some beneficiaries are sponsored by resourceful persons for their overall development. In case #, this practice is more rampant.
7. *Sale proceeds.* Some organizations run training cum development centers a produce some products which are sold in market. This process gives them some resources to the organization.
8. *Building/Hostels.* Some organizations have building which gives them rent for accommodation and there are some organizations which run hostel and earn some resources out of these hostels.
9. *Literary and Recreational Activities.* There are another sources of fund raising in which fund raising is done through literary work such as writing books, publishing collection of poems, write ups, autobiographies etc. as well as organizing recreational activities in the forms of recreational programs(dance, dramas, singing programs, poetic meets, etc.) fairs, festivals, kitty parties, fates, shows, etc.
10. *Acceptance of Donations in Kind.* This may be in the forms of grains, clothes, food etc.
11. *Lotteries.* Organizing lottery shows may also be used as a form of fund raising.
12. *Use of Politically Sanctioned Fund.* This fund is given to some social welfare agencies by elected representatives.
13. *Corporate Funding.* Emergence of big corporate and resultant responsibilities of these corporations known as corporate social responsibilities have provided another area of funding to welfare and development organizations. In order to fulfill these corporate social responsibilities, these corporate houses are supposed to be

committed for sustainable economic development working with employees, their families, the local community and society at large to improve their quality of life.

14. *Help Form Banking Sector.* Banking sector also makes provision for giving assistance to institutions working for social causes.

(C) Methods of Fund Raising

The following methods can be used in fund raising:

1. Advertisements in public dailies and electronic media by making appeals for funding.
2. Organization of fund raising campaigns mostly by selling tickets.
3. Organization shows, exhibitions, rallies, fete, completions, matches, stamps sale, etc.
4. Organization of door to door fund collection program.
5. Launching of movement for a cause.
6. Mobilization of legislatures, religious and development organizations.
7. Organization of religious meet, talks, preaching including building of religious places and sale of religious articles.
8. Organization and mobilization of volunteers for fund raising.
9. Organization of alumni meets.

Public Relations

These strategies are as follows:

1. *Growth.* Maintain the relationship with those donors who have donated previously and motivate them to suggest other likeminded persons to be as potential donors.
2. *Involvement.* Donor should be treated well so that they should respond to the appeals of agency for participation in grassroots fund raising efforts.
3. *Visibility.* Relationships should be open and honest leading to generate good image in the public.
4. *Efficiency.* Donor should be responsive and loyal which can be obtained by recognizing and appreciating their response.
5. *Stability.* The stability of organization and its finances goes a long way in maintaining and sustaining relationship with donors.

Regulation and Supervision

The organization which is engaged in fund raising should be properly regulated and supervised and some of the regulations are as follows:

1. The organization/agency should have a welfare program for people/community.
2. It should function at nonprofit basis.
3. Money should be raised for charitable purposes.
4. The organization/agency should have proper registration.
5. It should be in operation for the last three years.
6. It should have proper and active governing board.
7. It should have community sanction.
8. It should have realistic budget and proper system of accounting and audit by properly qualified account and audit personnel.
9. It should have proper public relations.
10. It should prepare proper reports and retunes and submit to proper authorities.

3.4.2. Problems of Voluntary Agency

These are as follows:

- Voluntary Agencies are working Single Man Direction

Most of the Voluntary Agencies working in India put their personal resources and turn it as a business organization. In India it is possible because of publics are ignorant about Voluntary agencies work vividly. Presently voluntary work has become a fashion of high statues. A voluntary agency is financially managed by private resources. It can take grant –in-aid from the government but few aid used for the development.

- Voluntary agencies are work in an autonomous manner. No arrangements for effective supervision and control. Voluntary Agencies took the help of foreign organizations but no strict laws are there to control them. It is very difficult to develop and fix standards of services to the people due to diversities of different actions.

- Due to private management these agencies are lack the confidence of the public. Due to vested interest and keeping the control over the administration of these agencies are very poor and unscientific .

3.5. Let us Sum Up

3. Social Welfare work runs through different organizations may be government or voluntary agencies in privately organized to getting fund from the Government as in Aid or raise their own fund .

4. The concerned organizations are basic structures according to the Organizations' theory
5. There are Central Social Welfare Organizations'
6. There are number of State Welfare Organizations
7. Central Social Welfare Board and State Social Welfare Board as the examples

3.6. Key Words: Executive Committee, Public Agencies,

3.7. Check your progress

1. Discuss the chief function of Social Welfare Board
2. Discuss process of policy formulation in voluntary agencies.
3. State techniques and strategies of fund raising.
4. Discuss various problems of voluntary agencies.
5. Discuss the organizational structure of Central Social Welfare Board
6. Discuss the chief function of Administrative Agencies
7. How fun will raise? Explain with examples.

