PG SW S4-01 (DSC)

TWO YEAR MASTER'S DEGREE COURSE

(CBCS in Accordance with NEP 2020)

SEMESTER-IV

SOCIAL WELFARE ADMINISTRATION

SOCIAL WORK

Surya Kumar Bhuyan School of Social Sciences

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April, 2025 **ISBN :** 978-93-91026-38-7

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Printed and published by Registrar on behalf of the Krishna Kanta Handiqui State Open University.

Headquarters: Patgaon, Rani Gate, Guwahati-781017
City Office: Resham Nagar, Khanapara, Guwahati- 781022; Web: www.kkhsou.in

The University acknowledges with thanks the financial support provided by the **Distance Education Bureau, UGC** for the preparation of this study material.

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COURSE INTRODUCTION: SOCIAL WELFARE ADMINISTRATION

This course is for the fourth semester of Master of Social Work (MSW) programme. The course is titled- Social Welfare Administration. Social Welfare Administration is one of the important secondary method of social work. Administration involves various strategies of resource management and its optimum utilization for the benefits of different targets groups in the society. Thus, knowledge of administration and management is extremely important to ensure the beneficiaries have access to the schemes, resources and other necessities for which they are entitled. At the organizational level, administration is the backbone for its success in meeting its goal.

The main objectives of this course are: *to understand the concept, principles and components of social welfare administration; to develop understanding of social welfare administration as a method of social work profession; to study the legal aspects of Social Work Administration; the NGOs' and other organization's functions and to create awareness about the various social welfare programmes implemented by Central and State Governments*

In this course, there is detailed discussion of the different aspects of administration of available resources The First Unit introduces the concept of social welfare administration. The Second Unit discusses the various functions of social welfare administration. The Third Unit explains the functioning of the non-governmental organizations. The Fourth Unit discusses the types of social service organizations and the legalities. The Fifth Unit highlights the challenges faced by the voluntary organizations. Sixth Unit critically analyses the functioning of the human service organizations and how the decision-making process takes place. In the Seventh Unit, there is explanation on the importance of communication at the organizational level. The Eighth Unit describes the welfare programmes and schemes designed for various vulnerable groups in the society. The Ninth Unit gives an elaborate description of the national and state level welfare departments and their functions.

While going through the units of the block, you will find that unit is further divided into certain

sections and sub-sections, wherever necessary, for your better understanding. Again, the units may carry certain activities after a particular section where needed. These "ACTIVITIES" will provide you the opportunity to practically apply your own thoughts based on the knowledge gained from reading the text in a particular section. Besides, in order to give you additional information on certain relevant topics, you may find a category called "LET US KNOW" after the sections in each unit. Another category that has been included at the end of each section of a particular unit is "CHECK YOUR PROGRESS". The purpose of this category is to help you to asses for yourself as to how thoroughly you have understood a particular

section. You may then match your answers with “ANSWERS TO CHECK YOUR PROGRESS” given at the end of each unit. The section “FURTHER READING” in each unit contains the names of a few books which you might want to consult if you are interested in learning more elaborately about the concepts discussed in a particular unit. Furthermore, the category called “MODEL QUESTIONS” is intended to give you a hint of the type of questions you are likely to get in the examination.

UNIT -1: SOCIAL WELFARE ADMINISTRATION

UNIT STRUCTURE

1.1 Learning Objectives

1.2 Introduction

1.3 Definition and Concept of Social Welfare Administration

1.4 Nature of Social Welfare Administration

1.5 Features of Social Welfare Administration

1.6 Functions of Social Welfare Administration

1.7 Principles of Social Welfare Administration

1.8 Social Welfare Administration as a Method of Social Work

1.9 Let Us Sum Up

1.10 Further Reading

1.11 Answers To Check Your Progress

1.12 Model Questions

1.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- define the meaning of social welfare administration
- describe the scope of social welfare administration
- explain the principles of social welfare administration
- identify social welfare administration as a method of social work

1.2 INTRODUCTION

Social Welfare Administration is an important secondary method of social work that focuses on administration of resources and organizations for the purpose of welfare of specific groups, communities and society at large. Social welfare administration is an important means of increasing the reachability of welfare measures to the needy, which involve transforming social policy into social services through the administration of public and private agencies.

1.3 DEFINITION AND CONCEPT OF SOCIAL WELFARE ADMINISTRATION

Social welfare administration is a process by which the departments, institutions and people involved in achieving social welfare objectives are managed and facilitated in a scientific manner. It also deals with how desired social welfare services are offered to the beneficiaries. Like other domains of administration, social welfare also involves use of administration tools like planning, organizing, coordination, research, etc.

To fulfil the well-defined social welfare objectives, administrative design is prepared, policies are suitably amended; programmes are formulated and budgeted, financial planning is done, personnel selection procedures are undertaken, etc. According to Professor Rosemary Sarri (1971) social welfare administration include some of the following activities:

- Translation of social mandates into operational policies and goals to guide organizational behaviour in public and private agencies;
- Design of organizational structures and processes through which the goals can be achieved;
- Securing of resources in the form of materials, staff, clients and societal legitimisation necessary for goal attainment and organizational survival;
- Selection and engineering of the necessary technology;
- Optimizing organizational behaviour directed towards increased effectiveness and efficiency; and
- Evaluation of organizational performance to facilitate systematic and continuous solution of problems.

John C. Kidneigh (1950) refers social welfare administration as the process of transforming social policy into social services, which takes place through a two way process, i.e.:

- Transforming policy into concrete social services; and
- Use of experience in recommending modification of policy.

According to Walter A. Friedlander (1958) “administration of social agencies translates the provisions of social legislation of social agencies

and the aims of private philanthropy and religious charities into the dynamics of services and benefits for humanity".

Arthur Dunham (1962) quote, "administration is the process of supporting or facilitating activities which are necessary and incidental to services 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 of services".

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

The American Council of Social Work Education summarize, "administration is the process of transforming community resources into a programme of community service, in accordance with goals, policies and standards which has been agreed by those involved in the enterprise. It is creative in that it structures roles and relationships in such a way as to alter and enhance the total product. It involves the problem solving process of study, diagnosis and treatment".

Therefore, on the basis of above definitions, we find that social welfare administration is a process of converting policies, knowledge, understanding, principles and ways of interaction into social services which are suitable and accessible to the needy.

Summary about social work administration:

- Social welfare administration is a dynamic process which keeps its continuity of reaching the goal.
- The administrative process is ongoing for meeting a common purpose or goal.
- Planning, organizing, leadership, decision making, authority and communication are essential ingredients of the administrative process. In Social Work Administration the objectives are always people's development as whole.

1.4 NATURE OFSOCIAL WELFARE ADMINISTRATION

The question whether social welfare administration should be considered as science or art, is still a conflicting question. Social welfare has two purposes, i.e. 1) It is a process of administering the social welfare programmes, and 2) It is an area of intellectual enquiry or body of knowledge. The first relates to practice, and the second is study. If considered as a practice, social welfare administration is an art.

Social Welfare Administration as an Art

The following arguments could be given to support social welfare administration as an art.

- **It can be acquired**: No doubt that any kind of art like Music, dance, drama or painting are natural gifts which can be acquired through proper training, skills are also the examples of art as it possess the following elements:
  - personal skills;
  - practical know-how;
  - result orientation;
  - creativity; and
  - constant practice aimed at perfection.

  Thus, social welfare administration is an art which can be acquired. One can become a good administrator under proper training.
- **It is subjective in nature**: with the use of knowledge and skills, a social welfare administrator can make use of available human and material resources to bring social change.
- **Practical application of knowledge**: Art is a practical domain which requires application of systematic knowledge into practice. In social welfare administration not merely theory is applied but it is put into practice.

Social Welfare Administration as a Science

Science is a systematic study of knowledge. In the context of social welfare as science, those who believe that social welfare administration is a science point out that there are certain specific and clear principles on which social welfare programmes are managed.

The following arguments could be put forth to justify social welfare administration as a science:

- **Application of Scientific Method**: The claim is that social welfare administration applies scientific method of study as in the case of other social sciences.
- **Critical Examination**: It is also based on critical examination and study of evidence based on requisite of any scientific study.
- **Universal Guidelines**: social welfare administration also follows universal principles of science.

However, the nature of social welfare administration as a science has been criticized by several scholars on the basis of lack of experimentation, and objectivity. Thus we can consider that it is not an exact science, but is a science in its own way. It is also an art, because it is connected not only with formulation of general principles of social welfare programmes but also with the actual running of the administration of social welfare programmes.

1.5 FEATURES OF SOCIAL WELFARE ADMINISTRATION

Although social welfare administration involves the concept of administration like it is applicable in the case of other domains of management yet there are certain distinctive features of social welfare administration. A summary is given below:

- It helps social agencies achieve their objectives through identification of social objectives and formulation/ implementation of programmes.
- It caters to three types of social problems, through: (i) Restoration of impaired social functioning; (ii) Provision of resources, social and individual, for more effective social functioning; (iii) Prevention of social dysfunction.
- Despite variations in size, scope, structure and type of programmes, every agency has a governing board as an apex body for final decision making. The board is generally represented by the community it intends to serve.

- Social welfare administration requires optimum utilization of its available resources.
- Although social welfare agencies earmark certain portion of their resources for survival yet it does not limit their capacity to achieve in quantitative and qualitative terms.
- Although social welfare agencies compete for projects/funds yet they cooperate with peers and ensure participation of all the members in administration of their activities.
- Due to growing trend of recruiting professionally qualified manpower in the social sector, their administration is becoming professional.

1.6 FUNCTIONS OF SOCIAL WELFARE ADMINISTRATION



The administration has to delegate work to various departments under supervisors who will be accountable for the assigned work, which has to be coordinated so that optimum results are obtained.

The main function of social welfare administration is to accomplish the objectives they have set in order to improve the society. The functions of social welfare administration include:

- To formulate objectives and design programmes by getting required information and understanding the total situation to focus on a specific problem in a particular geographical area.
- To analyze information and plan appropriate measures to solve social problems.
- To recognize, screen and opt for an suitable plan of action to tackle problems and handle the initiatives of the social welfare agency.
- Formulating policies, programmes and plans for achieving social welfare objectives in a planned manner.
- To identify proper manpower who can implement the programmes in order to achieve the goals of the organization.
- To inspire volunteers to involve themselves in the aims, objectives and goals of the social welfare agency.
- The administration has to delegate work to various departments under supervisors who will be accountable for the assigned work, which has to be coordinated so that optimum results are obtained.

- Rules, regulations, practices and procedures have to be set up so that there is uniformity and accountability among all staff and the objectives of the agency are easily accomplished.
- The agency must keep proper records and reports. These records and reports must be analyzed and interpreted to find out the progress of the agency's work.
- The financial practices must be economically and strictly laid down so that there can be no misappropriations. The finances must be accurately utilized and accounted.
- Every agency has to follow certain benchmark practices and work towards meeting those standards at all times. The personnel from highest level to the lowest level must understand and maintain the standards and work for it with great care.
- One of the main threads that binds the whole agency together is communication. The communication must be clear and smooth from all sectors of the agency be it horizontal from department to department, or vertical from top to bottom or bottom to top. The agency must also have an open communication channel with the community people.
- Social welfare administration must also see to it that the agency has suitable coordination within the various departments of the agency and at various levels in the agency. The agency when it works as a whole, it becomes most effective to meet its objectives. The social welfare agency must also have proper coordination with other agencies working in the same field. There must be networking with agencies with similar themes, in same geographical areas.
- Social welfare administration has an important role in monitoring and evaluation of the agency's programmes and in assessing overall work.

1.7 PRINCIPLES OF SOCIAL WELFARE ADMINISTRATION

Principles are guiding statements resulting from experience or research. It helps in conducting social welfare administration in a particular manner. The principles of social welfare administration as given by Tracker are enlisted below:

- *The Principle of social work values:* Social work rests on social values like equality, social justice, and empowerment, which form the base upon which service is delivered and system of social work administration is based.
- *. The Principle of community and client needs:* The interventions carried out by the social welfare/development agencies are demand driven so that there is acceptability of the programmes, i.e needed by the community or the target group.
- *The Principle of agency purpose:* The agency working for social work should have clearly defined, formulated goals and purposes and should work in that direction only.
- *The Principle of cultural setting:* The administrator needs to understand the socio-cultural setting of the target group as it greatly influences the service acceptance and in fact success or failure of the services depends on it.
- *The Principle of purposeful relationship:* Effective purposeful working relationship must be established between the administrator and all the stakeholders - the staff, other agencies, and the community people to achieve the desired result.
- *The Principle of agency totality:* Based on ecological approach, an agency and its functioning should be considered in its totality for effective development administration.
- *The Principle of professional responsibility:* High professional standards are to be maintained in practice and professional ethics of social work needs to be maintained.

- *The Principle of participation:* Encourage participation of people in the development process right from planning to execution and evaluation of services.
- *The Principle of communication:* Open channels of communication are essential to the effective delivery welfare services.
- *The Principle of leadership:* Though democratic and participatory approaches are needed for development administration, a visionary and transformational leadership is equally important for attaining the goal of development.
- *The Principle of planning:* Planning is fundamental to the development of meaningful services, but it is also important that planning has to be participatory involving the service users.
- *The Principle of organization:* The orchestration of work of many actors is required so that responsibilities and relationships are clearly defined.
- *The Principle of delegation:* Delegation of responsibility and authority is an important aspect in the social welfare administration process.
- *The Principle of co-ordination:* Coordination with stakeholders and outside social environment is important for social welfare administration as it leads to successful implementation of programmes and services.
- *The Principle of resource utilization:* Resources are very limited therefore its optimum utilization is one of the prime responsibilities of administrators.
- *The Principle of change:* Social change is the crux of social development and is crucial for social welfare administration.
- *. The Principle of evaluation:* Continuous evaluation of programmes is essential for achievement of overall goal of development.
- *The Principle of growth:* The interventions should lead to holistic growth and development of all the sections of the society.

India is a welfare state and the government formulates various policies and programmes particularly to benefit the weaker sections of the population. However, such programmes cannot benefit the population unless and until

it is administered well. Social welfare administration therefore requires administrators who are efficient, skillful and resourceful, who will be effective in meeting the social welfare goals and bringing about social change and development.

1.8 SOCIAL WELFARE ADMINISTRATION AS A METHOD OF SOCIAL WORK

Social welfare administration is both scientific and professional activity. It promotes social work practice in administration. It administers special programmes intended for vulnerable, disadvantaged and weaker sections of the population such as women, disabled children, chronically ill, the aged, scheduled caste/ scheduled tribes etc. through social work processes. It also aims at the effective implementation of the regular and special programmes of social welfare agencies. Social Welfare Administration translates social welfare polices and social legislation into social work practice. It administers the resources and personnel available for social work practice. Social welfare administration also enhances the psycho-social and economic functioning of the clients and beneficiaries. Application of social work administration in the fields of information technology and e-governance is also crucial. This is an emerging area for the effective administration of social and social welfare services, social security and social work programmes at various levels. It can be used by local self governments, governments, non governmental organisations, intergovernmental organisation, co-operatives and private and corporate organisations. The target groups of this social work method can be individuals, groups, families, communities, agencies, organisations, committees or departments.

Extent of the Use of Primary Methods of Social Work; In a study on social welfare administration as a method of social work you will be interested to know how the primary methods of social work are used in administration. The basic methods of social work such as social casework, social group work, community organisation, social action, etc., play a very important role. Social casework is used with individual beneficiaries in the administration of social services. Social group work is used with families, and groups, which

are at the heart of every society. Social group work is also used in working with neighbourhood groups and self help groups. It is also used to improve the effectiveness of working of various committees, which are part of social welfare administration. Community organisation is used in resource mobilization and equitable distribution of services at the community level. It is also used to make effective the functions of grama sabha/ward meeting under Panchayat Raj Institutions. Linkages and coordination is also used under social welfare administration. Social action is used in bringing social welfare strategies and collective action for analyzing, modifying and formulating social welfare policies. It translates the above into the administration. Social work research plays a very important role in social welfare administration. It provides scope for action research, evaluates current programmes and provides social work indicators and statistical indices for developing strategies and programmes. It also provides necessary data bases for e-governance in Social Work Administration. Social welfare planning is an important component of social welfare administration (IGNOU).
(http://www.ignou.ac.in/upload/Bswe-003%20Block-2-UNIT-10-small%20size.pdf)

Social welfare administration, as one of the six methods of social work, helps to understand the foundations of social welfare, analyze organizational, local, state, national and international issues in social welfare policy and social service delivery. Analyze and apply the results of policy research relevant to social service delivery, understand and demonstrate policy practice skill in regard to economic, political, and organizational systems and use them to influence formulate and advocate for policy consistent with social work values and identify financial, organizational, administrative and planning processes required to deliver social services. Social workers must prepare themselves to help people with individualized personal problems on the one hand and very broad problems that affect whole organizations and communities on the other. Generalist social work provides a contemporary approach for meeting the purpose of social work. This view moves beyond the confines of individually focused practice to the expansive sphere of intervention with multi person systems. Broadly defined,

generalist social work considers the interplay of personal and collective issues and works with a variety of human systems- societies, communities, neighborhoods; complex organisatins groups informal groups, families and individual to create changes which maximize social functioning. Generalist social work practice requires the worker both to be able to explain human behaviors and to decide on courses of intervention to improve social functioning. The paradigm assists the practitioner to continually assessbehavior across the micro, mezzo and macro systems and to understand the tremendous Social Welfare Administration 361 forces that are brought to bear on the individual by these systems. The paradigm also utilizes the notion of systems theory, which recognizes the continual interaction of the systems and helps the worker understand the constant reconfiguration of the systems. Since the generalist social worker must work with the micro and macro systems, it is important that each new social worker be grounded in the traditional social work methods. The rich history and methodology of social work practice with individuals, groups and communities should be understood by the generalist social work practitioner. In addition to the three traditional methods the social work profession has always been interested in the methodology of administration. Because social work requires knowledge of the interaction of the individual with various systems as well as the organization of services required for meeting the needs of the client groups.



CHECK YOUR PROGRESS

Q 1: Define social welfare administration.

.....

.....

Q 2: List two principles of social welfare administration.

.....

.....



1.9 LET US SUM UP

In this unit we have learnt about the meaning, nature, features and principles of social welfare administration. It has twin concepts denoting social welfare and administration. Proper administration is needed to remove poverty, social malfunctions, child issues, women issues, etc. so that we can serve for the wellbeing of the people. It is essential, where such sections of our society could get better treatment by social policymakers, planners, welfare administrators, etc. It aims to apply professional competence to achieve social work goals.



1.10 FURTHER READING

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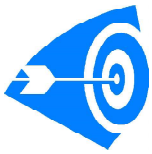
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1.11 ANSWER TO CHECK YOUR PROGRESS

Ans. to Q.1: Social Welfare Administration is the process of efficiently providing resources and services to meet the needs of the individuals, families, groups and communities to facilitate social relationship and adjustment necessary to social functioning.

Ans. to Q.2: The following two principles of social welfare administration as given by Harleigh B. Tracker (1971) states:

(i) *The Principle of social work values:* Social work rests on social values like equality, social justice, and empowerment, which form the base upon which service is delivered and system of social work administration is based.

(ii) *The Principle of community and client needs:* The interventions carried out by the social welfare/development agencies are demand driven so that there is acceptability of the programmes, i.e needed by the community or the target group.



1.12 MODEL QUESTIONS

Q 1: What is meant by welfare administration?

Q 2: Explain the functions of social welfare administration.

Q 3: Discuss the nature of social welfare administration.

Q 4: Why is social welfare administration an important method of social work?

Q 5: Discuss the principles of social welfare administration.

*** ***** ***

UNIT - 2: FUNCTIONS OF WELFARE ADMINISTRATION

UNIT STRUCTURE

2.1 Learning Objectives

2.2 Introduction

2.3 Concept of Management

2.4 Welfare Administration

2.5 POSDCORB (Functions of Management)

- 2.5.1 Planning
- 2.5.2 Organizing
- 2.5.3 Staffing
- 2.5.4 Directing
- 2.5.5 Coordinating
- 2.5.6 Reporting
- 2.5.7 Budgeting

2.6 Business Finance and Fund Raising

2.7 Accounting

2.8 Auditing

2.9 Let Us Sum Up

2.10 Further Readings

2.11 Answers To Check Your Progress

2.12 Model Questions

2.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- identify the meaning of Functions
- define welfare administration
- explain planning and its principle
- describe the concepts of organizing, staffing, controlling and coordination
- illustrate the concept of budgeting, fund raising, accounting and auditing.

2.2 INTRODUCTION

In the present-day industrial world, administration has become universal. With the increase in the complexities of management of business concerns, the importance of administration has increased enormously. The principles of management are being applied not only for managing business concerns, but also to manage various other institutions/ organizations like NGOs, hospitals, educational and social institutions and government. Administration occupies such an important place in the modern world that the welfare of the people and the destiny of the country are very much influenced by it.