3.8. References :

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BLOCK-IV

- 4. 0 .Objectives**
- 4.1. Central Welfare Organizations**
- 4.2. State Welfare Organizations**
- 4.3. Commissions & Institutions**
- 4.4. Community Development**
- 4.5. Rural Reconstruction**
- 4.6. Let us Sum up**
- 4.7. Key words**
- 4.8. Check your progress**
- 4.9. References**

4.0. Objective: *This is mostly found that the Social Work student in Post Graduate level have little idea about the welfare work and welfare agencies working in central level and state level for public welfare . In this chapter students will get the idea of Social Welfare Agencies working in various fields in India .These organisations bears the same organisation structure and working on the Organisation Principles .Their frame work Structure almost same and working for the welfare of the people there soul objectives. Social welfare in action or students will practically observed how the central government and state government are working social welfare through establishing different social welfare organisations .*

Social Welfare

The United Nations Department of Social Welfare has broadly defined social welfare 'as a state of complete physical, mental and social well-being and not merely the amelioration of specific social evils .Prof Friedlander defines the objective of social welfare as "to secure for each human being the economic necessities, a high standard of health and decent living conditions, equal opportunities with his fellow citizens, and the highest possible degree of self-respect rights to others.

Thus social welfare is a very wide concept .However, in under -developed countries like India ,strictly speaking ,the social welfare activities principally concern themselves with under-privileged groups ,the neglected areas ,the vulnerable sections of the community and those which are laboring under physical and moral handicaps .The backward class have for a time remain objects of special care .he needs and difficulties of women and children also must receive constant consideration not merely because they occupy a vulnerable position but because they constitute the most vital elements of the community .

When the Planning Commission was working ,it has rightly observed the developmental and observed 'Though the aims of social welfare are wider in scope and social welfare is concerned with the well-being of the entire community and not only of particular sections of the population which may be handicapped in one way or another ,yet due to the limitation of financial resources available and resources which can be spared for social services, lack of trained personnel and of organization developed to social welfare and lack of reliable data pertaining to social services ,lack of trained personnel and of organizations devoted to social welfare and lack of reliable data pertaining to social problems limit the immediate objects of social welfare services to group which are in a vulnerable position or need special assistance .In rural areas the programme of social welfare is to achieve the social reconstruction of the rural community along with physical reconstruction of an area and the development of economic life .

Previously the Planning Commission has pointed out that while carrying out various welfare activities the aim should be to create a health social structure which means (i) Promotion of social health (ii) raising up of the standard of living (iii) the elimination of social injustice and poverty .Social health includes three things, Firstly the fitness of an individual, physically mentally and morally for work, marriage and social participation ,secondly the healthiness of the family, functioning to serve economic needs and psychological security in terms of

affection and protection and thirdly ,the healthiness of the community made up of members who have a keen civic sense and social consciousness .The raising up of the standard of living would not merely mean the satisfaction of basic wants and desires in terms of food, clothing and shelter -but creation of factors which contribute towards the mental condition of happiness and a general condition of total well-being ,recognizing human and cultural values in the family and in the community . Eliminations of social injustice and poverty includes the removal of all those causes, economic and social, which hinder individual to develop his personality to the maximum possible extent. It includes the removal of illiteracy, ignorance, unemployment and under-employment and under-employment, mal-nutrition, under-nutrition, inequalities of wealth, untouchability etc.

If we define the positive objective of the attainment of social health means planned, organized and rational efforts to eradicate poverty in terms of its root causes .Thus the objective of social welfare programme in the broader sense is to create well organized village communities which in course of time will be able to achieve these objectives with their own initiative, leadership and resources. In this context the Development Programmes are supports the downtrodden for a period and trying to sustain the group fighting against poverty.

4.1. CENTRAL SOCIAL WELFARE BOARD (CSWB) Center involvement for social welfare directing all the states

Establishment of Social Welfare Agencies

Social Services to be effective should establish direct contact between the social service agency and the beneficiaries' .This can be achieved by community originations and the community must provide initiate and leadership from within itself ultimately. The resources of the state are limited and the villagers must realize the basic principles of self-help for the attainment of individual as well as community well – being. Thus in social welfare programmes in community project area the basic idea of self –help is to be utilized to the maximum possible extent .

Methods: The method of community organization for the organization of social welfare services is not only necessary but it has many other advantages as well .

1. It promotes efficient organization, supervision and constant activity.
2. It releases initiative and leadership at the lower level.

3. It develops civic sense and enables the individuals and the community to realize the importance of social responsibility.
4. Through it maximum social help is achieved with maximum economy of human and material resources.
5. Thus the four cardinal principles of community organization ie-self-help and mutual service, mobilization and development of local community resources ,organized and co-operative action and minimum State's assistance are all utilized in it .The agencies which will carry out social welfare services are organization ,co-operatives and organizations for the welfare of children and women .

In these broader aspect at the apex social welfare ,there is an organization works name as “The Central Social Welfare Board ” which was set up in 1953 interalia to provide technical advice and guidance and financial support through grant-in-aid to voluntary organizations all over the country .Soon after the Board was established ,the need to have organizations at the state level to implement the programmes of the Board was felt . The Board found it difficult to assess the exact working of the voluntary social welfare organizations scattered all over the country which it wanted to assist the related state boards. It functioned as an autonomous body which was part of administrative set up of the government.

Structure: The main features of this “Social Organization” carrying the following structure.

1. The organisation carries a head as called “Chairperson”.
2. There are 58 Members called as General Body.
3. It has Executive Body also which have 16 members.
4. The composition of General Body of CSWB is as follows.
 - (i) Chairperson, CSWB
 - (ii) All Chairpersons of State Social Welfare Board consists 33 members
 - (iii) Parliament Representatives (3 Members)
 - (iv) Five Professionals (Selectively from Law, Medicine, Social Work, Education, Social Development)
 - (v) Three eminent persons with extensive experience of social work.
 - (VI) Representative from Ministries, Departments of Government of India.

Besides these members there is a “Executive Committee” functions according to the committee rules.

ORGANOGRAM

- ✓ General Body
- ✓ Executive Committee
 - ✓ Chairperson
 - ✓ Executive Director
 - ✓ Joint Director (4)
 - ✓ Deputy Director(12)
- ✓ Two Editor ,one SRO and one IFA -Cum-CAO
 - ✓ Assistant Director (26)
 - ✓ One RO ,One P& AO
 - ✓ One Account Personnel

Students observe the organogram and get the knowledge of Organisation involved in social welfare, Delegation of Power, Role of Authority, Staff Agencies, and Budget etc

Functions

The Central Social Welfare Board had realized that it should have some suitable supporting organizational networks at the field level as it was difficult for it to control and coordinate activities of the multitude of voluntary organizations operating in the field. As Late Pt.Jawaharlal Nehru ,Prime Minister of India accordingly had written to the Chief Ministers of all the states about the advisability and desirability of constituting State Social Welfare Advisory Boards to supervise the work of the voluntary organizations in their respective territorial jurisdictions and to be a link with the Central Board .He had also observed that the formation of the State Boards would lead to decentralizations which would be a desirable development .

1. To cause a survey to be made of the needs and requirements of social welfare organizations.
2. To evaluate the programs and projects of the aided agencies.
3. To coordinate the assistance extended to social welfare activities by various ministries in Central and State Governments.

4. To promote the setting up of social welfare organizations on voluntary basis in places where no such organizations exist.
5. To render financial aid, when necessary to deserving organizations or institutions on terms to be prescribed by the Board.

Panels and Experts Committee

In order to survey the needs and requirements of the existing social welfare organizations, the following panels were constituted:

1. Panel on child welfare.
2. Panel on women welfare.
3. Panel on welfare of juvenile delinquents and physically handicapped.

Following committees were framed:

1. Committee on after care services and social and moral hygiene.
2. Committee on after care services for the handicapped.
3. Committee on social and moral hygiene.

Mission of CSWB

As a national organization, strive to be recognized as the most progressive entity for providing services of unequivocal excellence to women and children for their protection, capacity building and total empowerment. To raise awareness about the legal and human rights of women and girl child and to run campaigns against social evils affect them.

Vision

The Board must:

- Act as change maker with a humanitarian approach reinforcing the spirit of voluntarism.
- Create an enabling mechanism to facilitate networking of committed social workers for the empowerment of women and children.
- Develop a cadre of sensitive professionals with a gender centric vision committee to equality, justice and social change.
- Recommend gender specific policy initiatives to meet the new challenges for women and children in emerging areas.
- Strengthen voluntary organizations and expand coverage of 'engendered' schemes in areas where they have not yet reached.

- Initiative and strengthen its monitoring role to act as social audit and guide for the voluntary sector so as to access government funds as resource.
- Generate awareness about the challenges of society in transition where negative use of technologies and practices are impacting on the wellbeing of women and children.

Programmes of Central Social Welfare Board

Since its inception, the Board has launched several programs for women, children, families and upliftment of weaker sections, socially and economically.

Discontinued Programs

The following programs were started successfully and with the passage of time, these programs were discontinued and other programs were launched in their place.

1. General grant in aid program
2. Welfare extension projects
3. Family and child welfare projects
4. Border area projects
5. Balwadis (Demonstration projects)
6. Mahila mandal program
7. Working women hostels
8. Socio economic program
9. Holiday camps for children

In pursuance of these developments and recommendations by the Union Government and the Central Social Welfare Board, the State Government started setting up State Social Welfare Advisory Boards and now they exist in all the states and Union Territories where the programmes are looked after by the Gujarat State Board.

Present Programme Available:

1. Awareness Generation Camp for Rural & Poor Women
2. Condensed Course of Education for Women
3. Rajiv Gandhi National Crèche Scheme
4. Family Counseling Centre
5. Short Stay Home
6. Integrated Scheme for Women's Empowerment or North Eastern Region



4.2. Social Welfare Administration in State Context: Due to organizational decentralization the government of India vested power to State Governments and Union Territory to implement social welfare programmes for the local developments of weaker sections. The centrally sponsored schemes well distributed its services for the socially and economically weaker sectioned people. The beneficiaries are children, women, scheduled castes, tribes, backward classes, disabled, destitute and aged people. The various programmes and planning's for these sections well reflected in state welfare. A large number of states have given similar social welfare methods regarding implementation of central government schemes. If we look out the operational structure we observed the following features.