In this unit, we will discuss the concept of welfare administration and different functions of management. You will find this unit interesting because you will know the importance of different functions of management and how it is applicable in our day-to-day life.

2.3 CONCEPT OF MANAGEMENT

Unlike other subjects like philosophy, psychology and economics, management is a relatively new subject. The principles and techniques of management are still in a developing stage and the definitions of management given by different scholars emphasize different aspects of management. The following are a few of the important definitions of the term 'management'.

- In the words of S. George: "Management consists of getting things done through others. Manager is one who accomplishes the objectives by directing the efforts of others".
- As propounded by Peter F. Drucker : "The first definition of management is that it is an economic organ of industrial society. It means taking action to make the desired result to pass."

From the above definitions, it is clear that management means things done through others by directing their efforts in an integrated and coordinated manner in order to attain business objectives. It is a process consisting of

functions such as planning, organizing, actuating and controlling business operations in such a manner as to attain the predetermined goals.

All administrators' position depends on performance of management functions. But there are differences among administration jobs. The differences arise because of the existence of various levels of management in a typical organization.

The term **level of management** refers to a line of demarcation between various administration positions. In a large organization, three levels of management are usually identified:



The term **level of management** refers to a line of demarcation between various administration positions.

- **Top Level Management:**

  Top management constitutes the highest level in the management hierarchy; administrators are responsible for the overall direction and operations of an organization.

- **Middle Level Management:**

  Middle level administrators receive broad, overall strategies and policies from top administrators and translate them into specific goals and plans for front-line administrators to implement. administrators who work at levels between the lower and the top levels constitute the middle management.

- **Frontline or Lower-Level Management:**

  Administrators who are directly responsible for the production of goods and services are frontline/lower-level administrators. This is the lowest level in the hierarchy of management.

2.4 WELFARE ADMINSITRATION

All social interventions that are intended to enhance or maintain the social functioning of human beings may be defined as social welfare. When we talk about welfare administration, we consider administration is a process transforming social polices into social services.

Administration may be defined as the sum total of all activities which relate to:

- Determination of objectives, plans, policies and programs.
- Securing resources –men, materials and machinery.

- Putting all these resources into operation –through sound organization.
- Controlling their performance – to ensure achievement of ends
- Providing sense of achievement to the workers in the operation through financial and non-financial incentives.

The Process of continuous planning is fundamental to the development of meaningful services. Social Welfare / work administration has much in common with administration in business and Government. It also requires a strategic planning for successful completion of desired work. Like other management functions, welfare administration requires principle of organization, i.e. the work of many people must be arranged in an organized manner and must be structured so that responsibilities and relationships are clearly defined. It requires the delegation of responsibility and authority to other professional persons. The work delegated to many people must be properly coordinated. Similarly, the principles of resource utilization, principle of leadership all are applicable in welfare administration.

Functions and Scope of Social Welfare Administration:

Social Welfare Administration, like any other administration (Government / business) requires clear objectives and policies and an efficient organizational structure with precise staff organization, sound methods of selection, recruitment and promotion of personnel, decent working conditions, and fiscal accounting and control to guarantee for responsible management. Nevertheless, there are important differences between social service administration and other types of government administration.

According to Joyce Warham (1967), social welfare administrators are supposed to perform the following functions:

- Formulating the agency's objectives
- The provision of a formal structure
- The promotion of co-operative efforts
- Finding and deploying resources



CHECK YOUR PROGESS

Q 1: Fill in the blanks With appropriate words :

(i) Planning, organizing, staffing, direction and controlling are functions of .....

(ii) The three levels of management are .....

Q 2: State two functions of Social welfare administration

.....

.....

2.5 POSDCORB (FUNCTIONS OF MANAGEMENT)

Different researcher has classified the functions of management differently. Henry Fayol in the early part of 20th century classified the functions of management as planning, organization, command, coordination and control. Luther Gulick classified functions of management by using the alphabets POSDCORB that refers to:

- Planning
- Organizing
- Staffing
- Directing
- Coordination
- Reporting
- Budgeting

It is clear that Gullick's classification is similar to that of Fayol, only new is that he divided the function of controlling into reporting and budgeting. In this section, we will explain these functions briefly.



Figure 2.1: POSDCORB

2.5.1 Planning

Planning is an essential activity carried out in all organizations in the modern world. Planning helps in determining the goals of an organization and the activities needed to satisfy these goals. If organizations are operating on a day-to-day basis with no feel of where they are heading, the result will be haphazard. Planning is concerned with the determination of objectives to be achieved and the course of action to be followed to achieve them. Before starting any action, one has to decide how and where it has to be performed. Thus, planning implies decision-making as to what is to be done, how it is to be done, when it is to be done and by whom it is to be done. Planning helps in achieving the objectives efficiently and effectively. It involves selection of objectives, strategies, policies, programmes and procedures for achieving them.

Administrators follow various approaches to planning based on the extent of participation, authority delegation and competency level of administrators working at various levels, namely:

- **Top-down approach**: In most family-owned enterprise, authority and responsibility for planning is centralized at the top. The top management defines the mission, lays down strategies, and specifies action plans to achieve the stated goals. The blueprint is

then passed on to the people working at lower levels, who have very little to contribute to the process of planning. The success of this approach is wholly dependent on the qualifications, experience and capabilities of people working at the top level.

- **Bottom-up approach**: Thinking and doing aspects in the planning process are two sides of the same coin. So, if lower-level administrators were drawn into the preparation and implementation of plans, their loyalty and commitment would go up automatically. Participation enables them to give their best to the plan document. In bottom-up approach, the lower-level administrators convey their opinion to the top-level administrators

Types of Planning

Planning may be classified into several types on the basis of comprehensiveness, time span and frequency of use of the plan. A brief description of these follows:

Long-range Planning: A plan that covers many years and affects many departments or divisions of an organization in a major way. Long range planning is quite common in stable industries such as steel, public utilities and automobiles.

Short-range Planning: A plan that is specific and detailed and generally covers a span of one year or less. Short-range plans are otherwise called operational plans. Market plans, production plans and financial plans are typical examples of operational planning.



ACTIVITY

1. List out five long range planning and five short range planning in any organization.

2.5.2 Organizing

According to Henri Fayol, "to organize a business is to provide it with everything useful to its functioning- raw materials, tools, capital and personnel". Thus, organizing involves bringing together the

manpower and material resources for the achievement of objectives laid down by the enterprise. Organizing involves the following processes:

a. Determining and defining the activities involved in achieving the objectives laid down by the management;
b. Grouping the activities in a logical pattern;
c. Assigning the activities to specific positions and people; and
d. Delegating authority to their positions and people so as to enable them to perform the activities assigned to them.

Organizing function helps in increasing the efficiency of the enterprise. Further, by avoiding repetition and duplication of activities, it reduces the operation cost of the enterprise.

To conclude, organizing function can be useful to the enterprise only when there are clear and verifiable objectives, cogent understanding of the activities needed to achieve the objectives and clear definition of the authority assigned to the administrators at every level.

2.5.3 Staffing

Every enterprise is greatly concerned with the quality of its people, especially its administrators. The staffing function is indeed concerned with this aspect of management. According to Harold Koontz and Cyril O'Donell, "the managerial function of staffing involves manning the organizational structure through proper and effective selection, appraisal and development of personnel to fill the roles designed into structure", thus, the staffing function involves:

a. Proper selection of candidates for right positions;
b. Good remuneration;
c. Appropriate training and development so as to enable them to discharge their organizational functions effectively; and
d. Robust evaluation of personnel.

Staffing function is a difficult administrative function because it is concerned with the selection of the persons who are properly qualified and mentally well-adjusted to the situations.

2.5.4 Directing

Directing is said to be a process in which the administrators instruct, guide and oversee the performance of the workers to achieve predetermined goals. Directing is said to be the heart of management process. Without proper direction, other management functions like planning, organizing, staffing has got no importance.

2.5.5 Coordination

Some authorities consider coordination to be a separate function of the administrators. It seems more accurate, however, to regard it as the essence of administration, for achieving harmony among individual efforts toward the accomplishment of group goals. Each of the administrative functions is an exercise contributing to coordination. It is the central task of the administrators to reconcile differences in approach, timing, effort, or interest and to harmonize individual goals to contribute to organization goals.

2.5.6 Reporting

Reporting to Management can be defined as an organized method of providing each administrators with all the data and only those data which he/she needs for his/her decisions, when he/she needs them and in a form which aids his/her understanding and stimulates his/her action". Management reporting is a source of business intelligence that helps business leaders make more accurate, data-driven decisions. Reporting can be based on financial analysis of the organization (Financial report), it can also be based on performance of the organization (Performance evaluation report) or can be annual progress of the organization (Annual report). The type of report varies depending on the type of requirements.

2.5.7 Budgeting

The word budget is derived from 'Bougettee' a French word meaning a leather pouch in which funds are appropriated for meeting

anticipated expenses. In fact, this is the basic idea behind budgeting. A budget is a statement of expected results stated in numerical terms. It is formed in advance of the period to which it applies. It is an instrument of planning as well as control. According to Institute of Costs and Works Accountants, England, "Budget is a financial and/ or quantitative statement prepared prior to a definite period of time, of the policy, to be pursued during that period for the purpose of attaining a given objective."

In the words of G.R. Terry, "A budget is an estimate of future needs arranged according to an orderly basis, covering some or all of the activities of an enterprise for a definite period of time". **Essential of a Budget**

An analysis of the above said definitions reveal the following essentials of a budget:

- It is prepared for a definite future period.
- It is a statement prepared prior to a defined period of time.
- The budget is a monetary and / or quantitative statement.
- The budget is a predetermined statement and its purpose is to attain a given objective.

A budget, therefore, is to be taken as a document which is closely related to both the administrative and accounting functions of an organization.

Difference between Forecast and Budget :

Both budget and forecasts refer to the anticipated actions and events. But still there are wide differences between budget and forecasts as given below:

Forecasts	*Budgets*
1) Forecasts is mainly concerned with anticipated or probable events	1) Budget is related to planned events
2) Forecasts may cover for longer period or years	2) Budget is planned or prepared for a shorter period

3) Forecast is only a tentative estimate	3) Budget is a target fixed for a period
4) Forecast results in planning	4) Result of planning is budgeting
5) The function of forecast ends with the forecast of likely events	5) The process of budget starts where forecast end and converts it into a budget
6) Forecasting does not act as a tool of controlling measurement.	6) Purpose of budget is not merely a planning device but also, a controlling tool.

2.6 BUSINESS FINANCE AND FUND RAISING

Before going to how funds are raised in organisation, we should know what is business finance and sources of business finance. Finance is the most essential factor for any business activity. A business of any form and kind requires finance for its smooth operation.

Definition of Business Finance :

Finance is the major functional area for all businesses. It not only deals with collection of funds but also deals with its effective utilization for achieving the organizational goals.

According to Guthmann and Dougall, “Business finance can be broadly defined as the activity concerned with the planning, raising, controlling and administering the funds used in the business”.

A business enterprise requires capital for various purposes such as for acquiring fixed assets, current assets, intangible assets; for paying establishment expenses and for financing expansion and diversification of the business etc. The financial requirement of business can be broadly put in the following way:

- **Fixed capital requirement:** Fixed capital is that portion of capital which is used in procuring fixed assets such as land and building, plant and machinery, furniture etc. Fixed assets remain in the business for long

period of time and used repeatedly. Fixed assets are permanent need of a business.

- **Working capital requirement:** Working capital also called *circulating capital* or *revolving capital* is that portion of capital which is used for holding current assets such as stock, bills receivables and cash for meeting day-to-day expenditure on salary, wages, rent, commission, advertising etc. current assets are those assets which could be converted in to cash with in a period of twelve months.

FUND RAISING:

Funds can be raised for organisations for both long term basis and short term basis.

- **Method of raising long term fund**

  Issue of shares is the most important, popular and easy way of obtaining fixed or long-term capital. The share capital is company's own capital which is split into a large number of small equal parts, each such part being called a share. Those who purchase these shares are called 'shareholders'. They are the owners of the company. It is the permanent capital for the company, as the money raised in the form of shares remains in the company up to the date of winding up. It is the basis for designing capital structure of the company. According to the provisions of companies Act, 1956, a company can issue only the following two types of shares, (i) Equity Shares, (ii) Preference Shares.

- **Equity Shares**

  Equity share is the source of permanent capital for a company. These shares are those which do not impose any obligation on the company to pay fixed rate of dividend to their holders. Equity share gives voting right to its holders. Equity shareholders are the actual owners of a company who have control over the working of the company.

- **Preference shares**

  Section 85(1) of the Companies Act defines preference shares as those shares which carry preferential rights as the payment of dividend at a fixed rate and as to repayment of capital in case of

winding up of the company. Thus, both the preferential rights viz. (a) preference in payment of dividend and (b) preference in repayment of capital in case of winding up of the company are attached to preference shares.

- **Retained Earnings or Ploughing Back of Profit**

  'Ploughing back of profits' is an important source of internal source of finance for a company. It refers to the process of retaining a part of the company's net profits for the purpose of reinvesting in the business itself. In other words, the savings generated internally by a company in the form of 'retained earnings' are ploughed back into the company for diversification of its business.

- **Issue of Debentures**

  Issue of debentures is another important source of obtaining fixed or long-term capital by a joint stock company. A debenture is an acknowledgement of a debt by a company usually issued under a common seal. Debentures are the uniform parts of a loan raised by the company. According to Thomas Evelyn, "A debenture is a document under the company's seal which provides for the payment of a principal sum and interest thereon at regular intervals, which is usually secured by a fixed or floating charge on the company's property or undertaking and which acknowledges loan to the company."



A debenture is an acknowledgement of a debt by a company usually issued under a common seal.

- **Term - Loan**

  Apart from above mentioned sources there is another source for long- term finance, that is, term-loan provided by various financial institutions. Term loans are long term debt for the company raised for long term investment like expansion, diversification, modernization etc.

  In India during last forty years several financial institutions are established by the central and state governments for providing financial and technical assistance to the business and industrial houses. The main objective of these institutions is to provide medium term and long term capital to the industrial enterprises. Some of

them are Industrial Finance Corporation (IFC), Industrial Development Bank of India (IDBI), Industrial Credit and Investment Corporation of India (ICICI), State Finance Corporations (SFCs) etc.

- **Methods of Raising Short-Term Fund**

  The main sources of obtaining short-term capital are as follows:

  Loans from Commercial Banks

  Commercial banks are the most important and easy source of providing short-term capital to business enterprises. They constitute the major portion of working capital loans. They are given on the security of tangible and readily marketable securities. They provide a wide variety of loans tailored to meet the specific requirements of the business enterprise. The main forms in which commercial banks provide short-term finance to business enterprises are; (i) Loans (ii) Cash Credit (iii) Overdraft (iv) Discounting of Bills.

- **Public Deposit**

  In case of public deposit, general public are invited to deposit their savings with the company. Here, a company can obtain fund directly from the public. At the time of accepting deposit the company issues a receipt mentioning amount deposited, date of accepting deposit, rate of interest, date of payment etc. As compared to banks, Companies offers higher rate of interest on public deposits.

2.7 CONCEPT OF ACCOUNTING

Meaning of accounting:

Accounting helps a business in having a complete and systematic record of its business transactions, reporting the results of its operation and interpreting such results for the purpose of effective control of future operations or activities.

Definitions of Accounting:

In 1941, The American Institute of Certified Public Accountants (AICPA) had defined accounting as the art of recording, classifying, and summarising in a significant manner and in terms of money, transactions and events which are, in part at least, of financial character, and interpreting the results thereof'.

With greater economic development resulting in changing role of accounting, its scope, became broader. In 1966, the American Accounting Association (AAA) defined accounting as 'the process of identifying, measuring and communicating economic information to permit informed judgments and decisions by users of information'.

The main objective of accounting is to record all the transactions in monetary units and to report them to its users in useful manner in the form of financial statements. These financial statements provide accounting information which is used by various interested parties for decision making. Only those transactions and events which are of a financial character are recorded in accounting. There are a number of events in the business which are very important for business but which cannot be measured and, expressed in terms of money and hence such transactions will not be recorded.

2.8 AUDITING

Audit is the examination or inspection of various books of accounts by an auditor followed by physical checking of inventory to make sure that all departments are following documented system of recording transactions. It is done to ascertain the accuracy of financial statements provided by the organisation.

There are four main steps in the auditing process:

- The first one is to define the auditor's role and the terms of engagement which is usually in the form of a letter which is duly signed by the client.
- The second step is to plan the audit which would include details of deadlines and the departments the auditor would cover. The audit could last a day or even a week depending upon the nature of the audit.
- The next important step is compiling the information from the audit. When an auditor audits the accounts or inspects key financial statements of a company, the findings are usually put out in a report or compiled in a systematic manner.

- The last and most important element of an audit is reporting the result. The results are documented in the auditor's report.



CHECK YOUR PROGRESS

Q3. Define business finance.

.....

.....

Q4. What do you mean by accounting?

.....

.....

Q5. State the concept of auditing.

.....

.....



2.9 LET US SUM UP

In this unit, we have learnt about different functions of management - planning, organizing, staffing, control and coordination.

Planning is concerned with the determination of objectives to be achieved and the action to be taken to achieve them. Organizing involves bringing together the manpower and material resources for the achievement of objectives. Staffing involves manning the organizational structure through proper selection, appraisal and development of personnel to fit the roles designed into the structure. Directing is concerned with actuating the members of the organization to work efficiently for attaining the organizational goals. Controlling is concerned with seeing whether the activities have been or being performed in conformity with the plans.

An administrator has to perform managerial functions irrespective of the position in which he is placed. But the mix of management functions which are to be performed by an administrator would depend on the organizational level, viz, top, middle or lower level, at which he is working.

Broadly a business firm has two types of financial requirement-fixed capital requirement and working capital requirement. On the basis of period there are three sources of generating funds *viz*- short term, long term and medium term. On the basis of ownership, sources of fund are classified as- owners fund and borrowed fund. On the basis of sources of generation, sources of fund are classified as- internal and external sources. Funds are raised through equity shares, preference shares, retained earning etc. which are the sources of ownership capital. Debentures, institutional loan, public deposit etc. are the sources of debt capital. Finally, while accounting deals with the tracking and recording of financial transactions auditing fulfils the role of verifying the accuracy of the accounts. Auditing in many ways determines the integrity of the whole accounting system of a company.



2.10 FURTHER READING

1. Management: Text and Cases, by VSP Rao & V Hari Krishna,Excel Books,New Delhi
2. Essential of Management, by Harold Koontz & Heinz Weihrich, Tata McGraw Hills, New Delhi
3. Practice of Management, by Peter F Drucker, Allied Publications, New Delhi
4. Organizational Behavior**,** by Stephen P Robbins, Timothy A Judge & Seema Sanghi, Prentice Hall, Delhi

1. Management: Text and Cases, by VSP Rao & V Hari Krishna,Excel Books,New Delhi
2. Essential of Management, by Harold Koontz & Heinz Weihrich, Tata McGraw Hills, New Delhi

5. http://www.igntu.ac.in/eContent/IGNTU-eContent-642461769227-MSW-2-DrRameshB-Social Welfare Administration and Social Legislations-1,2,3,4,5.pdf
6. https://economictimes.indiatimes.com/definition/audit

2.11 ANSWER TO CHECK YOUR PROGRESS

Ans to Q 1: (i) Management, (iii) Top level, middle level and lower-level management.

Ans to Q 2:

i. Formulating the Agency's objectives

ii. The Provision of a Formal structure

Ans to Q 3: According to Guthmann and Dougall, "Business finance can be broadly defined as the activity concerned with the planning, raising, controlling and administering the funds used in the business".

Ans to Q 4: Accounting helps a business in having a complete and systematic record of its business transactions, reporting the results of its operation and interpreting such results for the purpose of effective control of future operations or activities.

Ans to Q 5: Audit is the examination or inspection of various books of accounts by an auditor followed by physical checking of inventory to make sure that all departments are following documented system of recording transactions.

2.12 MODEL QUESTION

Q 1: What is management? Distinguish between management and administration.

Q 2: Give an outline of management thought during the 20th century.

Q 3: Define the concept of planning.

Q 4: What is coordination?

Q 5: State the concept of auditing.

Q 6: What is welfare administration?

Q 7: Differentiate between forecast and budgeting.

Q 8: Discuss the methods for raising short term and long-term fund.

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UNIT -3: INTRODUCTION TO NGOs

UNIT STRUCTURE

3.1 Learning Objectives

3.2 Introduction

3.3 Concept of NGOs

3.4 Functioning of NGOs

3.5 Structures of NGOs

3.6 Registrations of Welfare Organizations

3.7 Procedure for Establishing and Running Social Service Organization

3.8 Let us Sum up

3.9 Further Reading

3.10 Answers to Check Your Progress

3.11 Model Questions

3.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- recall the concept of NGOs in different fields of social work practice
- explain the structure and functioning of NGO
- explain the registration process of welfare organisations
- understand the procedures for establishing and running social service organisations.