- 1) It may be Central government or State government; practical welfare planning's conducted by bureaucracy or civil servants. These officers are expert administrators of the countries and practical developments worked out under their efficient hands.
- 2) It has normally headed by a cabinet.
- 3) The civil servants or the secretaries guided the ministers or the people representatives as they are coming for a limited period.
- 4) It is not the ministers rather secretaries or IAS holders who are planned or implemented various schemes for peoples development .
- 5) The Directorate carries the responsibility or headed by Chief Secretary
- 6) Each secretary carries a department and to execute work staffs are appointed from time to time .
- 7) The Directorate or the bureau of various departments carried by IAS officers has also Divisional Offices at district level . Normally at district level the responsibility assigned to District Collector .He is carrying the official positions or chief of the district administration.
- 8) A District has divided into Sub Divisions or in government level SDO's are responsible for the Sub Division administration.
- 9) At the bottom of the organization BDO in Block level and Panchayt's are working in the grass root level to implement governmental developmental policies.
- 10) But social work student should remember the administration is never be responsible they are the executing organs of lines or staffs of organizations'. In a

democratic country like India the power has vested to Ministers who are elected from their constitutions for a stipulated period. We are now giving examples of one social welfare organizations who is working in state level under the supervision of central government.

Odisha Welfare Administration: The state of Odisha carried its various welfare programmes through Women and Child Development Department .The main features are :a. A Minister in Charge of the concerned department , b. Next secretary who is an IAS officer is the administrative head . c.The department has four divisions .1.Director of Social Welfare b.Director for Disabled Welfare3.Joint Secretary Child welfare,juvenile justice ,integrated child protection and d.ICDS programme verified by Joint Secretary. There are other staff agencies are there like implementation of Plan ,Budget, Monitoring Staffs .

At District Level Administration : District Social Welfare Officer at each district level assisted by Programme Officer of District ICDS Cell, Sub-Divisional Social Welfare Officer CDPO and SEO/LSEO who are posted in 314 Blocks. Below the administrative channel there are Sector Level Workers those who are responsible for various sectors .There is one supervisor for twenty to twenty five Anganwadi Centers.

Odisha State Social Welfare Board

The pattern of the composition of the State Boards is laid down by the Central Social Welfare Board in its memorandum of Articles of Association which stipulates .In each of the participating States,Union Territories there has to be a State Social Welfare Advisory Board .The State Board is to perform such functions as are entrusted to it by the Central Social Welfare Board. Half of the members of the State Social Welfare Board excluding the Chairman are to be nominated by the State Government/Union Territory Administrations concerned and the other half by the Central Social Welfare Board. The Chairman of the Board is to be preferably a woman social worker selected by the State Government in consultation with the Central Social Welfare Board.

This State Social Welfare Board has been constructed as per Memorandum of Articles of Association of Central Social Welfare Board. This stipulates,

"in each of the participating States, Union Territories there has to be a State Social Welfare Advisory Board. The State Board is to perform such functions as are entrusted to it by the Central Social Welfare Board. Half the members of the State Social Welfare Board excluding the chairman are to be nominated by the State Government, union Territory Administrations concerned and the other half by the Central Social Welfare Board. The chairman of the board is to be preferably a woman social worker selected by the state government in consultation with the Central Social Welfare Board".

This Board was established in 1954 with the task of implementing and monitoring different programs of CSWB. The State Social Welfare Advisory Board follows the pattern of membership of the Central Social Welfare Board. They comprise of non official women members having experience of social work in voluntary organizations and officers representing the Government in the departments of Social Welfare, Directorate of Women's Program, Development Commissioner, and Directorate of Education and Directorate of Health. In the selection of non official members the privilege is shared between the CSWB and the State Government equally by each nominating 50% of the members.

A State Social Welfare Board comprises of 9 non official members and 5 official members. The members nominated by state Government as well as CSWB should have two representatives of state legislature and each district normally be represented by a voluntary social worker. The Chairperson Of State Board Is The Chief Executive Authority. She is supported by secretary and secretary and secretarial and other staff.

Functions of State Social Welfare Board

These are as follows:

1. To invite and scrutinize applications from registered voluntary organizations for grants in aid and after determining their eligibility to recommend them to central social welfare board.
2. To supervise the working of the voluntary organizations and report to central social welfare board for appropriate action.
3. To advise and assist the central board in sponsoring new welfare programs and activities.
4. To encourage and promote the growth of voluntary social welfare organizations especially in the uncovered fields and areas.

5. To assist the central board in providing field counseling services for aided voluntary organizations.
6. To achieve coordination among voluntary organizations, between voluntary organizations and statutory agencies at state and local levels and between the various departments of the state government.
7. To obliterate duplication and overlapping of activities.
8. To implement the programs on behalf of the Central Board with the funds placed at their disposal by it.
9. To undertake with the concurrence of the Central Board such programs as may be entrusted to them by any department of the central or State Government.