3.2 INTRODUCTION

Social work practice has thrived through the activities of diverse organisations which have worked in the Indian context for many decades now even from the pre-colonial times. The Societies Registration Act of 1860 gave the credible legal identity to various voluntary organisations which have worked in the country during both natural and human made catastrophes. Social problems in India are multifaceted and the various communities, social systems and agencies have addressed such issues with great commitment to social justice, equality, dignity, human development, welfare, social security and empowerment. Non-Government Organisations

are part of the third sector which can sustain the issues of communities directly with the people to fulfill their needs, resolve problems and address their emerging concerns. India has been a champion of such initiatives in every possible pocket of social structure. NGOs are becoming a flexible space to address welfare measures for the Governments as well, apart from a few NGOs becoming the conscience of realities of the most vulnerable communities in the country. Political ambitions, religious solidarity, human rights, ecological regeneration, social and economic justice and restoration of commons have inspired groups, individuals and communities to start registered bodies like NGOs, voluntary organisations and community based organisations in a country like India.

3.3 CONCEPT OF NGOs

The concept of NGOs is not new either to the world or to India. In India, the emergence of NGOs coincides with the independence of the country. To begin with, charity was the primary concern of the Indian NGOs; this later evolved into social welfare, social service, relief, rehabilitation, economic development, social and cultural empowerment, rights-based approach, social entrepreneurship and digital community network building.

There are many different criteria for classifying NGOs in India and these guidelines for types of NGOs vary from country to country. In India, NGOs can be categorized into different types based on their size, geographic scope, thematic scope, sector focus, and type of incorporation.



NGO means non-government organisation. CSO means civil society organisations and groups, CBO means community based organisation, VO means voluntary organisation,

A non-governmental organization (NGO) is a non-profit group that functions independently of any government. NGOs, sometimes called civil societies, are organized on community, national and international levels to serve a social or political goal such as humanitarian causes or the environment.

NGO means non-government organisation. CSO means civil society organisations and groups, CBO means community based organisation, VO means voluntary organisation, GNGO means Government funded non-government organisations, Charitable Trusts, MNGO means Mother Non

Government Organisations, NPO means Non Profit Organisations, NPC means Non Profit Company, Producer Companies, Cooperative Societies, Funding Agencies, Community Networks, Trade Unions, Students Unions, Religious trusts, Family Trusts and Informal Organisations have been running many hybrid models to carry out crucial services for most marginalised sections of society.

These organisations are formed within the local, regional, national and international levels. The structures of these organisations are context specific and flexible which address the needs of the issues and stakeholders these organisations stand for. In the North East of India as well NGOs have a long history of responding to natural disasters, conflicts of diverse kinds and ensuring welfare measures for most vulnerable communities in bio-diverse ecosystems. In recent pandemic times, NGOs in the country have been engaged in providing shelter, ration and basic support for migrant workers, daily-wage earners, communities with socio-cultural vulnerabilities. Issues such as addressing the concerns of dissenting human rights defenders and responding to the realities of fears, psycho-social inhibitions, communal hatred, gender based violence, informal livelihoods and environmental sustainability have aso been taken up by NGOs in India. Some organisations have regularly supported communities across the country during multiple disasters such as floods, landslides, cyclones, earthquakes, covid pandemic and many conflicts which afflicted communities at large. The conceptualization of NGOs is evolving with every passing day and with the diversity of needs emerging from the socio-political constitutions of the world order.

3.4 FUNCTIONING OF NGOS

Functioning of NGOs depends on the structured timelines and planned activities of the organisations. Most organisations follow specific guidelines and memorandums of association to address their day-to-day functioning. These memorandums of association lay down the rules, regulations and norms which collectively become the organisational

development policy to a large extent. Their functioning is determined by the leadership positions within the organisations which lies with the grassroots workers, community activists, development professionals, finance and administrative staff and the senior management teams or single leaders who are generally the co-founders or founders of the NGOs. Initially most NGOs function in an egalitarian, unstructured and flexible way but gradually as their work expands and more people participate in their activities, the functioning gets streamlined through managerial staff and resource teams.

NGOs value verbal, digital, written and all forms of effective channels of communication to make their functioning more inclusive, democratic and transparent. Functioning of NGOs also is determined by the projects and donors which work closely with them. NGOs have to follow certain terms and conditions of these donors and support agencies to ensure that they are receiving the respective funds on time. Hence the project deadlines truly define the functioning of NGOs to a large extent. Every task is defined according to the need of the funding agency and the project goals. Only if funds are adequate, can the NGOs sustain their teams, community workers and all the running costs of the organisation. Constant evaluation of ongoing and completed projects also helps in smooth functioning of the NGOs for future. All the existing problems and gaps experienced by an NGO can be tackled with consistent monitoring and evaluation of projects.

3.5 STRUCTURE OF NGOS

There is not one standard structure of NGOs. But in most organisations which are registered as societies, they have a seven-member governing body, the members of which come from diverse sections of the society. This governing body forms the legally registered system within an organisation. They need to represent the organisation anywhere they go and they are also responsible for raising funds for the organisation. They have to carry on with the legal, social and community functions of the organisation in the long run. Some organisations have trustees while others can have company board members. The office bearers are mostly people

who take the initiative of starting the organisation and engage with the day-to-day affairs of the agency. A team of professionals are hired according to the need of the organisation to take care of accounts, programmes, technological interventions and administrative support. Most NGOs begin their journeys with a huge number of volunteers, interns and community support groups which are not directly employed but share common interests to fulfill the organisational goals and objectives.

While understanding the structures of NGOs, it is very important to understand the leadership patterns. Many organisations are present without leaders as well and community members and teams carry out different tasks on the basis of their specialisation. Some organisations, on the other hand, are very structured, having one or two specific leaders who take the major decisions of the organisation. Many corporate institutions also have NGOs which are part of the corporate social responsibility or CSR commitment as well. Such initiatives are structured according to the mandate of the corporate donors as well.

In the current pandemic times social start-ups and social entrepreneurial firms are also coming up to address the most pressing needs of the society or specific communities. These NGOs are structured in the social business models which have non-profit or shared profit structures. Structure within an organisation helps in giving direction to a specific initiative is the common opinion of many NGO leaders. But, in recent years the mode of functioning has been such that most organisations revisit their structures constantly according to the need of their projects, work focus and community initiatives.

3.6 REGISTRATION OF WELFARE ORGANISATIONS

Welfare organisations / Not for Profit Companies are registered under the appropriate registration act under the Registrar of Societies duly appointed by a state government. This is done in order to give legal entity to the group of individuals who come together to form the organization, and also to transform the individual liability to group liability. Some of the acts

under which these organisations can be registered are: the Societies Registration Act, 1860; the Indian Trust Act, 1882; the Cooperative Societies Act, 1904; the section 25 of Companies Act, 1956 or any similar act. Most of the welfare agencies, however, are registered under Societies Registration Act (XXI of 1860).

The following associations may be registered under Societies Registration Act (XXI of 1860):

> "Charitable societies, the military orphan funds or societies established at the several presidencies of India, societies established for the promotion of science, literature, or the fine arts for instruction, the diffusion of useful knowledge, 1 [the diffusion of political education], the foundation or maintenance of libraries or reading-rooms for general use among the members or open to the public or public museums and galleries of paintings and other works of art, collections of natural history, mechanical and philosophical inventions, instruments, or designs." (-Societies Registration Act, 1860)

Similarly, trusts and non-profit companies are registered in respective public authorities.

The registration Process to start, a Non Governmental Organisation or voluntary agency does not begin and end at one stage. The registration under the Societies Registration Act, 1860 entails the following steps:

- **Filling up the form**

The form is available from the Office of Registrar in State capitals. Any group of seven or more members desirous of working for any charitable propose or cause may, by subscribing their names to a memorandum of association and by filing the same with the Registrar of Societies or any other officer appointed under that Act by the state Government, can form a society.

The Memorandum of Association should contain the following particulars:

- Name and address of the association: While selecting the name of the organisation, care should be taken that it is simple, short, and

comprehensible; and also reflects the objects of the organisation. The name of the society should be such that it does not attract the provisions of Names and Emblems (P.I.U.) Act of 1950. Also, the proposed name should not be identical to that of any other organisation that has already been registered. The complete postal address of the organisation should be included to be approved as registered office. The signatures of the applicant office bearers on Memorandum of Association have to be attested by witnesses. The Memorandum of Association prepared in the manner indicated above and signed by seven or more persons sponsoring the organisation should be submitted along with the prescribed fees, to the Registrar who will record the name of the society. In most of the States today, a District magistrate is authorized to do so. It normally takes a month and the official cost is Rs. 50/-

- Purpose: The broad aims and objectives for which the organisation has been set up should be clearly stated.
- Membership requirements: The document will also indicate the qualifications for becoming members of the organisation. These may be based upon financial provisions, minimum age, special interest and contribution of a member in the programme.
- Other particulars: It should also contain information pertaining to the other aspects of functioning such as Board of Directors, Office Bearers, Elections, Sub-Committees, Meetings, Financial year, Amendments to the constitution, and Finances, (including maintenance and operation of bank accounts, Assets and Dissolution).

- **Legal Assistance**

The filing and subsequent registration at the Office of Registrar involves drafting of the Memorandum and Rules and Regulations in a way that protects both, the members and the organisation from legal issues and difficulties that may arise in the future. Also, all suits by or against the society will be commenced or defended in the name of the society. Thus, it is advisable to take legal assistance in the process of formulation of the document and filing it to the Registrar.

● **Final Stage**

An organisation is required to file with the Registrar of the Societies, a memorandum showing the name of the society, its objectives, names, addresses and occupations of the members of the governing body accompanied by the rules and regulations, and a copy of proceedings of the general meeting at which it was resolved to get the society registered. The Memorandum prepared in this format and signed by seven or more members sponsoring the organisation is then submitted to the Registrar with the prescribed fee. The Registrar then recordss the name of the society under the Act and issues the certificate of registration. The registered body is required to submit the annual list of managing body members and other information as required by the Act to the Registrar from time to time. Upon registration, all properties: moveable and non-immovable are deemed to become the properties of the society, and all suits by or against the society will be commenced or defended in the registered name of the society.

Other issues to be noted include the types of registration and membership:

Types of Registration

- Local/State level: Desirous persons subscribing the names to the memorandum of the organisation should not be (in any case) less than seven.
- National level: If the society proposes to give a national character to the organisation, there must be a minimum of eight different persons from different states of Indian union subscribing to the Memorandum.

Membership : The names, addresses, occupations and the designations of the present members of the Governing Council and subscribers to the Memorandum are needed along with their signatures.

The nature of membership, i.e. Local or National depends upon the scale of operations of the organisation.

Membership fees: There can be different types of members depending upon the amount they contribute to the organisation, such as life members, special members, annual members, active members, and contributing members.

In recent times, it has become imperative to register the NGOs with the Niti Aayog or the erstwhile Planning Commission as well for due legal and state recognition from the government. Some welfare organisations are also registered with respective state departments to execute state specific measures. Registration of NGOs is also needed for fund-raising, foreign contributions and income tax exemptions. Most NGOs have self-sufficient models to sustain themselves without any external funding for basic functioning. Such NGOs also need to maintain separate accounts for welfare activities and monetized activities. The registration procedures of the state authorities help the NGOs to remain transparent, accountable and credible in the public sphere. Such credibility strengthens the NGOs both internally and externally to carry out the activities of the communities and stakeholders adequately.



CHECK YOUR PROGRESS

Q 1: What are NGOs?

.....

.....

Q 2: In which year was the Societies Registration Act first passed?

.....

.....

3.7 PROCEDURE FOR ESTABLISHING AND RUNNING SOCIAL SERVICE ORGANIZATION

Social service organisations are those organisations which provide some services for public utility and support. There are different forms of social service organisations. Some are for people while others are for animals and a few are meant for services like healthcare, education, sanitation, water supply and shelter as well. Depending on the need and interest of agencies, social service organisations are established.

These organisations are established for collective action in the delivery of services. Group decision making processes and community

welfare are predominant in these organisations. Many Gandhian, tribal, missionary, women-specific, queer community support services, child-centric service delivery organisations are currently running in the country to engage with the critical concerns of abuse, exploitation, homelessness, food insecurity, perennial diseases and ecological disasters which effect every person with multiple vulnerabilities.

The running of these organisations depends on the organisational policies, memorandum of association, and a series of legal documents which supports the credibility of these organisations. In the north east itself, organisations working in the areas of drug abuse, mental health, child care, women's homes, old age homes, special rehabilitation centers for persons with disabilities, counseling support centers for persons with addiction, terminal illnesses, shelter and welfare boards for the transgender community and economic services for self-employment of women affected by conflict, disasters and domestic violence, are doing very good work. Some of these services are attached to state agencies while others are also linked to missionary institutions and other traditional institutions existing in different parts of North east India. Mostly These organisations run mostly through donations, charities, support from common people and funds and grants from the corporate agencies as well. Many bilateral donors and UN agencies also support social service organisations through multiple stakeholders within the government agencies as well. These organisations cater to the immediate needs of the local communities during crisis, displacements and collapse of basic infrastructure. A recent most example is the outreach and social support of such organisations in the times of the coronavirus pandemic. All these organisations have responded effectively to the immediate needs of plasma, blood, oxygen, beds, masks, isolation wards, ventilation support and sanitizing facilities in diverse settings of rural and urban contexts.

Cooked and dry rations, monetary resources for home rents, emergency medical support for other ailments are other areas where social service organisations are running in hybrid modes of both digital and physical contexts. In today's context, it has become mandatory for social service organisations to have digital networks, online ecosystem mapping structures

and virtual mobility of resources, information and communication to function effectively while the world prepares for different waves of the dreaded covid 19 disease. On the other hand, some NGOs are also closing operations due to lack of funds or shifts in their focus areas. If organisations were working on livelihood-support and community mobilisation for rural development, then the lockdown practices and pandemic protocols would not have had such a drastic and adverse impact on the day-to-day functioning of the running of the organisations. At the same time, it would have contributed in saving the livelihoods of hundreds of people in the effected societies and communities.

Many NGOs have laid off their temporary and short-term staff members as well. Organisations running shelters for children, women, elderly, diseased and disabled people are somehow managing to sustain their basic facilities with severe risks of covid and lack of adequate health care measures. Under such circumstances, running social service organisations have become a huge challenge. Community based organisations without much funding support are already closing their operations.

In India many social service organisations are running through the mandates of diverse social policies which design and define their existence and course of action. Various social policies of empowerment of dalit, adivasi, women, children, poor, minorities and adversity affected people are determining the modes of running and establishing social service organisations. Eg: One Stop Crisis Centre, Childline, Covid Helplines, Mental Health Helplines, Employment Exchanges are basic survival helplines. Apart from these, there are food, toilet, water, shelter, isolation facilities, digital support services which are made readily available for the people confined to their homes, hostels, workplaces and community institutions as well.



3.8 LET US SUM UP

NGOs are of different types. In the post covid world most NGOs are engaged in welfare and social service activities. NGOs are severely affected



Various social policies of empowerment of dalit, adivasi, women, children, poor, minorities and adversity affected people are determining the modes of running and establishing social service organisations.

by Covid 19 protocols and strictures of legal compliances for funding support and tax benefits. Structures of NGOs provide them with some direction which ensures better functioning and adequate credibility in the eyes of multiple stakeholders as well.

In the north east itself, women's homes, old age homes, special rehabilitation centers for persons with disabilities, counseling support centers for persons with addiction, terminal illnesses, shelter and welfare boards for the transgender community and economic services for self-employment of women affected by conflict, disasters and domestic violence, are doing very good work.



3.9 FURTHER READING

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3.10 ANSWERS TO CHECK YOUR PROGRESS

Ans to Q 1: A non-governmental organization (NGO) is a non-profit group that functions independently of any government. NGOs, sometimes

called civil societies, are organized on community, national and international levels to serve a social or political goal such as humanitarian causes or the environment.

Ans to Q 2: The Societies Registration Act was first passed in 1860



3.11 MODEL QUESTIONS

Q 1: How are welfare activities helping to challenge the social problems in India?

Q 2: What are the new measures during covid pandemic for NGOs to function better?

Q 3: How can leadership roles benefit NGO functioning in India?

Q 4: Explain the process of registering NGOs.

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UNIT- 4: TYPES AND PURPOSE OF SOCIAL SERVICE ORGANIZATIONS

UNIT STRUCTURE

4.1 Learning Objectives

4.2 Introduction

4.3 Registration of Societies

4.4 Registration of Trusts

4.5 Constitution

4.6 Bylaws

4.7. Societies Registration Act

4.8 Factors motivating voluntary action.

4.9 Let Us Sum Up

4.10 Further Reading

4.11 Answers to Check Your Progress

4.12 Model Questions

4.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- describe the constitutional process in the formation of the societies and trusts in India
- recognize the various means of promoting social service through the formal process
- compare the difference between forming a society or trust
- summarize the guidelines required to form these welfare agencies and maintaining them

4.2 INTRODUCTION

Social Service is an essential criterion for any welfare oriented activity. While India is dominated by humanistic and charity philosophy, number of social service organizations have established since the last twentieth century to cater the various needs of the society. However, there are certain pre-

requisites to be established as an organization as a trust, society or welfare oriented companies. There are also legal components to direct, monitor, evaluate the growth of welfare oriented activities and its organizations.

4.3 REGISTRATION OF SOCIETIES

Society or societies mainly work for literary, scientific and charitable purpose to establish a coherent relationship with all the members of society. Its motto is to see that the society is uplifted and engaged in meaningful activity for progress and development.

For any organised activities to render social service, one need to register as established society with members, rules and regulations and clear memorandum of association, that is a legal paper with every details of the society such as name, objectives, etc.

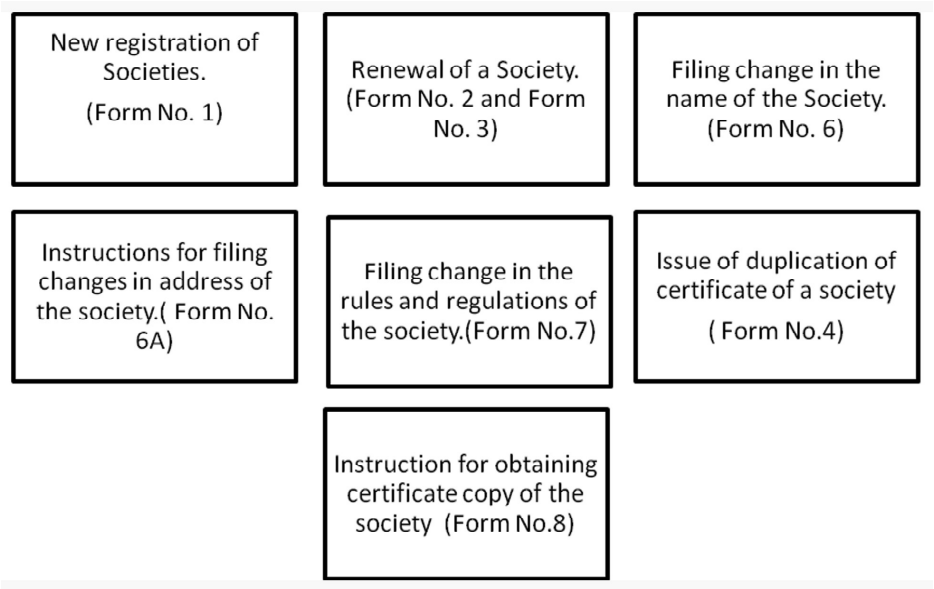
There are number of formalities to be maintained if a society needs to be registered.

- A working President and Secretary of the society to be selected among the associated members who volunteered to be a part of the society based on the agenda, motto or vision, mission statement and objects.
- Resolution copies to be maintained that is made by the executive body that are active in general body and takes the decisions for the society.
- If the society is located on its own land, then the land formality of ownership and patta / dag number is to be attached with the form. If it is under rented plot, an affidavit from house owner to proof ownership and to declare that the society exists under their land is to be furnished.
- A nominal amount of Rupees 50/- to be set as registration fee generated through Treasury Challan under Head of Account-1475-other General Economic Services – fees under Societies Registration Act 1860, Act XXI of 1860.
- If the society has taken funds from any government or other agencies prior registration, the receipt is needed to be kept categorically

recorded and showed for further work. It has to be declared by the President and the Secretary.

- The activities highlighted by the organization of the last twelve months needed to be highlighted.
- Passport sized photographs needed to be attached of the President and Secretary.
- Proper Seals of the society is to be maintained for official work.
- Two copies of Memorandum of Association having its constitution and bylaws are also to be declared.

The types of forms and its functions under Societies Registration Act



4.4 REGISTRATION OF TRUSTS

When there are assets to be utilised for welfare means and avoid estate taxes for large ancestral or gifted properties, a trust deed is made to have a trustee and beneficiary to enjoy the property for benevolent purpose making it sustainable for surviving members or added beneficiaries with hassle free.

Under the Indian Trust Act of 1882, Section 3 defines a trust to be an arrangement where under obligations are attached/ annexed to the ownership of property (trust property) which arise out of a confidence

vested in and accepted by the owner but for the benefit of another (beneficiary). An asset or property can be registered that takes a period of fifteen to twenty days from the date of filling the application. To be registered under a trust, minimum of three members are required. Members can be from family members. The list of proposed governing body and list of founding members are required with set of rules and regulations. Basic features of trust registration are required and who are the family members involved in this process as well as management and the process of adding or removing of trustees. There is a stamp duty charged based on the value of the property. Trust can be both public and private. Private trusts are registered under the Indian Trust Act of 1882 whereas Public Trusts are determined by individual states. For instance, the Bombay Public Trust Act of 1950. The Indian Trust Act, 1882 will apply all over India except when specifically amended or altered by any State Government.



Private trusts are registered under the Indian Trust Act of 1882 whereas Public Trusts are determined by individual states.

Trusts are created to enhance socio-cultural activities of the society and to utilise the common property for welfare good.

In Assam, there is Bhabendra Nath Saikia Children Welfare Trust (AAROHAN) actively working through creating avenues for children. Other trust such as Bhabada Devi Philanthropic Trust (SENEH) looks into the welfare of the homeless to lead a dignified life.

4.5 CONSTITUTION

Under Schedule VII of the Indian Constitution, the subject 'Trust and Trustees' finds mention at Entry No.10. Also forming association is a constitutional right under Article 19(1)(c), therefore, setting up a non-profit organization can be formed without registration and recognition too. The Constitution ensures that the society is purely charitable in nature and not motivated by profit. It primarily constitutes the name, address, target areas, the objects, services and activities. It has to ensure that it is taking scientific, charitable or promoting literary activities engaging with both state and other non-governmental organizations confined to the territory of India. All the members need to give their names, designation, address for communication. If they actively engage in promoting books, periodicals, it has to fulfil the

mission, vision statements. The funds can be exempted under Section 80G Income Tax Act, 1961.

4.6 BYELAWS

Every society makes its by-laws ensuring that all members follow it. Byelaws include the procedures for maintaining membership, the eligibility, power and functions of the general body and executive bodies, procedures to continue and withdraw memberships, vacancies, terms and conditions, frequency of meetings, record keeping, terms of office, training, activities and other programmes to be conducted in the period fulfilling its vision statements, monthly and annual audit reports, terms and conditions when linked with other organizations are to be mentioned. Also granting of membership be it life, temporary or honorary and fees are to be declared. The legal matter regarding property or activities can be disputable in the area of jurisdiction.



ACTIVITY

Start thinking of activities that you want to do as a social worker and develop a name for your own society, objects, mission, and vision making the essential criteria to fulfil as constitution and bylaws.

4.7 SOCIETIES REGISTRATION ACT. XXI OF 1860

Under Section1of this Act mention about the Societies formed by memorandum of association and registration—Any seven or more persons associated for any literary, scientific, or charitable purpose, or for any such purpose as is described in section 20 of this Act, may, by subscribing their names to a memorandum of association, and filing the same with the Registrar of Joint-stock Companies, form themselves into a society under this Act.

Under Section 20 of this Act, states that charitable societies, the military orphan funds or societies established at the several presidencies of

India, societies established for the promotion of science, literature, or the fine arts, for instruction, the diffusion of useful knowledge, [the diffusion of political education], the foundation or maintenance of libraries or reading-rooms for general use among the members or open to the public, or public museums and galleries of paintings and other works of art, collections of natural history, mechanical and philosophical inventions, instruments, or designs.

No Society shall use nomenclature imparting patronage or approval of Central or State Government until the government signifies its consent to use of words as a part of name. Using words containing national figures is prohibited. Self Help Groups cannot be a part of a society as they incur profit through business venture. Also, if the members of the society work for their vested interest for instance – pensioners association, housing; it cannot come under the purview of Societies Registration Act 1860. Under Section 3 of the Act, Registration and Fees - A nominal fee of Rupees fifty is payable through Treasury Challan and the maximum time for the application to be processed is between fifteen to thirty days.

For any issues or query, each State has their own State Public Information Officer (SPIO) of Firms and Societies who is a designated civil servant posted for the purpose to deal with public grievances for societies. It has been notified from the office of the Registrar of Firms and Societies on 6th of February, 2018 for the state of Assam under Finance (Establishment B) Department that due to digitalization platform only online application forms will be accepted and processed. Thereby all documentation has to be scanned and uploaded to be updated with the current system.

4.8 FACTORS MOTIVATING VOLUNTARY ACTION

Voluntary action in India is worked on multiple grounds to establish a stable community relationship identifying the needs and problems to provide essential services to the society. It is an individual initiative not driven by monetary factors rather a self motivated aspect to help people in need. There are multiple factors that motivate voluntary action.

- Humanistic Philosophy: The innate drive for human being is to survive and promote compassion and dignity so that future generation will

thrive in excellence. All world religions and sects are based on the value to promote goodness to others.

- Self motivation: Individuals are also altruistic driven to help others. Hence, there is a constant motivation to assist others and derive satisfaction. There are instances of perfect example of Saint Mother Terasa who established Nirmal Hriday (Mother House) to take care of the dying and the destitute.
- Organised activity: When a number of individuals join together to fight a cause or a mission, it is easier to work together, Marwari Yuva Mancha, The Indian Red Cross Society are each historically relevant organisations promoting voluntary social welfare activities.
- Array of services: Another factor to promote voluntary action is to provide a wide range of activities that can be generated through voluntary action such as women, children, youth, environment aiming at human rights and social welfare.
- Professional services: Voluntary action also provides a scope for professionals to render their services for social development and welfare oriented activities. Hence, professionals from social work, journalism, information technology and others can motivate for voluntary cause.



CHECK YOUR PROGRESS

Q 1: When was the Indian Trust Act passed?

.....

.....

Q 2: What is meant by humanistic philosophy?

.....

.....



4.9 LET US SUM UP

For any organised activities to render social service, one need to register as established society with members, rules and regulations and clear memorandum of association, that is a legal paper with every details of the society such as name, objectives, etc.

Byelaws include the procedures for maintaining membership, the eligibility, power and functions of the general body and executive bodies, procedures to continue and withdraw memberships, vacancies, terms and conditions, frequency of meetings, record keeping, terms of office, training, activities and other programmes to be conducted in the period fulfilling its vision statements, monthly and annual audit reports, terms and conditions when linked with other organizations are to be mentioned.

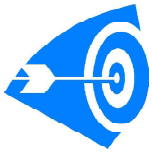
With the rapid transition of society and increased demands for welfare activities, formation of societies and trusts are mandatory. It is through voluntary action taken with or without state agencies makes a massive contribution by providing valuable supplementary welfare services. Wherever there is a breakdown of government services; the trusts and societies provide a clear direction and support be it in the field of education, health, promotion of values and norms, relief in disaster to the society and prevent it from being dysfunctional.



4.10 FURTHER READING

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4.11 ANSWERS TO CHECK YOUR PROGRESS

Ans to Q. No. 1: Indian Trust Act was passed in the year 1882

Ans to Q. No 2: Humanistic Philosophy: The innate drive for human being is to survive and promote compassion and dignity so that future generation will thrive in excellence. All world religions and sects are based on the value to promote goodness to others.



4.12 MODEL QUESTIONS

Q 1. Explain the procedure of registering organizations.

Q 2. Discuss the provisions of the Indian Trust Act.

Q 3. What are the factors motivating voluntary action?

Q 4:. In the Indian Constitution, how is the subject 'Trust and Trustees' mentioned?

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UNIT- 5: NATIONAL AND INTERNATIONAL VOLUNTARY AGENCIES

UNIT STRUCTURE

5.1 Learning Objectives

5.2 Introduction

5.3 History of Voluntary Organisations in India

5.4 Characteristics of Voluntary Agencies

5.4.1 Functions of VOs

5.4.2 Problems of VOs

5.4.3 National Policy on Voluntary Sector

5.5 International Voluntary Organisations

5.5.1 Objectives of International Voluntary Agencies

5.6 National Voluntary Organisations

5.7 Sources of Funding

5.7.1 Budgeting

5.7.2 Fund Management

5.8 Let Us Sum Up

5.9 Answers to Check Your Progress

5.10 Further Reading

5.11 Model Questions

5.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- explain the evolution, importance of national, international voluntary agencies, and their challenges
- describe various voluntary agencies operating in India for betterment of people and understand the role of international agencies
- identify the importance of Policies and its characteristics and Funding of VOs/NGOs and its managements

5.2 INTRODUCTION

Voluntary organizations are the organisations that actively and voluntarily engage in into social work to help the people in need and fulfill the needs

and vulnerable category without any compulsion or order. Voluntary organisations are considered indispensable and they perform a number of functions for the welfare of people. Commonly a Voluntary Organisation is formed when a group of people having some common interest, voluntarily come together and agree to act in order to achieve a particular purpose, objective or goal. Such a voluntary organisation may function without any well-developed structural features characteristic of formal organisations.

5.3 HISTORY OF VOLUNTARY ORGANISATIONS IN INDIA

Voluntarism is derived from Latin word voluntaries which means will or one's own choice. According to Oxford Dictionary, Voluntarism is the doctrine that the *will* is fundamental or a dominant factor in the individual or the universe. The concept of voluntarism may be termed as an informal creed or system with infrastructure, methods and procedures laid down by the people in an indigenous manner to tackle their problems. The initiative taken spontaneously by an informal gathering or a group may ultimately result in an organization called voluntary agency or in today's (international) parlance, a non-governmental organization (NGO).

Voluntary Organization (VO), Non-government organization (NGO) or Social Organisation (SO) are more or less synonyms and people of such organizations have began to differentiate between these terms and prefer to be called as Social Organisations instead of either first two. Voluntary agency, an American term generally used for non-government organization (NGO) and United Nation regards these all under the generic name, NGO, referring to any international organiastion which is not established by the inter-government agreement (Kholi,2001) whereas in United Kingdom the same term normally cover non-statutory bodies and services. In India it is usually understood to mean non-official societies registered under the Societies Registration Act.

Voluntary Organisations have become an important worldwide force today. They perform a number of functions for the welfare of its members, for the development of a country, integration and solidarity of the society

and nation. Voluntary organizations provide services to the poor, needy, neglected, the old aged and the sick people. They also perform their duties in emergencies like flood, war, drought, earthquake, epidemic and pandemics.

Voluntary Association :

A voluntary association or union is a group of individuals who voluntarily enter into an agreement to form a body (or organization) to work together for a purpose. In most of the cases no formalities are necessary to start an association.

The evolution of voluntary organisations in India could be traced to the last decades of 19th century when a systematic and an organised attempt were made in the field of rural transformation. Initially, the religious missionaries took the lead to spread their religious preaching in the inaccessible parts of the country. However, lots of experiments in the field of rural development were initiated only during the early decades of the present century. Rabindranath Tagore had set up Sriniketan, an extension of his university Shantiniketan. It was specially meant for the purpose of rural reconstruction where rural women were trained in the crafts. Then father of the nation, Mahatma Gandhi, initiated the process of transformation of socio-economic life at Sevagram around 1931. Thus, several voluntary organisations, small and large, have contributed significantly to the principles of rural development through voluntary action prior to independence. The Constitution of voluntary agencies has been well appreciated by policy makers and administrators after Independence. The plan documents made a reference to the positive aspects of the functioning of these organisations. In the First Five-year Plan, a major responsibility for organising activities in different fields of social welfare like the welfare of women and children, social education, community organisation working in their own way and without adequate aid for the achievement of their objectives with their own leadership, organisation and resources are taken. Since, then, the successive Five Year Plans have noted the role of the voluntary agencies.

5.4 CHARACTERISTICS OF VOLUNTARY AGENCIES

Voluntary organisations in India have adopted diversified methods for development. The method largely depends on the mode of approach and also on the aim of the organisation. Some of the characteristics are:

- A group of people
- Organization
- Common aims and objectives
- Some rules and regulations
- Co-operative Spirit
- Voluntary Membership
- Degree of Permanency
- Legal Status

Types of Voluntary Organisation

- An Unincorporated Association.
- A Trust.
- A Limited Company.
- Community Interest Company (CIC)
- Industrial and Provident Society (IPS)

5.4.1 Functions of Voluntary Organisations

There are four essential elements in any voluntary association:

- *Method of formation*, which is voluntary on the part of a group of people;
- *Method of government*, with self-governing organisation to decide on its constitution, it's servicing, its policy and its clients;
- *Method of financing*, with at least some of its revenues drawn from voluntary sources and;
- *Motives of profit excluded*.

Organisations having all the four elements are rare and perhaps are only the ideal forms.

Voluntary agencies are supposed to be potentially superior to official agencies in the following respects:

- Their workers can be more sincerely devoted to the task of reducing the suffering of the poor than government staff;
- They can have a better rapport with the rural poor;
- Since they are not bound by rigid bureaucratic rules and procedures, they can operate with greater flexibility;
- Their efforts are more economical; and they can motivate more public participation in developmental efforts than the government departments

5.4.2 Problems of Voluntary Organisations

We have witnessed lot of organisations not able to deliver properly and not been able to work in significant ways hence ending up failing to meet their objectives. Various reasons and factors lead to this failure. Some of them are given below:

- *Lack of experienced personal and commitment*- It can be seen that most of non-government organizations began with one-person dream to bring a difference to society and if they do not have that commitment and experienced person to run it or work on it would not sustain and reach its objectives.
- *Fund Constraints*- It is very important for any organization to be sound financially to work but since, it's a voluntary organisations if grants or aids or donations are not received they face a lot of problems. All programme are budgeted as both personal and funds are needed to operate them and fund constraints affect the work. VOs/NGOs also generate resources either through membership fees or by providing goods or services at a price in society. These resources are generally referred to as self-generated resources. VO/NGOs can generate their own resources by selling of products made by it such as crafts, food items, greeting cards, publications etc.
- *Lack of strategic planning*- There are six reasons why most strategic plans fail.

Lack of focus: Often, people get lost in the semantics of defining their vision, mission and values. Once they get to the actual plan creation and implementation, they're just trying to get it done and over with it. Their energy is drained which is never a good mind-set for strategic planning.

Lack of energy/resources: Some people run out of energy or resources before they can get to a practical plan. For example, one company got halfway through their plan and then abandoned it. When asked why, they said that they spent their entire budget and ran out of money. Therefore, sometimes strategic planning does not work because the company has not done the right kind of allocation and alignment of resources for a comprehensive process.

Lack of understanding: Sometimes people confuse strategic planning with operational planning. That is when focus on financial numbers and then extrapolating from that. As a result, the planning becomes just a matter of establishing financial targets and budgets into the future rather than having a dynamic debate about the larger strategic issues that could be affecting the organization in the future. So proper understanding is required about the matter.

Lack of accountability and follow up: When the blame game starts in any organization people become defensive. As a result, the group cannot deal with the real issues at hand. So no matter what plan they come up with, they're not going to have the muscle to execute on that plan because no one wants to take accountability and hence no follow up too.

Lack of flexibility: Finally, strategic plans don't work because the circumstances change and the plan becomes obsolete. It may have been a great plan at the time it was created, but things change in the environment. The fact is that the strategy can be right today but wrong tomorrow because of external factors. So for a strategic plan to work, you have to somehow build into that process a mechanism for reviewing and adapting the plan as circumstances change.

Politicization of NGOs/VOs: NGOs have great influence on social issues like environmental policy, development, human rights, health policies and women's issues. So, they use the media and lobbying of individual and governments sometimes.

Poor networking with mass media: Every NGO, regardless how small or poor it is, should have its own PR manager. The audience, which gets to know about the event through media (e.g., newspapers and posters for the older generation, and social networks for youth), is always bigger than the audience of the event itself. Ideally, cooperation with mass media should be a part of NGO is the long-term strategy.

Unorganised, Unwillingness to cooperate and working in isolation: In rural areas, many organisations are functioning in isolation; they are dispersed, unorganised and operating at micro-levels within local communities. They lack coordination and cooperation among themselves and with other institutions of State. Networking with other organisations is very important so it is needed for the members to be very proactive and developing ties.

5.4.3 National Policy on The Voluntary Sector

Voluntary organizations (VOs) mean to include organizations engaged in public service, based on ethical, cultural, social, economic, political, religious, spiritual, philanthropic or scientific & technological considerations. VOs include formal as well as informal groups, such as: community-based organizations (CBOs); non-governmental development organizations (NGDOs); charitable organizations; support organizations; networks or federations of such organisations; as well as professional membership associations.

Let us learn more about the policies applicable on Voluntary Organisations (VOs) and Non-Government Organisations (NGOs):

TO BE COVERED UNDER THE POLICY, VOs SHOULD BROADLY HAVE THE FOLLOWING CHARACTERISTICS:

- They are private, i.e., separate from Government;
- They do not return profits generated to their owners or directors;
- They are self-governing, i.e., not controlled by Government;
- They are registered organizations or informal groups, with defined aims and objectives.

OBJECTIVES OF THE POLICIES TO FACILITATE VOs

The specific objectives of the policy are listed below:

- To create an enabling environment for VOs that stimulates their enterprise and effectiveness, and safeguards their autonomy;
- To enable VOs to legitimately mobilize necessary financial resources from India and abroad;
- To identify systems by which the Government may work together with VOs, on the basis of the principles of mutual trust and respect, and with shared responsibility; and,
- To encourage VOs to adopt transparent and accountable systems of governance and management in India and abroad

5.5 INTERNATIONAL VOLUNTARY ORGANISATIONS

These organisations help people volunteer abroad. Similar to national voluntary organisations most of their objectives are same. The role of international voluntary agencies are effective in present as any people are willing to help the needy and poor and it can be achieved by joining these organisations. These voluntary organisations focus on providing welfare for the following:

- Social and economic assistance to people in need;
- Medical and health care to the poor;
- Elderly care;
- Education for children;
- Providing basic needs to poor;
- Women empowerment;
- Wild life protection;
- Gender Equality;
- Environmental protection and other services.

5.5.1 Objectives of International Voluntary Agencies

- To provide voluntary services all over the world.
- To enhance economic, social, educational and health condition of developing and under developed nations
- To try and reach with the abundant wealth of developed nations to developing nations
- To introduce new technologies that can make life easier for needy and poor
- To make world a better place by engaging people from various race and culture to come and work under one banner

5.6 VOLUNTARY AGENCIES WORKING IN INDIA

All VOs/NGOs have specific objectives so they work in different sector for the welfare of the needy and in building and developing their lives better. Although there are thousands of listed organisations and all of them are working in different areas total number is more than 1,00,000 and every day this number is increasing. Some of the well-known and popular organisations are:

Robin Hood Army : 'Food for all' is the motto of the Robin Hood Army. Throughout India, this organization aims to provide food to everyone, and deals with the problem of food shortage. Wherever you are in the country, you can be a part of the Robin Hood Army. Volunteers are required to take food from restaurants and provide it to the needy at night shelters, homeless families, orphanages and public hospital patients.

HelpAge India : Many senior citizens in India do not have anybody to look after them. They do not have a house of their own, healthcare facilities or nobody to talk to. HelpAge India works for their betterment by providing them food, shelter and medical care. The organisation, with support of the state and central government, also fights against elder abuse. You can volunteer at HelpAge India and spend some time every week with elderly people to help them feel a little happy, loved and taken care.

CRY (Child Rights and You) : With the belief that every child has a right to his/her childhood, CRY has been fighting to provide justice to children for more than three decades. The organisation rescues children who are suffering or who are abused, and works to provide justice to them. They work for a number of issues like child marriage, child trafficking, child labour, poverty, malnutrition, girl child, education and illiteracy. One can volunteer to be part of this programme and help save a child's future.

Akshaya Patra Foundation : The Akshaya Patra Foundation is a not-for-profit organisation strives to eliminate classroom hunger by implementing the Mid-Day Meal Programme. It provides nutritious meals to children studying in Government schools and Government-aided schools. Akshaya Patra also aims to counter malnutrition and support right to education of children hailing from socio-economically challenging backgrounds.

Bharat Sevak Samaj (BSS) : The Barat Sevak Samaj is a non-political and non-official organization established in 1952. One of the prime objectives of the Bharat Sevak Samaj is to help people to achieve health by their own actions and efforts. The BSS has branches in all the states and in nearly all the districts. Improvement of sanitation in villages is one of the important activities of the B.S.S. Self-help group's self-development initiatives of BSS have made a significant difference to the lives of poorest community.