Schemes of Odisha State Social Welfare Board

The Orissa state social welfare board is funding various welfare schemes under specified programs and grants are being provided by government of India through central social welfare board, New Delhi for the purpose. The following schemes are being implemented by the board.

1. **Crèches for the children of working and ailing mothers:** Crèches means keeping the children's of the distressed parents doing manual labours **the** voluntary organizations, which are registered, are getting financial assistance to set up crèche units for children of working and ailing mothers belonging to lower income group. Each unit is supposed to have 25 children in the age group of 0-5 years. The services are health check up and care, supplementary nutrition, immunization, sleeping facilities etc.
2. **Aware generation project:** experience and ideas of rural poor women gave been shared on this platform. This platform enables them to develop an understanding their problems and ways of handling them. It has also helped women to organize themselves, develop leadership and strengthen participation in decision making process in the family and on the society as well.
3. **Family counseling center:** Under this scheme been implemented for binging harmony within the family through counseling leading to the prevention of families from braking. It provides preventive, curative rehabilitative and referral services to women in distress.
4. **Condensed course of education for adult women:** Under this scheme it makes available to adult women the educational courses for the purpose for

equipping them in relevant skills so that they can become eligible for identifiable remunerative work opportunity.

5. Celebration of days: The Orissa Board also observes International Women's Week, Human Rights Day, Quami Ekta Week, Breast Feeding Day etc.

Presently Orissa State Social Welfare Board is running 341 crèches, 33 Family Counseling Centers, 31 Short Stay Homes, 12 Mahila Mandals and 22 condensed courses for women. Besides these, 140 awareness generation project camps with 3500 women are also organized.

6. Short stay homes: These homes have been established to provide institutional services like counseling and guidance, medical and psychiatric check up and treatment, facility for development of skills and relationship to the women in distress of difficulty circumstances arising out of family discord, emotional disturbance moral danger etc.

7. Innovative scheme: under this scheme, voluntary organizations are funded for innovative scheme. But the State Boards do not have a statutory or juridical status. They were created by executive orders with no legal sanction and continue to be such. Where the Central Board has acquired under the Indian Companies Act. The question of the status of the State Boards is yet unresolved. In the past, the grants were sanctioned by the Central Board directly to the organizations concerned but in course of time some of the sanctioning powers have been delegated to the state Social Welfare Boards as the number of institutions to be catered to under the various programmes of the Board have grown in magnitude.

4.3: Commissions & Institutes working for social welfare

The Government of India and state administration established commissions for a particular welfare of weaker sections. The National Institutes with a Director on the apex body carrying the institutes work. These institutes are doing social welfare by survey and utilizing other skills for social welfare of the community.

National Institute of Social Defence

The prime work for a MSW student is to learn the main functions of these institutes which are working for social welfare for a selective community or for a particular group. Social Defence is sociological term used in Social Work meant for Jail inmates and linked into their correction majors socially. Later the term used as a broader use for others. In this context the institute National Institute of Social Defence is working for social defence or for socio-legal context. The Institute

primarily working at the time of 1957-59 under the recommendations of Jail Manual Committee. In 1964 this bureau was transferred to the then Ministry of Social Security now Ministry of Social Justice and Empowerment. In January 1975, the Central Bureau Correctional Services was reorganized into National Institute of Social Defence.

The main objective of this Institute is to review the policies and programmes in the field of social defence or prisoners related social activities. In India due to growth of population, growth of crime is an important issue. The activities also identifying and developing the various methods related to social defence . The review and evaluation is a continuous work and different programmes also conducted from time to time.

Administrative Structure: The institute functions under the leadership of a Director. Three Divisions function under the Director. Major administrative structure like 1.Research, Evaluation and Statistics Division carries the responsibility under Duty Director who is supposed to be Head of this Division .The Deputy Director has been assisted by Research Officers, Statistician and other concerned class three and class four employees. 2.A training division is also working and a Deputy Director and assisted by lecturers/trainers and other staff . 3. Common Service Facilities Division and the division carry Documentation, Clearing House, Library and Publications, publicity and administration (Three Department carries Research Officer and Administrative Officer)

Functions:

- To undertake research related to Social Defence
- To take the statistics of the social defence and major its effectiveness.
- To develop ,promote, sponsor and undertake trainings' and orientation related to Social Defence
- To draft model legislation and rules related to Social Defence ..
- To establish communication with universities, research institutes and voluntary organizations for appropriate attention to social defence .

Major Activities: The institute had been responsible for a number of preventives correctional and rehabilitative services in the areas of social defence including welfare of prisoners, prison reform, parole period utilization, probation, social and moral health, social problems like alcoholism, suicide, drug, addiction etc. It

organizes conferences, seminars, workshops related to social defence. It helps to the Ministry with a proposal of preparation Model Rules and Regulation if required and necessity to on demand. Presently the Institute is mainly concerned with 1. Care for senior citizens.2.Care of drug addicts.

MSW Students observes the Organogram or the Structure and the Function of these Social Welfare Institutes.