INTERNATIONAL VOLUNTARY AGENCIES:

WHO: The World Health Organization is a specialized agency of the United Nations responsible for international public health. The WHO Constitution, which establishes the agency's governing structure and principles, states its main objective as "the attainment by all peoples of the highest possible level of health".

BILL AND MELINDA GATES FOUNDATION: The Bill and Melinda Gates Foundation, is an American private foundation established by Bill and Melinda Gates. They work to develop in the sector of Poverty, Health and Education to alleviate the lives of people around the world.

SAVE THE CHILDREN: Save the Children, was established in the United Kingdom in 1919 to improve the lives of children through better education, health care, and economic opportunities, as well as providing emergency aid in natural disasters, war, and other conflicts.

SOS CHILDREN VILLAGE: SOS Children's Village is an independent, non-governmental, nonprofit international development organization headquartered in Innsbruck, Austria. The organization provides humanitarian and developmental assistance to children in need and protects their interests and rights around the world.

ACTION AID: is an international non-governmental organization whose stated primary aim is to work against poverty and injustice worldwide.



CHECK YOUR PROGRESS

Q 1: What do you understand by Voluntary Organizations?

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Q 2: Briefly write about the history of VOs in India.

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Q 3: What are the major characteristics of Voluntary Organisations?

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5.7 SOURCES OF FUNDING

Funds are the most important thing for any organization to run smoothly and there is always this challenge of getting funds so that the organizations can sustain. So how are these voluntary organizations funded? The most common sources of funding comes from membership dues, fundraising, private donation, crowd funding, grants from other non-profits or government funding. So how are these organizations eligible for funds?

Organizations need resources to grow and develop, as well as to provide services and conduct different activities.

Every voluntary organization needs resources in order to fulfill its mission. 'Resourcing' organizations refers primarily to money, as this is needed to buy other resources like staff, premises and materials. However, some resources come in kind, such as volunteers, loans of staff or gifts of refurbished office furnishings. Most organizations will be reliant on different sources of funding, including government contracts, grants, donations and income from their own trading activities or investments.

There are lot of government and non-government funding agencies in India. Although some of the significant funding agencies of India are based out of UK, US , Germany, Japan, Sweden and other countries but some of the private national and government funding agencies like Ministry of Human Resource Development • Department of Women & Child Development • Ministry of Youth Affairs & Sports also give funds to the eligible organizations who have been working successfully in their fields. There are certain criteria to meet the eligibility to receive the funds. The documents the organization needs to produce are as follows:

- Certificate of registration and validity;
- 80 G certificate from the Income Tax Department;
- PAN card of the organization;
- Last three year ITR;
- Last 6 months bank statement;
- NITI AYOG ID registration UID number;
- Latest balance sheet, income and expense account, Auditors report
- Resolution copy
- List of Trustees
- Trust deed

Moreover, for Foreign funding FCRA (Foreign Contribution Regulation Act) registration is mandatory without which any funds can be transferred.

Management of funds and budgeting, voluntary organisations require human, material and financial resources for their survival and success but they generate only meagre resources on their own which constrains their

functioning. They do not have steady and stable source of income so they have to rely on various means for mobilizing financial resources from other sources or institutions of state and society.

5.7.1 Budgeting

Budget is an important term in any non-government organization because it is always needed as and when an organization need to plan and implement a project activity. Having a budget keeps your spending at check. Budgeting allows you to create a spending plan for your money and ensures that you will always have enough money for things that are important to you. Budget, in simple terms, means a document where you specify how much money you are going to spend or expenditure especially if your organization has received grants. In some cases, as in businesses, budgets can also include the money that the organization is going to generate or gain in the form of income'. The latter is important for all NGOs now because managing any organization, including an NGO does not mean just spending – it also need to look at how costs can be covered and money can be saved for other activities. Without proper budgeting and planning, the project cannot be achieved successfully.



A budget serves five main purposes — communication, coordination, planning, control, and evaluation.

A budget serves five main purposes—communication, coordination, planning, control, and evaluation.

5.7.2 Funds Management

The main sources of funding to voluntary sector have been the central, state and local government bodies; corporations, companies, corporate contributors, trusts and foundations; foreign institutions and international NGOs etc. The other sources of financial support to VO/NGOs pertain to contributions of individuals or communities from within our own society.

How funds are managed VOs /NGOs?

Managing fund is an important and essential aspect of any organisation receiving any monetary aid to ensure transparency and strengthen ties with donors. Attaining funds occurs in a multitude of ways, and their management depends on their size. It is important for organisations to assess their own financial position before taking on any advice from this resource. Those voluntary agencies in India that receive foreign funds are under a statutory obligation to get themselves registered with the Home ministry. The registration is given only after fulfilling certain terms and conditions laid down by the government. The registration is required to ensure that they function in a manner consistent with the rules. The Foreign Contribution Regulation Act, 1976, makes it incumbent upon a registered organization to intimate to the central government the amount of each foreign contribution received by it, the source from which and the manner in which the foreign contribution was received and the purpose for which such foreign contribution as utilized. Such an organization is always under a strict vigil of the government. These organisations also come under the ambit of the FEMA, 2000.

India maintains bilateral cooperation with almost all the DAC (Development assistance committee) countries of the OECD (organization for economic cooperation and development) and receives aid from all the multilateral donors. They provide funding to Indian voluntary sector organisations through various channels by the approval of the government of India. The major part of funding to the voluntary sector in India comes primarily from the international NGOs and especially from the NGOs of Europe and North America.



CHECK YOUR PROGRESS

Q 4: Why do we need funds for Voluntary Organizations?

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Q 5: What is the full form of OECD?

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5.8 LETS SUM UP

Voluntary organization is a term used to refer to specific type of organizations. The term originated from the United Nations, and normally refers to organizations that are not part of a government and are not conventional for-profit businesses. Sometimes Voluntary organizations are referred as non-profit organizations, non-government organizations, third sector and civil society organizations.

Voluntary organizations do not normally create a direct revenue stream, and thus remain dependent on other sectors for financial resources, through corporate sponsorship or government funding, or else on the wider public for donations.

Voluntary organisations are slowly becoming backbones of our society who are serving the people in need providing them with it and reaching out to the target group. Small local organisations can be seen taking active part recently in the deadly pandemic that has changed our day-to-day lives. They extended lot of effort and help like providing transportation to the migrants who are stuck, distributing food and rations to those who cannot come out of their homes, delivering cooked and packed food to covid victims and many more.



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5.11 ANSWERS TO CHECK YOUR PROGRESS

Ans to Q No 1: Voluntary Organisation is formed when a group of people having some common interest, voluntarily come together and agree to act in order to achieve a particular purpose, objective or goal. Such a voluntary organisation may function without any well-developed structural features characteristic of formal organisations.

Ans to Q No 2: The evolution of voluntary organisations in India could be traced to the last decades of 19th century when a systematic and an organised attempt were made in the field of rural transformation. Initially, the religious missionaries took the lead to spread their religious preaching in the inaccessible parts of the country. However, lot of experiments in the field of rural development were initiated only during the early decades of the present century.Rabindranath Tagore had set up Sriniketan, an extension of his university Shantiniketan. It was specially meant for the purpose of rural reconstruction.

Ans to Q No 3: Common characteristics are:

a) It should be established by a group of private, individual or NGO

b) It should be managed by independent, voluntary board of directors elected

c) It should be autonomous

d) It should have humanitarian objectives and programmes

e) It should be properly registered and have a formal legal status

f) Should be run by professional and voluntary staff

Ans to Q No 4: The main sources of funding to voluntary sector have been the central, state and local government bodies; corporations, companies, corporate contributors, trusts and foundations; foreign institutions and international NGOs etc. Managing funding is an important and essential aspect of any organisation receiving any monetary aid to ensure transparency and strengthen ties with donors. Attaining funds occurs in a multitude of ways, and their management depends on their size. It is important for organisations to assess their own financial position before taking on any advice from this resource

Ans to Q No 5: Organization for Economic Cooperation and Development



5.11 MODEL QUESTIONS

Q 1: What is the structure of VOs?

Q 2: What are the different types of VOs /NGOs?

Q 3: Explain National policy on Voluntary sections.

Q 4: Name a few national agencies you are aware of and also some local NGOs working in your neighbourhood.

Q 5: Why are Voluntary organizations needed? Write briefly about how these organisations are helping transform lives.

Q 6: Where are these voluntary agencies generate funds from and how do they manage it?

Q 7: Describe the criteria needed for any any organisations to be eligible for any funds/grants

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UNIT 6: ORGANISATION OF HUMAN SERVICES

UNIT STRUCTURE

6.1 Learning Objectives

6.2 Introduction

6.3 Definition of Human Services

6.3.1 Historical view of Community Centers

6.3.2 Importance of Human Services

6.4 Decision Making Process

6.5 Let us Sum up

6.6 Further Reading

6.7 Answers to Check Your Progress

6.8 Model Questions

6.1 LEARNING OBJECTIVES

After going through this unit, you will be able to

- define the meaning of human services and its importance
- identify why human service organizations are established
- explain the need for leadership training and professional development
- describe the decision making process.

6.2 INTRODUCTION

The field of human services is always changing and is expected to grow even further. New populations are joining the circle of recipients and new services are offered within the framework of “human services”. This constant changes and the overwhelming confusion regarding the meaning of this key concept create difficulties for social welfare policy makers. They also determine the design and the evaluation of human service organizations, and shape the nature of the helping people according to their needs.

6.3 DEFINITIONS OF HUMAN SERVICES

The literature offers various definitions of the concept “human services”, but none of them is generally accepted (Schmolling and Youkeles,

1997). The numerous definitions suggested by scholars and practitioners are used for different purposes, such as classifying bibliographic materials, characterizing organizations, and defining the professional uniqueness of human service personnel.

Human services are all about helping people find stability which includes everything from providing the basic needs like food and shelter to offering guidance, counseling and treatment with the goal of promoting self-sufficiency and happiness in people's lives. Human services is an interdisciplinary field of study with the objective of meeting human needs through an applied knowledge base, focusing on prevention as well as remediation of problems, and maintaining a commitment to improving the overall quality of life of service populations.

Definitions stress different aspects of the concept, among them the provider, the recipient, the needs that the services are designed to meet, and the organizational framework.

Yet despite the different contexts, purposes, and perspectives, all the following definitions refer to the same generic term-"human services".

Community centers, which means the group of human service organizations that has the following characteristics: First, they are community based, in the sense that they mobilize much of their legitimacy and often financial support from the local community in which they are situated. Most are incorporated as a local voluntary organization. Second, they emphasize socialization and character formation services rather than rehabilitative or improving services. Third, they offer a broad range of socialization services, ranging from recreational to educational and cultural. Fourth, their target population is broadly defined as including all residents of the community. Thus, their clients can vary greatly by age, ethnicity, and income. Fifth, client access to the services of the center is generally predicated on becoming a member by paying some form of membership fee. Sixth, they adopt an ideology of citizen participation in policy decision making.



Historically, community centers have been viewed as vehicles for social integration by creating the opportunity for different social groups to have positive social interactions by promoting common social norms and cultural values,

Historically, community centers have been viewed as vehicles for social integration by creating the opportunity for different social groups to have positive social interactions by promoting common social norms and

cultural values, and by providing residents with a sense of community (Beck,1977; Macarov, 1978; Macarov and Yanay, 1975; Perlman and Jones, 1967;Yanay, 1982). The centers has been seen as a means for promoting community development and cohesion and for integrating immigrant and socially deprive populations into the mainstream of society. As a community based organization, the community center can adapt to the specific characteristics of the community and tailor its services to the unique needs of residents. By providing a broad range of services, the center can become a focal point for many different community groups, and by emphasizing the concept of membership it attempts to foster active local participation and control (Israeli Association of Community Centers, 1980).

6.3.1 Historical view of Community Centers

The field of human service organization has been enriched by recent theoretical, empirical, and methodological advances. The important role these organizations play in shaping the welfare and well-being amplifies the responsibility of students and scholars of the field to forge ahead through theory and research in order to explore ways to make human service organizations more responsive and more effective in meeting human needs.

Human services as an organizational phenomenon: Through the years, scholars; theoreticians; and professional bodies have interpreted human services as an organizational phenomenon. Their various definitions can be categorized along two axes. The first is based on the nature of the interaction between the organization and the client, the second axis refers to the purpose of the organization. As for the first axis – the more direct and active the interaction, the narrower the definition; that is, it applies to fewer organizations, as we shall see below.

The most inclusive definition is that of the Library of Congress: “The various policies, programs, services, and facilities to meet basic human needs relating to the quality of life, such as education, health, welfare”. According to this definition, human services

organizations facilitate the fulfillment of human needs, even if there is no human interaction, so that even facilities (for example, a playground) or laws (for example, one preventing family violence) can be considered human services.

A narrower approach is defined in the ERIC Digest: Human services are "fields of public service in which human interaction is part of the provision of the services" (Houston, 1990: 120). According to this approach, human services are defined by the degree of human interaction they entail. Clearly, any organization that fits this definition would also be considered a human services provider according to the Library of Congress, but the opposite does not hold true. For example, a playground would be considered a human service according to the Library of Congress definition, but not according to the ERIC Digest definition.

The highest level of interaction is provided by Hasenfeld (1983), who differentiates between human service organizations and other organizations, and conceptualizes them as those organizations "whose principal function is to protect, maintain, or enhance the personal well-being of individuals by defining, shaping, or altering their personal attributes"According to this definition, it is not enough for an organization to provide for needs or to entail human interaction: human services organizations are unique in that their "raw material" is people. Again, each organization that fits Hasenfeld's definition for a human services provider will also fit the ERIC Digest definition, but not every organization the ERIC Digest defines as a human services provider would be considered such by Hasenfeld. For example, the customer services department of a cellular phone provider would be considered a human services provider by the ERIC Digest because human interaction is part of the service it provides; Hasenfeld would disagree because the company's raw material is cellular telephones and not people.

The second axis along which the various definitions can be classified is the purpose of the organization. Here we can differentiate



human services organizations facilitate the fulfillment of human needs, even if there is no human interaction, so that even facilities (for example, a playground) or laws (for example, one preventing family violence) can be considered human services.

between two approaches: the first sees the purpose of human services organizations as the fulfillment of basic human needs. For example, the definition of the Library of Congress mentioned above relates to attaining basic human needs for improved quality of life in education, health, welfare, etc. and the definition put forth by the two major organizations in this professional field in the USA relates to social and personal problems of individuals and groups caused by the failure to attain basic humans needs (The Human Service Worker, 1998). In contrast, the purpose of human services has been defined as advancing happiness and welfare. According to this definition, human services not only deal with basic needs, but aspire to maximize welfare, happiness, and quality of life. For example, O'Looney claims that human services "are designed to address human happiness at their core" (1996, 13) and Hasenfeld (1983) refers to improvement, defense and/or advancement of the welfare or functioning of people.

How is Social work and Human service different from each other?

Since both this fields are involved with making lives better they are not exactly the same and there is substantial overlap between the specific roles counselors and social workers play, and the scope of the human services profession. Both are concerned with empowerment and development. In the field, social workers are tasked with empowering clients to become more self-sufficient, to overcome their social, financial, and interpersonal challenges, and to lead more healthy and productive lives. And human services leadership are tasked with empowering staff to better serve their communities, with ensuring the long-term stability of their department or agency, and with maximizing the impact of their teams through strategic planning and creative problem-solving.

6.3.2 Importance of Human Services

What Does the Human Services Field Involve?

Those who pursue a human services degree, typically work as: child and family case managers at social service agencies (i.e. Department of Children's Services (DCS) or Child and Family Services) or clinics/hospitals. Depending on the level of the degree (i.e. bachelor's, master's or doctorate), they may also work as: psychologists, psychotherapists, marriage and family therapists, licensed social workers, residential directors at social service agencies, human service technicians or assistants.

With regard to challenges in management and leadership in the human services, the rising marketization of the public sector and the emergence of the New Public Management orientation have led to the infusion of business practices into the work of human service management and leadership.

- This requires that many leaders need to join in continuing professional education or another form of training to update their skill set.
- Continuing education, training, and professional development are conceptualized as a lifelong learning process for professionals beyond academic degrees, which aim to improve skills and knowledge for specific occupations. This form of learning can take the form of a workshop, lecture, training, and short-term non-degree certificate programme.

  Such programs are considered a necessary part of professional career advancement and a mechanism to deliver improved outcomes for both organizations and service beneficiaries.
- Professional development courses targeted to mid- to senior-level professionals may be the best hope at curbing short-term deficits in leadership capacities in the human service sector. Moreover, opportunities for training may be especially useful for aspiring leaders with backgrounds in social work, theology, and the humanities.

Strengthening professional development programs can benefit the human service sector as a whole by helping to retain talented individuals in the field and preparing them to take on future leadership roles.

Examples of Effective Training and Professional Development Programs in Human Service Management and Leadership:

Social Work Leadership Certificate Program

The Social Work Leadership Certificate Program is a professional development project currently in progress and sponsored by the National Association of Social Workers, New Jersey Chapter (NASW-NJ) with the overall objective of developing chapter leadership and the prospects for emerging future leaders. The program will consist of five day-long workshops and three one-hour online trainings. The topics for the day-long workshops include:

- Leadership Skills for Social Workers;
- Communication and Professional Development for Leaders;
- Creating Diversity and Social Justice;
- Understanding Transparency in Management and Governance;
- Managing Successful Partnerships and Collaborations;

In addition, participants will complete a personalized learning project to provide the opportunity to immediately use the concepts and skills they have learned.

The project is structured as follows:

- The in-person workshop series will be composed of five day-long workshops delivered over a six-hour time period conducted at a centralized training location. These training sessions are scheduled to occur monthly.
- The online component will consist of up to three one-hour webinars. Each workshop and webinar will feature one or more nationally recognized subject matter experts (NSWM consultants) well-versed in specific areas of leadership development.

This training program will accommodate up to 35 participants total.

The Institute for Families will distribute an evaluation tool to collect evaluation information at the conclusion of each workshop.

The analysis of the collected information will be provided to NASW-NJ and could be used to develop future training programs.

6.4 DECISION MAKING PROCESS

Decision-making is one of the most important aspects of any business or organisation, but the process of arriving at a decision must be precise, so that it will yield the best results. To ensure that decision-making is uniform throughout the organization, one should implement a process that everyone can follow.

The Steps in the Decision-Making Process are as follows:

- *Identify problems that require decisions*

  The first step in the process is to recognize that there is a decision to be made. Decisions are not made randomly; they result from an attempt to address a specific problem, need or opportunity.

- *Seek Information to clarify options*

  Once an issue is identified managers seek out a range of information to clarify their options that requires a decision. Administration may seek to determine potential causes of a problem, the people and processes involved in the issue and any constraints placed on the decision-making process.

- *Analyse and plan potential solutions*

  A complete understanding of the issue at hand help managers move on to make a list of potential solutions. It can involve Administrator from a few seconds of thought to a few months of formal collaborative planning, depending on the nature of the decision.

- *Decide and choose the right alternatives*

  There is always more than one option available for moving forward on a given issue or a new project. Compile a list of the pros and cons of each alternative, with a particular emphasis on the ease, speed and amount of resources needed for implementation.



Compile a list of the pros and cons of each alternative, with a particular emphasis on the ease, speed and amount of resources needed for implementation.

- *Choose an alternative*

  After weighing the pros and cons of each potential solution, seek additional information if needed and select the option they feel has the best chance of success at the least cost. Consider seeking outside advice as asking for a second opinion can provide a new perspective on the problem and potential solutions.

- *Implement the plan and evaluate the outcomes* Once decision is put into action and committed to a specific solution in place, get all employees on board and place the decision into action with conviction. That is not to say that a managerial decision cannot change after it has been enacted.



6.5 LET US SUM UP

- Human services is an interdisciplinary field of study with the objective of meeting human needs through an applied knowledge base, focusing on prevention as well as remediation of problems, and maintaining a commitment to improving the overall quality of life of service populations.
- During the last decades a substantial rise in both research and occupation in the field of human services can be witnessed.
- Human service definitions as both an organizational phenomenon and a field of knowledge, will present the social need in human service as a generic profession, one of which the core focus is the encounter between organization and client. There are also some significant challenges awaiting the process of consolidating the new profession - in light of the offered definition - in the academia, training programs and the job market. A survey of the various definitions put forth for human services shows that most theoreticians focus on the field of human services has in recent decades drawn increased attention in practice, in theory, and in research. This is manifested in several ways:

- First, in the increase in the number of human services organizations, the purviews they encompass, and the variety of service providers. Almost all human needs, including housing, employment, schooling, higher education, welfare, culture, and recreation are supplied today by formal organizations. As a result, there is a need for diverse types of organizations – in the private, public, and third sectors – in order to provide a wide range of solutions and methods. Accordingly, the number of people employed by these organizations and actually dealing with human services has multiplied (Woodside and McClam, 2009).
- Second, in the scholarly and theoretic occupation with service organizations and the concept of service, this has transformed human services into a growing and developing field (Zins, 2001; Butin, 2006)
- Third, in the establishment of academic courses specifically dealing with providing human services. (Butin,2010; Zins, 2001).
- A final area of concern was the relationship between planning process variations and the types of outcomes proposed by the plan. The two outcomes, major or minor change, were defined by the respondents. In those cases where the respondent concluded that the plan proposed major changes, at least three of the following were proposed: (a) change in mission; (b) addition of new service; (c) elimination of existing service; (d) change in staff; (e) change in organization structure.



CHECK YOUR PROGRESS

Q 1: What do you understand by Human service?

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Q 2: How are these services planned?

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Q 3: Why is leadership training needed?

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Q 4: Explain the need of decision making process.

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6.6 FURTHER READING

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6.7 ANSWER TO CHECK YOUR PROGRESS

Ans to Q No. 1: Human services are all about helping people find stability which includes everything from providing the basic needs like food and shelter to offering guidance, counseling and treatment with the goal of promoting self-sufficiency and happiness in people's lives. The important role these organizations play in shaping the welfare and well-being amplifies the responsibility of students and scholars of the field to forge ahead through theory and research in order to explore ways to make human service organizations more responsive and more effective in meeting human needs.

Ans to Q No 2: Those who pursue a human services degree, typically work as: child and family case managers at social service agencies (i.e. Department of Children's Services (DCS) or Child and Family Services) or clinics/hospitals. Depending on the level of the degree (i.e. bachelor's, master's or doctorate), they may also work as: psychologists, psychotherapists, marriage and family therapists, licensed social workers, residential directors at social service agencies, human service technicians or assistants.

Ans to Q No 3: With regard to challenges in management and leadership in the human services, the rising marketization of the public sector and the emergence of the New Public Management orientation have led to the infusion of business practices into the work of human service management and leadership. This requires that many leaders need to partake in continuing professional education or another form of training to update their skill set.

Ans to Q No 4: Decision-making is one of the most important aspects of any business or organisation, but the process of arriving at a decision must be precise, so that it will yield the best results. To ensure that decision-making is uniform throughout the organization, one should implement a process that everyone can follow.



6.8 MODEL QUESTIONS

Q 1: Define Human Services.

Q 2: How are human services different from social work?

Q 3: Write about Leadership Qualities and skills.

Q 4: Explain your understanding on how these human services organizations are managed.

Q 5: What is decision making process and what are the steps involved?.

Q 6: Write about the different courses that help in learning Human services better.

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UNIT 7: ROLE OF COMMUNICATION

UNIT STRUCTURE

7.1 Learning Objectives

7.2 Introduction

7.3 Meaning of Communication and its Basic Features and Principles

7.4 Importance of Communication

7.5 Communication in Administration

7.6 Practice of Social Welfare Administration in Different Settings

7.7 Social Welfare Administration As An Instrument Of Social Change

7.8 Transparency and Accountability of Social Welfare Organizations

7.9 Let us Sum Up

7.10 Further Reading

7.11 Answers to Check your Progress

7.12 Model Question

7.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- define the meaning of communication and its basic features and principles
- recognize the importance of communication in Administration
- illustrate the practice of social welfare administration in different settings
- explain social welfare administration as an instrument of social change
- describe transparency and accountability of social welfare organizations

7.2 INTRODUCTION

Communication plays an important role in every person's life, whether it is personal or official. In this unit we are going to discuss the concept of communication and its importance in an organization or office as it contributes heavily to the success or failure of every human task.

Communication is a process of transforming information and facts from one party to the other. In an organization, it is through communication that all the important functions like controlling, information, instructing, directing and monitoring etc. are carried out. So, to avoid grievances and misunderstanding at office, it is very important that proper and correct communication takes place. Mutual trust and understanding can only be achieved thorough meaningful communication.

The objective of this unit is define the meaning and importance of communication, its basic features and principles, communication in administration, and the practice of social welfare administration in different settings. Furthermore, we shall discuss social welfare administration as an instrument of social change and the transparency and accountability of social welfare organizations.

7.3 MEANING OF COMMUNICATION AND ITS BASIC FEATURES

Communication has been defined in numerous ways. According to *L.A.Allen,* "communication is the sum of all the things one person does when he wants to create understanding in the mind of another". Communication is a bridge of meaning between people. The following are some of the definitions of communication given by different scholars:

- According to Newstrom & Keith Davis said, "Communication is the transfer of information form one person to another. It is a way of reaching others by transmitting ideas, feelings, thoughts, facts and values."
- Peter Little defines "communication is a process by which information is passed between individuals and/or organization by means of previously agreed symbols.

The essential features of communication are given below:

- **Two persons:** Communication always involves two persons - a sender and a receiver. Communication is not a one-way street; one person cannot communicate.

- **Decoding:** The process through which information received through communication is converted back into ideas or concepts
- **Encoding:** the process through which ideas or concepts are converted into a form of that can be transmitted to others.
- **Sequential process:** Communication is a process, which involves several steps. First, the sender has an idea or thought to communicate. Second, the idea is translated into recognizable form, called *encoding* information. Third, the encoded message travels a distance through various communication channels like telephone, mail routes etc. Fourth, once the receiver gets the message; he begins *decoding*. Finally, the communication takes place.
- **Continuous activity:** Communication is a continuous and unending process. For instance, a manager/administrator must always be in touch with his subordinates, peers and superiors in order to get things done. Everything a manager/administrator does involve communication.
- **Pervasive function:** Communication takes place at all levels in an organization. It is, infact, the artery of an organization through which instructions, order, and decisions of the management flow down to lower level. It also conducts upward the pulse of the workforce i.e., their ideas, feelings, suggestions etc.
- **Transference of meaning and understanding:** Communication involves both information and understanding. Effective communication, thus, is the process of sending a message in such a way that the message received is as close in meaning as possible to the message intended.

7.4 IMPORTANCE OF COMMUNICATION

Communication is important to all administrators/managers, and it is needed by all employees. Communication is important because of the following reasons:

- **Basis of action:** Getting the right information to and from the correct sources is necessary for an organization to function properly. Communication keeps the people working in accordance with desires of the administrator/manger.
- **Facilities planning**: Communication helps the planning process in a number of ways:
  - It helps executive interact and provide vital inputs to plan;
  - It helps executive to strike rapport with subordinates, seek their opinions and provide realistic information;
  - It helps executives to communicate what is contained in the plans in a clear way and secure their acceptance.
- **Helps in decision- making: C**ommunication provides the right type of information to an administrator/manager and enables him to consider the pros and cons thoroughly before arriving at a decision.
- **Means of coordination: I**n the absence of communication, members may fail to realize the importance of working unitedly towards a common goal. In the words of *Hicks*, *"when communication stops, organized action comes to an end".*
- **Improves motivation and morale:** Communication improves morale and motivation by keeping people informed. Employees can share their grievances, troubles, problems to the management. Administrators/ Managers in turn, can explain the importance of organizational rules, policies, and procedures properly.

7.5 COMMUNICATION IN ADMINISTRATION

From the above section, we got an idea that communication is a process of exchanging verbal and non-verbal messages. The smooth functioning of an organisation mainly depends upon proper communication.

Let us now discuss about the term administration. The word administration has been derived from the Latin words 'ad' and 'ministrate' which means to serve. In simple language, it means the 'management of

affairs' or 'looking after the people'. To administer is to manage, direct and serve.

According to Herbert A. Simon, "In its broadest sense, administration can be defined as the activities of groups co-operative to accomplish common goals."

According to Pfiffner, "administration is the organisation and direction of human and material resources to achieve desired ends."

Thus, administration is primarily concerned with proper organisation of men and material to achieve desired and common goals. It consists of doing the work or getting the work done by others.

An organisation generally dedicates approximately 5-6 hours per day in communicating with the peer members, superiors, subordinates, colleagues, customers or suppliers. The administrators and the managers communicate through face to face or telephone with them. They also use written communication in the form of letters, reports or memos wherever oral communication is not feasible. Thus, we can say that "effective communication is a building block of successful organizations". In other words, communication acts as organizational blood. Effective Communication is significant for administrators/managers in the organizations to perform the basic functions of administration/management, i.e., Planning, Organizing, Directing, Leading and Controlling. Communication helps administrators and managers to perform their jobs and responsibilities effectively. Let us now discuss in brief the functions of administration/management.



Communication is significant for administrators/ managers in the organizations to perform the basic functions of administration/ management, i.e., Planning, Organizing, Directing, Leading and Controlling.

- **Planning:** We all know that planning is the primary function of administration/management and communication serves as a foundation for planning. Planning means looking ahead for future course of action to be followed. It is a systematic activity which determines when, how and who is going to perform a specific job. Planning is deciding best alternative among others to perform different managerial functions in order to achieve predetermined goal.

- **Organising:** We all know that an organization is the form of every human association for the attainment of a common purpose. An organization, divides work among the members, establishes standard practices, transmits standard authoritative decisions, provides a communication system, and trains and orients the members, etc.
- **Directing:** Directing is a major administrative function primarily related to instructions, feedback and clarification. A healthy communication between the director and staff is a prerequisite to it.
- **Leading:** According to Bateman and Snell, "Leading is stimulating high performance by members of the organization". Leading involves the social and informal sources of influence that the administrator or the manager use to inspire action taken by others. If the administrator or the managers are effective leaders, their subordinates will be enthusiastic about exerting effort to attain organizational objectives
- **Controlling:** Controlling involves ensuring that performance of the workers or the employees does not deviate from standards. Controlling consists of three steps, which include: (1) establishing performance standards, (2) comparing actual performance against standards, and (3) taking corrective action when necessary. This function of management does not imply that managers or the administrator should only attempt to control or to manipulate the personalities, values, attitudes, or emotions of their subordinates. Instead, this function of management concerns taking necessary actions to ensure that the work-related activities of subordinates are consistent with and contributing towards the accomplishment of organizational and administration objectives.

Hence, the administration/organization ensure effective communication in each function of management and all levels of management for its smooth functioning. Communication is an essential skill that encompasses reading, listening, speaking, and writing. Administrative communications involve written business correspondence such as memos, notices, reports and

letters, speaking in meetings and presentations and listening to all levels of employees, co-workers, and superiors to be productive and effective. The quality of communications influences business in many areas, including working relationships, sales effectiveness, and perceptions of leadership.

7.6 PRACTICE OF SOCIAL WELFARE ADMINISTRATION IN DIFFERENT SETTINGS

Before discussing the practice of social welfare administration in different settings, let us first discuss the concept of social welfare and social welfare administration.

Social Welfare is based on two basic concepts: a. social problem and b. the ways in which the society responds to its problem related to policies, legislation, and procedure. According to Elizabeth, “Social Welfare is a system of laws, programs, benefits and services which strengthen or assure provision for meeting social needs recognized as basic for the welfare of the population and for functioning of the social order”. According to Amy Gutmann, “Social Welfare includes all programs whose explicit purpose is to protect adults and children from the degradation and insecurity of ignorance, illness, disability, unemployment and poverty”.

Administration is sum total of all activities which relate to: Determination of objectives, plans, policies and programs; Securing resources –Human, materials and machinery; Putting all these resources into operation –through sound organization; Controlling their performance – to ensure achievement of ends; and Providing sense of achievement to the workers in the operation through financial and non- financial incentives.

John C. Kidneigh defines social welfare administration as the “process of transforming social policy into social services... a two way process: (i) transforming policy into concrete social services and (ii) the use of experience in recommending modification of policy.

Thus, Social Welfare Administration is the process of efficiently providing resources and services to meet the needs of the individuals, families, groups and communities to facilitate social relationship and adjustment necessary to social functioning.

Rosemary Sarri/ Dunham listed out the following six activities of Social Welfare Administration.

- Translation of Social mandates into operational policies and goals to guide organizational behavior.
- Design of organizational structures and processes through which the goals can be achieved.
- Securing of resources in the form of materials, staff, clients and social legitimation necessary for goal attainment and organizational survival.
- Selection and engineering of the necessary technology
- Optimizing organizational behavior directed towards increased effectiveness and efficiency
- Evaluation of organizational performance to facilitate systematic and continuous problem solving.

Let us now discuss the scope and practice of social welfare administration in different settings. Social welfare administration scope has been divided into two aspects-

- Narrow aspect
- Integral aspect

Let us discuss these aspects in the following ways:

Narrow aspect is the management aspect where social welfare administration takes into account the execution of the government's sponsored programmes. According to P.M. Queen, "the study of administration deals with 'men, material and methods'". However, L. Gulick has given a formula in a word 'POSDCoRB' with each letter describing one technique, representing Planning, Organising, Staffing, Directing, Coordinating , Reporting and Budgeting. This approach is 'technique-oriented'.

The scope of social welfare administration is diverse in nature. With the emergence of new social problems of entirely different nature, a new strategy needs to be evolved for their solution. The strategies require optimum utilization of available resources e.g. human, institutional, financial, technological etc. Social welfare administration should focus in the following:

- **Interdisciplinary knowledge:** Social welfare administration requires the interdisciplinary knowledge and constant interaction with other social sciences to know the human nature in totality, such as philosophy, psychology, sociology, political science and economics to solve their problems.
- **Administrative Structure: Social** welfare administrator needs to understand the organisational and administrative structure of social welfare programme at each and every level of implementing organisation. Similarly, it is also important to know the role and set up of non- governmental organisations for effectively carrying out their functions.
- **Financial Administration:** the professionals engaged in social welfare administration must be trained in the techniques and principles of financial administration to make out proper and effective budgeting of the programmes,
- **Human Resource Management: In** welfare administration requires proper knowledge of human resource management which includes knowledge about recruitment policies, job classification, training and development, staff evaluation, advancement and transfer etc. for effective implementation of social services.
- **Public Relations and Participation:** The welfare administrators must be conversant to utilise mass media, such as TV, radio, newspaper, brochures, books and personal contacts, to interpret their agencies' programmes to the public and reaching community members. It is also required to get associated with the government and non-governmental agencies working in the field, the people or the beneficiaries, whose co-operation and support will add to the effective planning, formulation and implementation of policies and programmes intended for their welfare.



CHECK YOUR PROGRESS

Q 1: What is encoding and decoding in communication?

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.....

Q 2: SWA is based on which 2 basic concepts?

.....

7.7 SOCIAL WELFARE ADMINISTRATION AS AN INSTRUMENT OF SOCIAL CHANGE

Social Work is a profession that aims at rendering services to the beneficiaries and empowering them. It is based on scientific skills and techniques which helps those who are in need of love, care and protection. Out of six methods of Social Work practice Social Welfare Administration is a secondary method. It is absolutely important to know that Social Welfare Administration plays a significant role in bringing about social change.

Through good administration changes can be possible. An administration process must be effective in all aspects if it aims to accomplish its goals. India being a welfare country has witnessed various socio-economic and political issues of development with different magnitudes. Therefore, social welfare organizations have to play an important role in bringing out desired social change. Such organizations have to administer the social policies well. Social Welfare Administration is the process associated with social welfare organizations and it is different from other administration because it has special objectives to help human beings. Dunham defines social welfare in the sense of supporting or facilitating activities which are necessary and incidental to the giving of direct service by a social agency. Social Welfare Administration helps an agency to organize its work in a more efficient manner. It also helps in transforming

social policies into social service. With clear objective, effective administration, farsightedness an organization can meaningfully contribute to social development and change.

Social Welfare Administration is democratic in nature and that makes it different. It talks about delegation, decentralization and participation. Democratic principles and values ensure effective result. Such nature of Social Welfare Administration in social welfare agencies helps in achieving full participation within the organization and the community as well. It emphasizes on equality in participation, non-autocratic way of administration and maintenance of acceptable hierarchy in the welfare organizations. In the administration process of a social welfare agency the participation of people in planning, implementing, policy reviews and the entire process gives effective result. People's participation before as well as during the implementation of any social policy is needed for better result as it is for the welfare of the people that any social welfare agency works for.



Social Welfare Administration in social welfare agencies helps in achieving full participation within the organization and the community as well.

Thus, Social Welfare Administration acts as an instrument of social change. Through its clear objectives, principles and nature it stimulates a social welfare agency to provide services in the most effective way. The more these organizations work efficiently more progress and social change can be possible. Social Welfare Administration being one of the methods of Social Work does focus on the human values and humanitarian philosophy. So bringing out social change is an inevitable part of this method.

7.8 TRANSPARENCY AND ACCOUNTABILITY OF SOCIAL WELFARE ORGANIZATIONS

There is a common perception that Social Welfare Organisations are transparent in their actions. Civil societies often raise questions on the growing elitism and professionalism of NGOs. NGOs have been working at the grassroots as well as at the national level, and have been interacting with international funding agencies. This has led to tensions with the government, local politicians and administrators, as well as business, all of which feel insecure. A conflict of objectives between organisations has also resulted in internal tensions in the voluntary sector. The NGOs operating

from urban areas are often termed as “elitist” while those working in rural sectors are seen as “corrupt”. There are few grass root causes behind such transparency and accountability challenges of NGOs.

- **The Power Play: Shifting NGO’s Accountability To The Donors**
  NGOs often need funding from different sources such as leaders, bureaucrats, and big organizations to run their activities. Such a stance of NGOs, especially in high power-distance countries like India, inherently creates a power imbalance between NGOs and funding agencies. It throttles the possibility of voicing against any miscreant activities of the donors. The NGOs often act as mere puppets in the hands of powerful agencies. *Misrepresentation of Human Rights*
  NGOs are supposed to be the voice of underprivileged, poor and socially deprived masses. However, it is seen that in the name of “serving the underprivileged class” some deviate from the real issues at hand and are motivated by self interests.
- **Corruption :**
  Government funding has problems. Finding the right NGO for a programme is the first problem. Assessing its capabilities is another. Thirdly, there is no follow-up of NGOs activities, which leads to poor accountability. The Central Social Welfare Board (CSWB) of India has blacklisted 3,500 NGOs on account of non-submission of expense reports. The NGOs who act as ‘contractors’ to Government are highly corrupted as they misappropriate project funds and lavishly spend on other unrelated things.
- **Lack of Leadership Competencies :**
  A report by Venkatachalam (2017) suggests that there is a huge gap in terms of leadership development in NGOs. It is surprising that in India most of the NGOs believe that there are not competent to recruit, develop and transition effective leaders. There is a dearth of funding from NGO support bodies to develop and nurture leadership. The implications of such issues are in manifolds. The culture of an NGO which is grounded on a code of ethics and moral values may be compromised due to a leader’s ulterior motives and goals.

To curb the above issues, a lot of effective interventions can be taken by the Government and organizations. A few of them can be the transparency of the selection criteria and code of governance for receiving project funds. ICT based interventions in the process of fund allocation and subsequent audits must be conducted and reports may be made accessible to the public. Training on ethics and moral values must be incorporated in the staff development programs of NGOs.



CHECK YOUR PROGRESS

Q 3: Why is SWA said to be democratic in nature?

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Q 4: Why were many NGOs blacklisted by CSWB?

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7.9 LET US SUM UP

In this unit we have discussed the following:

- Communication is a mutual exchange of facts, thoughts and perception, resulting in common understanding of all parties.
- Communication plays an important role in an organization. So, the importance of communication are (1)basis of action (2)facilitates planning (3)helps in decision- making (4)means of coordination (5) improves motivation and morale.
- There are is a process of communication which involves the following steps:
  (1)sender (2)encoding (3)message (4)channel (5)receiver (6)decoding (7)feedback (8)noise
- The use of mail services has the following uses, they are:\

a. eliminate wastage b. increase speed of operations c. accuracy d. speed up the delivery of reports



7.10 FURTHER READING

1) Lehr-Lehnardt, R. (2005). NGO legitimacy: reassessing democracy, accountability and transparency. In *Cornell Law School Inter-University Graduate Student Conference Papers*.

2) Venkatachalam,*P and Berfond, D. (2017). Building the Bench at Indian NGOs: Investing to Fill the Leadership Development Gap, Bridgespan Group India,Retrieved from :* https://www.bridgespan.org/leadership-development-at-indian-ngos. (https://www.business-standard.com/article/economy-policy/temple-handi-to-ngos-how-launderers-are-still-beating-the-govt-on-note-ban-117010300313_1.html).



7.11 ANSWERS TO CHECK YOUR PROGRESS

Ans to Q No. 1 : Communication is a process, which involves several steps. First, the sender has an idea or thought to communicate. Second, the idea is translated into recognizable form, called *encoding* information. Third, the encoded message travels a distance through various communication channels like telephone, mail routes etc. Fourth, once the receiver gets the message; he begins *decoding*. Finally, the communication takes place.

Ans to Q No. 2 : Social Welfare is based on two basic concepts: a. social problem and b. the ways in which the society responds to its problem related to policies, legislation, and procedure.