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- The National Institute of Cooperation and Child Development (NIPCCD)(Structures and Functions)**

The National Institute of Public Cooperation and Child Development NIPCCD is an autonomous body functioning under the administrative agencies of the Department of Women and Child Development .It was established as the Central Institute of Research and Training in Public Cooperation on being sponsored by the Planning Commissions 1966, and was recognized as the National Institute of Public Cooperation and Child Development with effect from 4th july,1975 as a sequel to the adoption of National Policy for Children .It has three Regional centre at Bangalore ,Gauhati and Lucknow each headed by a Regional Director supported by other academic and secretarial staff. Its main functions are : research and evaluation studies in public cooperation ,women and child development ,training of governmental and voluntary sector personnel engaged in social development ,women and child development and allied activities ,dissemination of information pertaining to women and child development and public cooperation through documentation and publications technical advice and consultancy to Central and State government and other agencies in promotion and implementation of policies and programmes for women and child development and voluntary action and liaison with international and regional agencies ,research institutions ,universities and technical bodies engaged in activities similar to those of NIPCCD.

The minister of State for Child and Women is the President of the General Body and Chairman of the Executive Council .Executive Council sets up various committees such as Academics Committee and Selection Committee for recruitment of personnel from time to time. The Director is the head of both the academic programmes and the administration of the institute and exercises overall executive control over it.

Six Functional Division of Work

The activities of NIPCCD are divided into six functional Divisions namely i.Public Cooperation ii.Child Development iii. Women's Development iv.Training v.Monitoring and Evaluation and vi.Common Services.

Chief Activities: Training, Seminars, Conferences and workshops, monitoring and evaluation, demonstration and documentation, plans. consultancy research and international cooperation .

The organizations chief function is to organize training courses for the functionaries of voluntary organizations and officials of the government departments concerned on such subjects as project formulation and management, management of welfare agencies ,women and family welfare ,rural development ,welfare of schedule castes and tribes ,children's welfare etc . The institute is one of the pioneering training institutes I the field of social welfare and development at the national level and is identified as an apex body for the training of ICDS functionaries.

4.4. Community Development:

Objectives: *Students of social work did not understand the exact meaning of term "Community Development." Understanding the community problem and trying to solve the problem through various developments is a challenging task for every social work student. In this topic we are trying to give the detail knowledge about 'Development' in use of Community. Simply Community Development has been defined at different times as a movement as an instrument ,an approach ,and finally as process and or a method .The term "Community Development" is currently used mainly in relation to the rural areas or less an approach of systematic development . As we know India is basically a rural based country .After independence rural development is a challenge for the government for the organizers .For social work student Reconstruction" related to various scientific developmental ways for making the villages or to develop the villages. With various constitutional amendments the government has implemented "Panchayati Raj Rules which is carrying various developmental methods in principally livelihood & , health. All these development included to 'Rural Reconstruction". Thus community development carries the message of development of the community with available of local resources .Students never means only outsider help or sufficient governmental help can change the socio-economic condition of the village life.*

Befor defining the term community development let us explain the term community . Commonly speaking the word "community" in this country has often been used for religious or caste groups and in some instances for economic groups not necessarily living in one locality .But in social work w use the term for a group of people living in a particular area and sharing certain basic common interests .Community is composed not only of people living in a certain territory, but have certain institutions in common which enable them to love and acct in a corporate manner.

The concept of community changes with changes in civilization and basic institutions. In the medieval period when rural community was more or less static, the village's period when rural community was more or less static, the villages were self -sufficient and isolated. A small village was the unit of rural community in this country. But with the fast changes in the means of communication and technology in the modern period, the isolation of any village is impossible. Because due to commercialization of crops and manufacture of goods on a large scale at cheaper rates ,the village communities have become more dependent upon outside world for the supply of their daily necessities' as well as for the disposal of their products .

Objectives of Community Development: In the words of "Planning Commission" (Now it has modified and changed more decentralized)Community Development is the method and Rural Extension the agency through which the Five-Year Plan seeks to initiate a process of transformation of social and economic life of the villagers. The chief objective of the community development programme is 'to carry out the physical reconstruction of time achieve the social reconstruction of the community.

In the words of Polson : "The aim of community organization is to develop relationships between groups and individuals that will enable them to act together in creating and maintaining facilities in the common welfare of all members of the community." From development in general is to develop resources as well as relationship may be able to lead a better and enriched social and economic life as individuals and as groups. But this is true that specific objectives may differ from country to country according to the situation prevailing at that time. However, it must be made clear that community organization is not a static relationship which can be set up and can be accomplished .It is a process of establishing relations which will always be in a dynamic state, to develop them higher and higher to changing conditions to achieve highest common welfare of people. For the economic uplift measures include the development of agriculture through

1. Land Reforms and consolidation of holdings
2. Reclamation of waste land and soil conservation
3. Provision of irrigation facilities and dry farming
4. Use of seeds ,manures and fertilizers ,
5. Improved tools and implements
6. Improved practices of cultivation
7. Destruction of insects pests
8. Check of animal diseases
9. Provision of credit and marketing facilities through co-operative and better communication facilities
10. Subsidiary occupations like dairy farming and horticulture
11. More employment opportunities for the small cultivator and landless labourer through the expansion of cottage and small scale industries.