Ans to Q No. 3 : Social Welfare Administration is democratic in nature and that makes it different. It talks about delegation, decentralization and participation. Democratic principles and values ensure effective result.

Ans to Q No. 4 : The Central Social Welfare Board (CSWB) of India has blacklisted 3,500 NGOs on account of non-submission of expense reports.



7.12 MODEL QUESTION

Q 1: How is communication important in administration of welfare organization?

Q 2: What role does communication play in every function of SWA?

Q 3: How does effective administration ensure social change?

Q 4: State the meaning of transparency and accountability in welfare organizations. Why is it necessary?

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UNIT - 8: WELFARE PROGRAMMES IN INDIA

UNIT STRUCTURE

8.1. Learning Objectives

8.2 Introduction

8.3 Welfare Programmes

8.3.1 Women

8.3.2 Children

8.3.3 Youth

8.3.4 Aged

8.3.5 Destitute and Persons with Disability

8.4 Social Welfare Programmes for Scheduled Castes and Scheduled Tribes

8.5 Social Security Schemes

8.6 Resource Mobilization

8.6.1 Grant-in-aid

8.6.2 Fund Raising

8.7 Let Us Sum Up

8.8 Further Reading

8.9 Answers to Check Your Progress

8.10 Model Questions

8.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- describe the varied social welfare programmes and schemes relating to women, children, youth, aged, destitute and persons with disability
- identify the specific programmes for Scheduled Castes and Scheduled Tribes
- summarize/Assess the importance of social security and the need for resource mobilization.

8.2 INTRODUCTION

Social welfare addresses the 'well-being' needs of individuals and meets the universal needs of the population. It includes those provisions and processes directly concerned with the treatment and prevention of social problems and enhances the quality of life of individuals and families. It may refer to services available to all groups as a matter of their civil rights or it may be specialized to meet the unique problems of particular group of people. In this unit, we shall discuss the different programmes that are implemented by the Government of India (GoI) for the vulnerable sections of the country such as women, children, elderly, those who are destitute and persons with disabilities, the marginalized sections of society etc. The importance of resource mobilization, a crucial aspect of voluntary organization is also discussed herein. It is recommended to refer to the concerned Ministry that implements the programmes/schemes for a detailed understanding as they are only discussed briefly in this unit.

8.3. WELFARE PROGRAMMES

This section shall provide an overview of the programmes/schemes related to women, children, youth, aged, destitute and differently abled.

8.3.1 Women

The Ministry of Women and Child Development is the nodal ministry responsible for envisaging and implementing welfare programmes for women focussing on all aspects of their safety, well-being and empowerment. A brief overview of the schemes is as follows:

- **Beti Bachao Beti Padhao Scheme**

  This scheme aims to prevent gender biased sex selection elimination; ensure the survival and protection of the girl child and also promote education and participation of the girl child.

- **One Stop Centre Scheme**

  This scheme helps to establish centres for providing integrated support and assistance under one roof to women and girls below 18 years who are affected by violence or any abuse.

- **Women Helpline Scheme**

  A 24-hour emergency helpline 181 to provide emergency response to all women affected by violence and victims of physical, sexual, emotional, psychological and economic abuse. Wide range of services is given to women without any discrimination.

- **Ujjawala: A Comprehensive Scheme for Prevention of trafficking and Rescue, Rehabilitation and Re-integration of Victims of Trafficking and Commercial Sexual Exploitation**

  The purpose of this scheme is to prevent trafficking of women and children who are vulnerable for commercial sexual exploitation (CSE) and also the rescue and rehabilitation of victims of trafficking and CSE.

- **Working Women Hostel**

  To provide safe and conveniently located accommodation for working women with day care facility for their children in urban, semi urban or rural areas.

- **Swadhar Greh**

  This scheme is for women who are victims of difficult circumstances in need of institutional support for rehabilitation to lead life with dignity. Their primary needs will be taken care of, provided with psycho-social support, vocational skill training and legal aid.

- **Nari Shakti Puraskar**

  Awards given to Indian institutions, organizations and individuals without any discrimination to acknowledge the exceptional contribution made to celebrate women as game changers and catalysts of positive change in the society.

- **Nirbhaya**

  The Nirbhaya Fund provides for a non-lapsable corpus fund of 1,000 crore for safety and security of women, set up in 2013.

The Centre gives money to the States which in turn spends it on programmes meant for ensuring women's safety.

8.3.2 Children

Ministry of Women and Child Development implements various schemes for welfare, development and protection of children who are the most vulnerable group in society. The different programmes are:

UMBRELLA ICDS

Launched on 2nd October 1975, Integrated Child Development Services (ICDS) today represents one of the world's largest programmes for early childhood development.

Various Components

- **Anganwadi Services Scheme:** This is an unique programme for early childhood care and development. Beneficiaries are children in the age group of 0-6 years, pregnant women and lactating mothers. This schemeoffers ***Supplementary Nutrition;*** *Pre-School Non-Formal Education; Nutrition and Health Education; Immunization; Health Check-Up and Referral Services.*
- **Poshan Abhiyaan (National Nutrition Mission)** targets to reduce *stunting, under nutrition, anaemia (among young children, women and adolescent girls) and reduce low birth weight.*\
- **Pradhan Mantri Matru Vandana Yojana (PMMVY)** provides conditional cash transfer amounting to Rs. 5,000/- to help pregnant and lactating women of 19 years of age or above for first live birth.\
- **Scheme for Adolescent Girls** for out of school girls in the age group 11-14, to empower and improve their social status through nutrition, life skills and home skills.

- **National Crèche Scheme** provides day care facilities to children of age group of 6 months to 6 years of working women for seven and a half hours a day for 26 days in a month.

INTEGRATED CHILD PROTECTION SCHEME (ICPS)

Centrally Sponsored Scheme with the aim to contribute to the improvement in wellbeing of children of difficult circumstances, as well as to the reduction of vulnerabilities to situation and action that leads to abuse, neglect, exploitation, abandonment and separation of children from their families as well as for rehabilitation and reintegration of children in need of care and protection as well as children in conflict with law. The scheme provides for maintenance of Children's homes, Specialized Adoption Agencies (SAA), Open Shelters, Sponsorship, foster care and after care fund.

8.3.3 Youth

The Ministry of Youth Affairs and Sports, GoI is responsible for implementing schemes and programmes for the welfare of the youth in India. They are:

- **Rashtriya Yuva Sashaktikaran (RYSK) :** An umbrella scheme with following sub-schemes
  - Q. Nehru Yuva Kendra Sangathan
  - Q. National Youth Corpe
  - Q. National Youth Leaders Programme
  - Q. National Programme for Youth and Adolescent Development
  - Q. International Cooperation
  - Q. Youth Hostels
  - Q. National Discipline Scheme
  - Q. Assistance to Scouting and Guiding Organisations
- **National Service Scheme (NSS):** Under this scheme, students get involved in voluntary community service as part of their institution

- **Rajiv Gandhi Institute of Youth Development (RGNIYD):** The institution situated in Sriperumbudur, Tamil Nadu, organizes youth related activities such as:
  Q. Academic Programmes: PG Courses
  Q. Training/Capacity Building (on various themes related to youth welfare and empowerment)
  Q. Research Programmes: Doctoral programmes are offered

8.3.4 Aged

The Ministry of Social Justice and Empowerment is the nodal agency for implementing programmes for the welfare of the elderly, those above the age of 60.

- **Rashtriya Vayoshri Yojna**
  This Central government sponsored scheme is meant for those below the poverty line to provide living aid and devices of assisted living.
- **Pradhan Mantri Vaya Vandana Yojana (PMVVY)**
  This scheme provides annuity plan for pension with policy term of 10 years. Minimum of 3,000 and maximum of 10,000 rupees per month can be obtained when they cross 60 years of age.
- **National Programme for the Health Care of the Elderly**
  It provides free or highly subsidised service for senior citizens through PHCs and Community Health Centres. \
- **Varistha Mediclaim Policy**
  This is a health insurance policy to benefit those above 60 years where policy can be renewed till the age of 90 years.
- **Varishtha Pension Bima Yojana**
  This scheme provides an assured pension at interest rate of 8 per cent per annum for duration of 10 years, launched together with LIC by the Ministry of Finance.
- **Pradhan Mantri Jan Arogya Yojana**
  Health insurance scheme for poor and vulnerable families with coverage of Rs. 5 lakhs for hospitalisation.

- **Senior Citizens Welfare Fund**

  This scheme by GoIprovides financial assistance and old age pension to senior citizens, having no other source of income to sustain themselves.

- **Indira Gandhi National Old Age Pension Scheme**

  Launched by the Ministry of Rural Development (GoI), pension will be given based upon the age of the beneficiary, i.e. Rs. 200 for those between 60 and 79 years and Rs. 500 for those above 80 years. Beneficiary need not contribute any sum to get pension.

8.3.5 Destitute and Persons with Disability

Programmes for the Destitute

Social Welfare programmes for the destitute actually cuts across other programmes discussed in sections relating to children and women. The **ICPS** programme provides care and protection to orphaned and abandoned children. **Swadhar Greh** is a rehabilitation programme for homeless, destitute women. In addition, there is the **Indira Gandhi National Widow Pension Scheme** that provides widows belonging to Below Poverty Line (BPL) monthly pension of Rs. 300 until the age of 79 years and Rs. 500 above the age of 80 years.

Programmes for the Persons with Disability

Department of Empowerment of Persons with Disabilities (Divyangjan) under the Ministry of Social Justice and Empowerment is the nodal agency with the aim to facilitate empowerment and inclusion of the persons with disabilities and look after all development agenda.

- **National Fund under PwDs:** To support financial assistance under the Fund for certain core areas relevant for empowerment of persons with disabilities which are not covered under the budgetary support programme of the Government.

- **ADIP –Assistance to Disabled Persons for Purchase/ Fitting of Aids and Appliances:** To assist the needy persons with disability in procuring durable, sophisticated and scientifically manufactured, modern, standard aids and appliances that can promote their physical, social and psychological rehabilitation by reducing the effects of disabilities and enhance their economic potential.
- **DDRS: Deendayal Disabled Rehabilitation Scheme:** To create an enabling environment to ensure equal opportunities, equity, social justice and empowerment of PwDs and ensure effective implementation of the Rights of Persons with Disabilities Act, 2016.
- **SIPDA: Scheme for Implementation of the Rights of Persons with Disabilities Act, 2016:** For undertaking various activities outlined in the Act, viz., Access to India Campaign, Awareness Generations, Skill Development of PwD, Incentive to Private Employer, Research & Development, In Service Training, Barrier Free, TEST, Braille Press Scheme, Unique Disability ID (UDID).
- **Scholarship:** Umbrella Scholarship Scheme for Student with Disabilities. Comprises of six schemes including Pre-Matric, Post-Matric, Top Class education, National Overseas Scholarship, National Fellowship and Free Coaching aiming to provide provisions for work, education, public assistance etc. and overall socio-economic empowerment of PwDs.
- **Financial Assistance for Deaf Colleges:** To provide financial assistance to the existing deaf colleges in five regions of the country.

The National Trust, Government of India also implements many programmes for PwDs relating to establishing Day Care Centres, Group Home, Health Insurance, Aids and Assistive Devices etc.



CHECK YOUR PROGRESS

Q 1: Which programme is implemented for destitute women?

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Q 2: Name the programme where students are involved in voluntary community service.

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8.4 SOCIAL WELFARE PROGRAMMES FOR SCHEDULED CASTES AND SCHEDULED TRIBES

Programmes for Scheduled Castes

The Ministry of Social Justice and Empowerment is the nodal agency for implementing schemes/programmes for the SCs in the country.

- **NGOs SCHEME**
  - **Scheme of Grant-in-Aid to Voluntary Organisations working for Scheduled Castes:**
    To involve the voluntary sector to improve educational and socioeconomic conditions to upgrade skill; and enable them to start income generating activities.
- **SCHOLARSHIPS**
  - **Pre-Matric Scholarship to the SC Students studying in classes IX and X** (Rs. 225 for day scholars and Rs. 525 for hostellers per month for 10 months and also for books. (Rs. 750 and Rs. 1000 respectively).
  - **Pre-Matric Scholarships to the children of those engaged in occupations involving cleaning and prone to health hazards:** (from class I to X – Rs. 225 for day scholars Rs.700 for hostellers – class III to X). Adhoc grant too given annually.

- **Post-Matric Scholarship for SC students:** To pursue higher education.
- **Central Sector Scholarship of Top-Class Education for SC Students:** (Admission to IIMs, IITs, IIITs, AIIMS, NIFT, NID, Central Government Institutes, etc. (100 per cent funding)
- **National Overseas Scholarship (NOS):** To obtain higher education viz., Master degree or Ph.D courses by studying abroad.
- **National Fellowship for Scheduled Caste Students:** To provide for pursuing higher education leading to M.Phil/Ph.D degrees.

- **HOSTELS**
  - Babu Jagjivan Ram Chhatrawas Yojana
- **FREE COACHING:** To provide coaching of good quality to enable them to appear in competitive examinations and obtain a job.
- **SCHEMES FOR ECONOMIC DEVELOPMENT**
  - Credit Enhancement Guarantee Scheme for the Scheduled Castes (SCs)
  - National Safai Karamcharis Finance and Development Corporation (NSKFDC)
  - National Scheduled Castes Finance and Development Corporation (NSFDC)
  - Self-Employment Scheme for Rehabilitation of Manual Scavengers (SRMS)
  - Venture Capital Fund for Scheduled Castes
- **SCHEMES FOR SOCIAL EMPOWERMENT**
  - Centrally Sponsored Scheme for implementation of the Protection of Civil Rights Act, 1955 and the Scheduled Castes and the Scheduled Tribes (Prevention of Atrocities) Act, 1989.
  - Pradhan Mantri Adarsh Gram Yojana (PMAGY): for area-based development.

Programmes for Scheduled Tribes

The Ministry of Tribal Affairs is the nodal ministry for implementing welfare programmes and schemes for the benefit of the Scheduled Tribes in India. The following are the different programmes discussed in brief.

- **ST WELFARE GRANT**

➢ **Special Central Assistance to Tribal Sub Scheme:** 100 per cent grants provided to States for sectors like education, health, agriculture, skill development, employment-cum-income generation, etc.

Q: **Grants-in-aid under Provision to Article 275(1) of Constitution of India:** Annual grant from GoI to States to promote welfare of the STs.

Q: **Scheme for Development of PVTG:** Unique scheme of Development of Particularly Vulnerable Tribal Groups (PVTGs) for socio-economic development, retain the culture and heritage.

➢ **Eklavya Model Residential Schools (EMRS):** To impart quality education to ST children in remote areas to enable them avail opportunities in professional courses and get employment.

➢ **Centre of Excellence for Sports (CoE for Sports):** Provides specialized state-of-the-art facilities for one identified individual sport and one group sport in each State.

- **SCHOLARSHIPS**

➢ **Pre-Matric Scholarship Scheme:** Rs. 225 per month for day scholars and Rs. 525 for hostellers for classes I to X.

➢ **Post Matric Scholarship Scheme:** Payment of fees and monthly maintenance depending on the course.

➢ **National Scholarship Scheme (Top Class) for Higher Education of ST Students:** For pursuing higher studies in premier institutes (AIIMS, IITs, IIMs, NIITs etc).

➢ **National Fellowship Scheme for Higher Education of ST Students:** For pursuing M.Phil/PhD. Rs. 25000 for M.Phil and Rs. 28,000 for PhD per month.

- **National Overseas Scholarship:** To pursue Post Graduation, PhD and Post-Doctoral study abroad, with all expenses covered.

- **LIVELIHOOD**

Three livelihood schemes

- Institutional Support for Development and Marketing of Tribal Products/Produce.
- Marketing of Minor Forest Produce (MFP) through Minimum Support Price (MSP) and Development of Value Chain for MFP.
- Equity Support to National/State Scheduled Tribes Finance and Development Corporation (NSTFDC/STFDCs).

8.5 SOCIAL SECURITY SCHEMES

Social security is a provision for protection of individuals, and households, to ensure their health and income, especially in case of old age, unemployment, sickness, invalidity, work injury, maternity or loss of a sole earning member. This section shall focus on some of the insurance and pension schemes implemented in India.

Jan Suraksha Schemes or Social Security Schemes relating to Insurance and Pension were introduced in 2015 for all Indians, especially the poor and under-privileged. They are:

- **Pradhan Mantri Suraksha Bima Yojana (PMSBY)**
  Annual accident insurance scheme for those between 18 to 70 years, offering a cover for death and disability because of an accident, at a nominal subscription of Rs. 12 per annum per member.
- **Pradhan Mantri Jeevan Jyoti Bima Yojana (PMJJBY)**
  PMJJBY is a life insurance scheme and all savings bank account holders in the age of 18 to 50 years. The annual contribution is Rs. 330 per member and the benefits are Rs. 2 Lakh in case of death.
- **Atal Pension Yojana (APY)**
  APY aims to provide monthly pension of minimum of Rs.1000 to eligible subscribers between 18 to 40 years, not covered under any organized pension scheme.

Apart from these schemes, there are:

- **Pension or Employees' Provident Fund**

  The Employees' Provident Fund Organization (EPFO), under the Ministry of Labour and Employment, ensures superannuation pension and family pension in case of death during service.

  Three schemes are supervised by the Employees' Provident Fund Organization:

  - The Employees' Provident Fund Scheme (EPF), 1952: contributed by the employer and the employee;
  - The Employees' Pension Scheme (EPS), 1995: contributed by the employer and the government;
  - The Employees' Deposit Linked Insurance Scheme (EDLI), 1976: contributed by employer only.

- **Health Insurance and Medical Benefit**

  The Employees' State Insurance (ESI) created a fund to provide medical care to employees and their families, as well as cash benefits during sickness and maternity. It also provides monthly payments in case of death or disablement for those working in factories and establishments.

- **Disability Benefit**

  The Employee's Compensation Act, 1923, requires the employer to pay compensation to employees or their families in cases of employment related injuries that result in death or disability.

- **Maternity Benefit**

  The Maternity Benefit (Amendment) Act, 2017 provides women in the organized sector with paid maternity leave of 26 weeks, up from 12 weeks, for the first two children.

- **Gratuity**

  The Payment of Gratuity Act, 1972 directs establishments with 10 or more employees to provide the payment of 15 days of additional wages for each year of service to employees who have worked at a company for five years or more.

8.6 RESOURCE MOBILIZATION

One of the most important aspects of any voluntary organization is the process of getting resources adopting varied means to execute the organization's/NGOs activities and achieve the goals. It is normally attributed to fund raising, but it is more than that. Resource mobilisation includes building valuable contacts and networks, and garnering the interest, support, and contributions of people important to the organisation. It is a process of raising different types of support for the organization including cash, material resources, media attention, use of volunteers and alliance with different people. The process should be a planned activity so that the services of the organization do not get hampered.

Methods of resource mobilization:

- Government grants
- Public revenue raising efforts (called finance campaigns)
- Usage fees: (Charges obtained for using services)
- Contributions from private donors
- Foreign assistance. (To get the foreign fund, one needs to get registered with the Foreign Contribution Regulation Act FCRA)

Resource mobilization is an inevitable part of the organization as they often fall short of funds to continue delivering their services and government grants are insufficient to meet the growing expanse of the beneficiaries in any welfare field. Every organization therefore, has a budget prepared and accordingly goes about in raising the necessary funds to implement all the proposed activities.

8.6.1 Grant-in-Aid

Grants-in-aid have emerged as a significant mode of spending for the Union Government for delivery of public goods and execution of plan schemes. Grants-in-aid are payments in the nature of assistance, donations or contributions made by one government to another government, body, institution or individual. Grants-in-aid are given by the Union Government to State Governments and/or



Grants-in-aid are payments in the nature of assistance, donations or contributions made by one government to another government, body, institution or individual.

Panchayati Raj Institutions. Union Government also gives substantial funds as grants-in-aid to other agencies, bodies and institutions. Similarly, the State Governments also disburse grants-in-aid to agencies, bodies and institutions such as universities, hospitals, co-operative institutions and others. The grants so released are utilized by these agencies, bodies and institutions for meeting day-to-day operating expenses and for creation of capital assets, besides delivery of services. Grants received should be accounted for in apt budget heads.

8.6.2 Fund-Raising

Fund-raising is part of resource mobilization in an organization. Voluntary contributions are solicited for a specific cause. Earlier, funds were raised for philanthropic purposes and we find that even now during times of war, natural calamities, pandemics etc, it is being carried out to provide welfare services to the needy. But fund-raising is not begging or receiving alms.

The organization should have a clear budget, proper fund-raising plan with specific objectives to fulfil and how the funds will be utilized, evaluated etc. There should be clear guidelines related to the process.

Modes of fund-raising

- Canvassing: Describe about the organization's work and also sell products, crafts designed by the organization.
- Special events: Organizing get-togethers, marathons, auctions and stalls to raise money.
- Correspondence: Direct letters or mails requesting funds.