For improvement of their social and civic life the programme suggested are more general and social education ,better health services, better housing facilities and the organization of co-operatives,panchayats ,and other allied organizations.

The term ‘community development” used by the Planning Commission includes all these objectives for the overall development of rural areas and these have been explained as:

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4.5. Rural Reconstruction:

The term “Rural Reconstruction” is very comprehensive and includes the development of various aspect of village life including economic, social and physical. The human life cannot be divided into compartments and the rural construction programme must include not only the economic uplift of the rural masses but their physical and social reconstruction as well.

The idea of Rural Reconstruction in the country was first given by the Royal Commission on Agriculture (1926). But it was only after 1935 when popular ministries were formed in the states that some programme of rural construction were taken up. However the programme of Community development for the country was taken 1952.Similarly the idea of national planning was first given by the Indian National Congress when it appointed the National Planning Committee under the chairmanship of Sri Jawaharlal Nehru in 1938. The Planning was introduced in India in 1951 when the National Planning Commissions set up in

1950, prepared the First Plan .Since then rural reconstruction and planning have gone side by side.

Students have previously got the knowledge of planning the meaning of planning and how good planning will be required for an organization. So the concept planning involved two things firstly the acceptance of a clearly defined system of objectives to be applied in framing over all policy and secondly the formulation of a strategy for promoting the realization of the ends defined .Planning is thus an attempt at working out a rational solution of problems an attempt to co-ordinate means and ends.

As Karl Mannheim quotes about democratic planning in the following words :Our task is to build a social system by planning but planning of a special kind .It must be planning for freedom ,subjected to democratic control ,planning but not restrictions so as to favour group monopolies either of entrepreneur or workers association but planning for plenty i.e. full employment and full exploitation of resources ,planning for social justice rather than absolute equality rather than privilege ,planning not for a classless society but for one that abolishes the extremes of wealth and poverty planning for cultural standards without “leveling down” a planned transition making for progress without discarding what is valuable in tradition planning that counteracts the dangers of a mass society by co-ordination of the means of social control, but interfering only in cases of institutional or moral deterioration defined by collective criteria ,planning for balance between centralization and dispersions of power ,planning for gradual transformation of society in order to encourage the growth of personality ,in short planning but not regimentation . Panchayati Raj system are one planning for rural reconstruction and development .For social work student rurac reconstruction carries the message of Rural development by applying appropriate new techniques where “community” development is another aspect .

Practicing Panchayati Raj

The status of new province to Odisha was provided through the Government India Act, 1935 and the state was constituted January 1st, 1948 after 25 princely states with 66 members. In the year 1948 a separate department was formed for the administration of assembly affairs under the control of Home Department. At the time administration of Odisha was being managed by 8 departments known as Home ,Finance, Revenue, Education, Commerce and Labour ,Law ,Public Works

,Health and Local Self Government. In the year 1956, Department of Community Development and Gram Panchayats was constituted as a part of major Department known as Political and Services Department. In 1962, Community Development and Panchayati Raj Department became an independent .In the beginning this department had two branches known as (i) Community Development and Panchayti Raj and (ii) Gram Panchayats .Later on a process it was in the year 1991 ,Odisha Rural Development and Market on Society and autonomous body under Panchayati Raj Department was constituted under Societies Act ,1860 for the purpose of sustainable livelihood for rural produces through marketing support .

Major Activities:

Odisha is always considered as a backward state and the tribal districts are the most suffered part due to its poverty and non-industrialized nature .The worst thing is that Odisha has all the major natural resources in the forms of minerals, forests, fertile lands but due to non-utilisation of these, Odisha suffered .There are lot of programmes which have been implemented and some are discussing:

1. **Poverty Alleviation Programme** ; The programme has following components like (Wage-Employment Programme)(ii)Self-Employment Programme,where financial support and technical support for self employment . (ii)Housing for Poor (iii) Development of Rural Infrastructure (iv) Marketing Initiative.
2. **Sampoorna Grameen Rozgar Yojana (SGY)** The objective is to take care of food security, additional wage employment and village infrastructure as food grains provided .This scheme was started with merger of Employment Assurance Scheme and Jawahar Gram Samridhi Yojana with effect from September 25, 2001. The Fund sharing is government of India and Odisha in ratio is seventy and twenty five percent.
3. **Swaranayanti Gram Yojana (SGSY)** This scheme was started on April 1st ,1999 after restructuring IRDP,TRYSEM,SITRA,GKY and MWS. The basic objective is to bring assisted poor families it means (Swarozagars) Fund sharing is seventy and twenty five.
4. **Rural Housing: Indira Awaas Yojana** : The objective of this scheme is to help construction of dwelling units by members of scheduled Caste /Scheduled Tribe ,free bonded labour and also non-SC/ST rural poor below the poverty line by assistance . Special thrust has been given for construction of Indira Awas Yojana

houses with RCC roof in natural calamity prone areas the unit cost is Rs-20,000 in plain area and Rs.22,000- in hilly areas.