CHECK YOUR PROGRESS

Q 3: What is the purpose of NOS?

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Q 4: What is FCRA?

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8.7 LET US SUM UP

- Social welfare refers to services available to all groups as a matter of their civil rights or it may be specialized to meet the unique problems of particular group of people.
- The Ministry of Women and Child Development is the nodal ministry responsible for envisaging and implementing welfare programmes for women and children.
- Beti Bachao Beti Padhao, Swadhar Greh, Ujjawala, One Stop Centre, Women Helpline etc. are some of the important schemes for welfare of women.
- Umbrella ICDS and ICPS are important programmes for children.
- RGNIYD is responsible for empowering youth through academic training and research programmes.
- Schemes for the aged focus on insurance, Mediclaim, pension etc.
- Welfare activities for persons with disabilities are National Fund for PwDs, ADIP, DDRS, SIPDA, Scholarships etc.
- Schemes for SC/ST provide scholarship for students from class I to higher education levels of pursuing doctoral studies abroad most of it with 100 per cent support. Other programmes are for socio-economic development, livelihood support etc.
- Social security schemes like APY, EPF, Gratuity offer assistance to individuals and families during old age, superannuation, illness, in times of accidents, demise etc.
- Resource mobilization is an important aspect of any voluntary organization to raise funds adopting varied means to execute the organization's activities and achieve the goals.



8.8 FURTHER READING

- Schemes for Women: Available at https://wcd.nic.in/schemes-listing/2405
- Schemes for Children: Available at https://wcd.nic.in/schemes-listing/2404
- Schemes for Differently Abled: Available at http://disabilityaffairs.gov.in/content/ and https://www.thenationaltrust.gov.in/content/scheme/samarth.php
- Schemes for SCs: http://socialjustice.nic.in/SchemeList/index?mid=24541
- Schemes for STs: Available at https://tribal.nic.in/
- Schemes for Youth: Available at https://yas.nic.in/sports/schemes
- Schemes for Elderly: Available at http://socialjustice.nic.in/SchemeList/Send/43?mid=48565



8.9 ANSWERS TO CHECK YOUR PROGRESS

Ans to Q No 1 : Swadhar Greh.

Ans to Q No 2 : National Service Scheme.

Ans to Q No 3 : National Overseas Scholarship (NOS) is for SC/ST students to pursue Post Graduation, PhD and Post-Doctoral study abroad, with all expenses covered.

Ans to Q No 4 : To get the foreign fund one needs to get registered with the appropriate act like Foreign Contribution Regulation Act FCRA



8.10 MODEL QUESTIONS

Q 1 : Discuss the programmes/schemes implemented by the Ministry of Women and Child Development for women?

Q 2 : What is Umbrella ICDS?

Q 3 : What are the schemes that provide pension for the aged?

Q 4 : Explain the different programmes for promotion of education among SC/ST.

Q 5 : What are the different methods of mobilizing resources?

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UNIT - 9: SOCIAL WELFARE ADMINISTRATION IN INDIA

UNIT STRUCTURE

9.1 Learning Objectives

9.2 Introduction

9.3 History of Social Welfare Administration

9.4 National and State Level Social Welfare Department: Functions and Programmes

9.5 Let Us Sum Up

9.6 Further Reading

9.7 Answers to Check Your Progress

9.8 Model Questions

9.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- describe Social Welfare Administration, its features, nature and scope;
- illustrate the history of Social Welfare Administration in India.
- explain the Functions, Programmes and Organizational Structure of National and State level Social Welfare Departments, Programmes of Social Welfare Organizations.

9.2 INTRODUCTION

The socio-economic situation in India is fast changing leading to economic growth. However, assets less and unskilled individuals in rural and tribal areas are yet to benefit from these radical changes that have taken place in the socio-economic domain. Social welfare administration should, therefore, play an important role in judicious allocation of resources, and give high priority to the developmental and preventive aspects of social welfare, particularly in the case of these disadvantaged groups.

The demand for social welfare services are increasing due to the involvement of government, NGOs as well as corporates. Social welfare administration can play an important role in reviewing the performance of stakeholders involved in the field of social work and adopt necessary measures from time to time for achieving the stipulated growth and development in the field.

The formulation and execution of social welfare programmes is generally done at the central level, which is scattered over various ministries, departments, agencies. At the State level, the administrative machinery helps in its implementation and also engages in formulation/development of special programmes, if necessary. However, many States have not been able to prepare adequate social welfare programmes to meet the needs of the different target groups. Past experience reveals that when the schemes are transferred from Centre to States for implementation, in many states, there are few takers. This aspect also needs to be looked into through effective social welfare administration.

The other reasons why social welfare administration in India is important are:

- The standard of welfare services provided by social welfare institutions being run by the Government and voluntary organizations must meet the required minimum standards, which can be ensured through proper administrative measures.
- Institutional networking and administrative infrastructure are necessary for Social development, which requires sufficient professionally trained personnel. Induction of professionalism in the voluntary sector is equally important.
- There should be appropriate planning for the manpower required in the social welfare sector. Unless standards of manpower are improved and the professional competence enhanced through effective management of resources, not much development could be expected.

- Increase systematic monitoring of the programmes of the Social Welfare sector.
- Promote greater engagement of Corporate Sector and the Public Sector Undertakings in the Social Welfare sector.

9.3 HISTORY OF SOCIAL WELFARE ADMINISTRATION IN INDIA

Providing help to others in time of need has been part of every society. But the forms and methods of providing such help have been varying from time to time and society to society, depending upon the social, economic and political factors.



India's traditional conception of providing help to others or engaging in social welfare is based on the concept of *daya, dana, dakshina, bhiksha, samya-bhava, swadharma* and *tyaga,* which are based on the philosophy of self-discipline, self-sacrifice and consideration for others and well-being of all.

India's traditional conception of providing help to others or engaging in social welfare is based on the concept of *daya, dana, dakshina, bhiksha, samya-bhava, swadharma* and *tyaga,* which are based on the philosophy of self-discipline, self-sacrifice and consideration for others and well-being of all. All religions suggest their devotees to donate in charitable purposes, which in a way will give them happiness in this world and salvation in the next world. The rulers in the past also engaged in charitable work during emergencies like floods, earthquakes, fires, droughts and other natural calamities etc. Popular kings like Ashoka, Harsha, Chandra Gupta Maurya, Akbar, Sher Shah Suri and Feroze Tuglak who ensured social wellbeing through their landmarks of administration. The British Government also ensured that administrative measures are taken to maintain law and order, social reforms take place by banning Sati and permitting widow remarriage by Acts passed in 1829 and 1856 respectively. After independence, the social, political and economic welfare of people was the prime consideration of the government, which led to the starting of Five Year Plans which gave us an unique administrative machinery consisting of an autonomous board named CSWB (Central Social Welfare Board) in August 1953. Similarly, Social Welfare Advisory Boards were established at state levels. The main purpose of the Board has been to provide financial and technical assistance to voluntary organisations working in the field of social welfare.

If we explore the history of administration of social welfare organisations in India, we find that before 1964 social welfare programmes were being managed by different ministries such as education, home, industries, health, labour etc. on their own. But after the establishment of Department of Social Security in 1964 as recommended by the Renuka Ray Committee, the efforts got synergized. This Social Security Department was established under the Ministry of Law to take care of issues related to social security, social welfare, backward classes and khadi and handicrafts. In 1966, it was renamed as Social Welfare Department and came under the fold of Ministry of Education and Social Welfare in 1971 and its status was raised to a ministry in the year 1979. The name of this ministry was further changed to the Ministry of Social and Women Welfare in 1984. However, when a separate Department of Women and Child Development under the Ministry of Human Resource Development was created then it was again reorganized and its nomenclature was changed to the Ministry of Welfare in 1985 and subsequently it has been renamed as the Ministry of Social Justice and Empowerment.

Thus, at the Central level there has been a full-fledged ministry and organizations subordinate to it, like National Commission for Scheduled Castes/ Tribes, Minorities Commission, National Institute of Social Defence, National Institute for the Handicapped, Department of Women and Child Development, Central Social Welfare Board, National Institute of Public Co-operation and Child Development etc. under its administrative control to steer the social welfare activities.

In the social welfare endeavor, the Central government; the state governments and union territory administrations have formulated and implemented social welfare projects, schemes and programmes in their respective jurisdictions which are sponsored and financed wholly or partly by them. The welfare obligations and programmes of state government/ union territories administrations are carried out mainly through their Department of Social Welfare and voluntary organisations. In most states now has a full-time social welfare secretariat and district level officers to take care of the social welfare schemes. However, the implementation of



The welfare obligations and programmes of state government/union territories administrations are carried out mainly through their Department of Social Welfare and voluntary organisations.

schemes, like old age pension, widow pension, and supplementary nutrition programmes vary from state to state. Still, there is no social welfare functionary at block level.



CHECK YOUR PROGRESS

Q 1: What are the features of social welfare administration?

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Q 2: Mention some of the Indian values that influenced welfare administration earlier.

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9.4 NATIONAL AND STATE LEVEL SOCIAL WELFARE DEPARTMENT: FUNCTIONS AND PROGRAMMES

There are several ministries under Govt. of India that are part of the Social welfare system to provide assistance to individuals and families through programmes such as health care, food stamps, unemployment compensation, housing assistance, and child care assistance.

Some of the Ministries related to Social Welfare are:

- Ministry of Social Justice and Empowerment
- Ministry of Health and Family Welfare
- Ministry of Tribal Affairs
- Ministry of Minority Affairs
- Ministry of Rural Development
- Ministry of Women and Child Development
- Ministry of Skill Development
- Ministry of AYUSH

Under these ministries, there are departments to implement the social welfare programmes falling in the purview of the respective ministry. Apart

from other ministries, there are Social Welfare Department both at the Centre and in the State to attend to the social problems of community and individual which need immediate attention and prompt action, e.g. crime and delinquency, vagrancy and beggary, prostitution, destitution, child labour, atrocities on women, trafficking of girl child and women etc. have been created to cater to the specific social problems. The Directorate of Social Welfare was created at the state level to ensure proper care of the uncared, protection of the most vulnerable sections of the society and creation of an environment which is conducive to the all-round development of children, women and physically challenged persons both by taking the caring and protective hands of the Government to them and by giving intensified fillip to the non- government initiatives aimed at reaching out to them.

The important Central and state level institutions created for social welfare administration are:

- **Central Social Welfare Board**

The Central Social Welfare Board, established in 1953 by a Resolution of Govt. of India, was the first effort to set up an organization that will carry out welfare activities for promoting voluntarism, providing technical and financial assistance to the voluntary organisations considering the general welfare of family, women and children. The Central Social Welfare Board obtained its legal status in 1969. It was registered under section 25 of the Indian Companies Act, 1956. Under the founder Chairperson, Dr.Durgabai Deshmukh, the Central Social Welfare Board launched various welfare schemes. The major schemes being implemented by the Central Social Welfare Board were providing comprehensive services in an integrated manner to the community. Many projects and schemes have been implemented by the Central Social Welfare Board like Grant in Aid, Welfare Extension Projects, Mahila Mandals, Socio Economic Programme, Dairy Scheme, Condensed Course of Education Programme for adolescent girls and women, Vocational Training Programme, Awareness Generation Programme, National Creche Scheme, Short Stay Home Programme, Integrated Scheme for Women's Empowerment for North Eastern States, Innovative Projects and Family Counselling Centre Programme. This

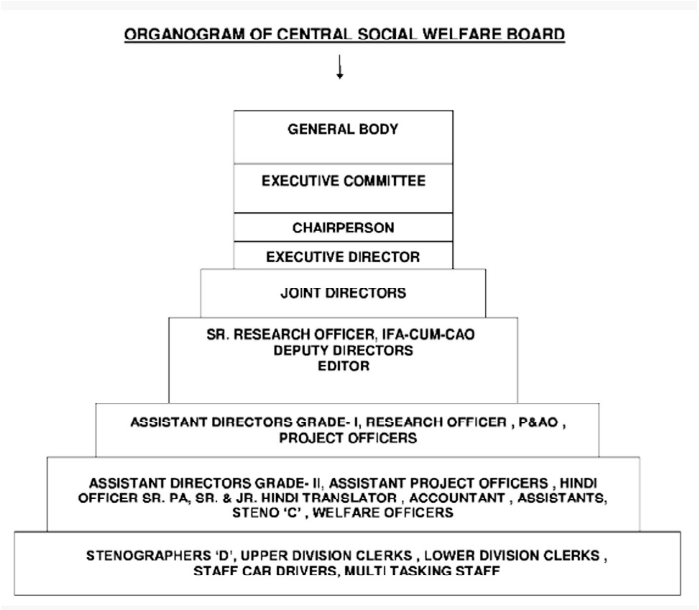
organization works on the principle of voluntarism as a non-governmental organization. The scheme of Family Counselling Centre was introduced by the CSWB in 1983. The scheme provides counselling, referral and rehabilitative services to women and children who are the victims of atrocities, family maladjustments and social ostracism and crisis intervention and trauma counselling in case of natural/ manmade disasters. Working on the concept of people's participation, Family Counselling Centres work in close collaboration with the Local Administration, Police, Courts, Free Legal Aid Cells, Medical and Psychiatric Institutions, Vocational Training Centres and Short Stay Homes. Thus, the objective of setting up Central Social Welfare Board was fulfilled in the sense that it would work as a link between the government and the people.



The scheme of Family Counselling Centre was introduced by the CSWB in 1983.

The State Social Welfare Boards were set up in 1954 in all States and Union Territories to coordinate welfare and developmental activities undertaken by the various Departments of the State Govts. and to promote voluntary social welfare agencies for the extension of welfare services across the country, specifically in uncovered areas. Over six decades it has worked on development and empowerment of women and children, and made remarkable contribution for the weaker and marginalized sections of the society.

Organizational Structure of CSWB



Constitution and Composition of the Central Social Welfare Board

- General Body of the Central Social Welfare Board

As per Memorandum and Articles of Association, there is provision of General Body and Executive Committee for conducting the business of Central Social Welfare Board. The General Body is headed by the Chairperson of the Central Social Welfare Board, it consists of all Chairpersons of the State Social Welfare Boards, five (5) professionals, one each from Law, Medicine, Nutrition, Social Work, Education and Social Development, three (3) eminent social workers, representatives of Govt. of India from Ministry of Women and Child Development, Rural Development, Health and Family Welfare, Finance, NITI Aayog etc. and two (2) members from Lok Sabha and one (1) from Rajya Sabha and Executive Director of Central Social Welfare Board.

- Executive Committee of Central Social Welfare Board

The Executive Committee is headed by the Chairperson of the Central Social Welfare Board. Chairpersons of five (5) State Social Welfare Boards including one (1) from the Union Territory, State Board, one representative each from Ministry of Women and Child Development, Rural Development, Finance, Health and Family Welfare, Education and two (2) Professionals from the General Body.

Issue of notification

Notification for the constitution of the Central Social Welfare Board is issued by the Ministry of Women and Child Development, Govt. of India.

Constitution and Composition of the State Social Welfare Boards

- Reconstitution and appointment of Chairperson, State Social Welfare Board

As per Rules Governing Composition & Functions of the State Social Welfare Boards, the Chairperson of the State Social Welfare Board is an eminent woman social worker. Elected representative and person holding office of profit is not eligible for the post of the Chairperson. The Chairperson of the State Social Welfare Board is selected by the Chairperson of Central Social Welfare Board in consultation with the concerned State Government.

Before expiry of the tenure of an incumbent Chairperson of the State Social Welfare Board, the State Government is to send a panel of 3 names, along with bio-data of the individuals to the Central Social Welfare Board for latter's concurrence for appointment of the Chairperson. If no nomination for appointment / proposal for extension of tenure is received from the State Government till the date of expiry of the term of the Chairperson of the State Social Welfare Board, the Central Social Welfare Board can take a decision for extending the tenure or making a fresh appointment of the Chairperson, State Social Welfare Boards.

There shall normally be one (1) social worker as member to represent each major district in the State. In addition, a representative of the University, Department of Social Work, officials representing departments dealing with Health, Social welfare/Women's Welfare, Education, Community Development etc. and one woman representative from the State legislature shall be nominated by the State Government.

Half of the non-official members excluding the Chairperson shall be nominated by the Central Social Welfare Board and the other half by the State Government. The upper limit of the non-official members shall be fixed by the Central Social Welfare Board.

- Issue of notification

Notification for the constitution of the State Social Welfare Board and the appointment of the Chairperson of the State Social Welfare Board is issued by the concerned State Government in consultation with Central Social Welfare Board.

- **State Social Welfare Department**

Social Welfare Department is implementing schemes and programmes for the holistic rehabilitation of persons with disabilities, senior citizens, widows, abandoned women, dwarf persons and third gender persons as per the departmental acts, rules and guidelines. Opportunities are being provided by the department through various departments to develop their empowerment.

After 100% digitization of the beneficiaries of the pension schemes operated under the social assistance program, the pension amount of 95

per cent of the beneficiaries are being paid through Direct Benefit Transfer (DBT), this will ensure error free transfer of pension amount to the beneficiary's account at ease. More than 20.03 lakh beneficiaries are getting benefited from various pension schemes in the State. Aadhar seeding of beneficiaries is also being done for accuracy in the database. Aadhar seeding of 85 per cent beneficiaries of all schemes has been done.

The Rights of Persons with Disabilities Act, 2016 is effective in the state to protect the rights of persons with disabilities. According to the provisions of the Act, with the aim of identifying them for protection, equal opportunities and their overall rehabilitation, the work of survey has been started and unique identity cards are also being provided to them. A provision of 7 per cent reservation has been made to provide employment opportunities to the differently-abled in government service. Arrangements for education and training have been made through government and voluntary organizations to connect the handicapped persons in the mainstream of the society. In order to encourage them to appear in education and competitive examinations, a scheme is being operated to provide scholarship and other financial assistance. Gharaunda (shelter homes) are being operated to provide life-long shelter to serious and multi-disabled persons.



The Rights of Persons with Disabilities Act, 2016 is effective in the state to protect the rights of persons with disabilities.

The Maintenance and Welfare of Parents and Senior Citizens Act, 2007 is effective for respectful environment in the society towards senior citizens, protection of life and property, medical care, providing shelter and legal security. Efforts are being made to run at least one old age home in each district as per the provisions of the Act. At present, 30 old age homes in 22 districts and palliative care homes in 3 districts are being operated through voluntary organizations and district administration.

Workshops and awareness generation programmes are being organized at various levels for the overall rehabilitation of third gender persons and to develop a positive attitude towards them in the society. State policy is being prepared in collaboration with NITI Aayog for the rehabilitation of third gender persons.

In this way, the department is continuously progressing for the implementation of schemes and programs for the welfare of senior citizens, disabled persons, widows, abandoned women, third gender persons, destitute and poor persons.



9.5 LET US SUM UP

In India, the social welfare agencies cater to lakhs of beneficiaries spread all over the country. Thus it is important to follow continuous and systematic planning in the organization. The resources and capacities of the organization have to be appropriate according to the desired objectives of the organization. A well-planned strategy needs to be formulated for future opportunities, values and aspirations. If the social welfare administration functions are well understood and implemented then it will benefit maximum beneficiaries and social development for the country will not be a difficult dream.



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9.7 ANSWERS TO CHECK YOUR PROGRESS

Ans to Q No 1: A summary of distinctive features of social welfare administration is given below:

- It helps social agencies achieve their objectives through identification of social objectives and formulation/ implementation of programmes.
- It caters to three types of social problems, through: (i) Restoration of impaired social functioning; (ii) Provision of resources, social and individual, for more effective social functioning; (iii) Prevention of social dysfunction.
- Despite variations in size, scope, structure and type of programmes, every agency has a governing board as an apex body for final decision making. The board is generally represented by the community it intends to serve.
- Social welfare administration requires optimum utilization of its available resources.
- Although social welfare agencies earmark certain portion of their resources for survival yet it does not limit their capacity to achieve in quantitative and qualitative terms.
- Although social welfare agencies compete for projects/funds yet they cooperate with peers and ensure participation of all the members in administration of their activities.
- Due to growing trend of recruiting professionally qualified manpower in the social sector, their administration is becoming professional.

Ans to Q No 2: India's traditional conception of providing help to others or engaging in social welfare is based on the concept of *daya, dana, dakshina, bhiksha, samya-bhava, swadharma* and *tyaga,* which are based on the philosophy of self-discipline, self-sacrifice and consideration for others and well-being of all.



9.8 MODEL QUESTIONS

Q 1 : Discuss the historical development of social welfare administration.

Q 2 : Explain the functions of the Central Social Welfare Board.

Q 3 : Mention some of the important ministries to social welfare.

Q 4 : Discuss the Rights of Persons with Disabilities Act, 2016.

Q 5 : What are the main functions of the State Social Welfare Board?

*** ***** ***



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