5. **National Rural Employment Guarantees Act:** The objective of the scheme is to enhance livelihood security in rural areas by providing at least 100 days of guaranteed wage employment in a financial year to every house hold whose adult members volunteer to do unskilled manual work.
6. **Prime Minister Gramodaya Yojana:** This programme is generally based on the pattern of Indira Awass Yojana and is to be implemented in the rural areas having target group for houses under the scheme the people are BPL category, SC/ST.
7. **Operation Black Board.** This is for the construction of primary school building in rural areas .The cost of school building with two rooms and verandah is Rs.1.5 lakhs.
8. **Lastly in the Year 2002 :** Three Tier of Panchayat Raj Institutions held in conformity with 73rd Amendment and PESA thereby empowering tribal people as envisaged under PESA. Gram Panchayat in Odisha have been empowered to levy taxes and manage community assets created out of different poverty alleviation programme and area development scheme. They are expected to perform certain obligatory functions to provide basic services to all people living in the area. The minimum programmes are primary education, primary health, safe drinking water, sanitation and street lighting, environment protection, common property care.

Scheduled Tribes and Scheduled Castes Development Department of Odisha

A student of Social Work remembers that this is a Department of Odisha Government. It is working under Government of Odisha.

In the year 1946-67, a small unit known as Back Ward Classes Welfare Section was constituted under Planning and Reconstruction Department for taking the responsibility of welfare of Backward Classes. In 1948, Backward Classes Welfare Department was formed for providing concerted efforts to the problems of Scheduled Tribe, Scheduled Caste and OBC .The name of Tribal and Rural Welfare Department continued for long time. From 1999February to April Welfare Department was separated two Departments.

1. Scheduled Tribes and Scheduled Castes Development Department
2. Minorities and Backward Classes Welfare Department

The organogram explained that at secretariat level, there are one Director of SC and one Director of OBC on Joint Secretary and one Deputy Secretary followed by Under Secretary, Research Officers and Other Senior Officers.

Objectives; Its function as the nodal agency for general development of weaker sections belongs to SC and ST. The aim is to empower the target groups through their educational, economic and social development. The mission of this department is all round development of Minorities. The department given priorities to the Indian Constitution under articles related to weaker sections .Major articles of Indian constitution provided umbrella protection to weaker sections like Article's 46,16,17,19,164,244,275,330,332-366 selectively . The broader form of development under the following strategy (i) Socio-Economic Development Programme(ii) Educational Development Programmes(iii)Anti-Exploitation Progrmmes(iv)Development of quality of life . The Department implements different special welfare programmes for Harijans under the following areas a. Social Sectors:

1. Social Sectors (Health,Education,Water,Sanitation,Housing)
2. Social Insurance(Pensions,unemployment,benefits,disability,allowances)
3. Social Protections Food subsidies,projects,Supplementary feeding etc
4. Social Service: Care for vulnerable groups and weaker sections (Disabilities,Elderly people, Orphans)
5. Social Rights; Child, Labour, Women Rights.

Policy Initiatives: The Ministry of Social Justice and Empowerment is the nodal agency to oversee the purview of Schedule Castes contended works. The National Schedule Castes Finance and Development Corporation set up under the Ministry provide credit facilities to persons related to SC came under BPL category. The Ministry also implements civil rights which related to Protection of Civil Rights Act, 1955, & The SC and ST prevention of Atrocities Act, 1989. Policy related to Education explained that integrated development programmes with priority on education. The department has envisaged schemes for spreading of education from primary to higher level. All possible assistance is provided for these purposes. Regarding social development the department improved the standard of living of people belonging to backward classes . The development plan in its decentralized form has enhanced social and political power of the 'backward classes commendably. Similarly the economic priorities plugged the loopholes of these

sections and the infrastructural development programme for these weaker sections like construction of rural roads, bridges, construction, and repair of school buildings, minor irrigation, drinking water supply equipment etc.

4.6 Summery

- ❖ India is rural based country which majority of the people now lives in villages.
- ❖ After independent 'Planning Commissions' was implemented various developmental policies through various plans,programmes for the rural development which called as 'Rural Reconstruction'
- ❖ With major modifications of constitution of India, the policy makers implements various developmental programmes .

4.7. Key Words: Reconstruction, Panchayti Raj, Policies,

4.8. Check your progress

1. Discuss functions of State Boards.
2. Enumerate programs of Orissa State Social Welfare Board.
3. Discuss the functions of Central Social Welfare Board.
4. Discuss the functions of National Institutes engaged for social welfare.
5. Trace the historical background of the Panchayati Raj Department.
6. Discuss various programmes of Rural Reconstructions.
7. Discuss the role of National Commission for Scheduled Tribe.
8. Discuss the operational structure of social welfare administration at state level function.
9. Discuss State Welfare Board and discuss various programmes implemented for the weaker .

Short answer question

1. Discuss programs of family counseling center.
2. Main features of program of crèches for the children.
3. Discuss SGRY.
4. What is operation Black Board? This is a programme or a Scheme?
5. Discuss various programmes for Minority Welfare.
6. Discuss programmes of Family Counselling Centre .

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