

MSW - 9

PREFACE

In the curricular structure introduced by this University for students of Post-Graduate degree programme, the opportunity to pursue Post-Graduate course in a subject is introduced by this University is equally available to all learners. Instead of being guided by any presumption about ability level, it would perhaps stand to reason if receptivity of a learner is judged in the course of the learning process. That would be entirely in keeping with the objectives of open education which does not believe in artificial differentiation.

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

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

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

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

Professor (Dr.) Subha Sankar Sarkar
Vice-Chancellor

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Master Degree Programme in Social Work
MSW

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Notification

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**Netaji Subhas
Open University**

**Master Degree Programme
in Social Work**

MSW - 9

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Unit 1 □ Social Welfare Administration : Concept, Importance, Principles and Areas of Social Welfare Administration, Difference between Public Administration and Social Welfare Administration.

Structure of the Unit

- 1.1 Concept**
- 1.2 Importance**
- 1.3 Principles**
- 1.4 Areas of Social Welfare**
- 1.5 Difference between public Administration and Social Welfare Administration**
- 1.6 Further reading**
- 1.7 Excercize**

1.1 Concept

The alleviation of the problems of the economically underprivileged, socially maladjusted and physically handicapped is the sole aim of the social welfare programmes envisaged by either private or public agencies. Connotationally the term ‘social welfare’ is noted with a wide meaning and it incorporates a broad field of activities. In the liberal sense, thus, social welfare programmes are the programmes intended to ensure the upliftment of the socially backward section of a community. In the distant past a very narrow meaning of the term was in use and even the welfare agencies were active within a very restricted zone for a long time. Social welfare at that primary stage was concerned only with voluntary and ameliorative actions for the physically challenged, mentally retarded and socially marginalised people. With the passage of time a change look place both in terms of the core of the concept of social welfare and the boundaries around it. Welfare activities to achieve virtue by showing pity to the wretched was the norm of the day in the pre-modern time. Inequality was not a questionable feature in the society. The men in the upper strata of the social hierarchy were habituated to shower some relief for the men in the lower echelon and thus to achieve a sense of self-satisfaction as and when they preferred the same. Consequentially social welfare had no regularity at that stage subsequently it had to go through a change of perspective and ultimately gained the status of a social programme of continuous nature.

The recent concept of social welfare holds that inability of any sort-physical, mental, social, political-should be taken into account at the time of providing empowerment in the form of education, health, hearth, entertainment or employment. It can also be said that social welfare in the modern times is the weapon-social, economic and political-to uplift the down-trodden and to place them to the mainstream of society.

1.2 Importance

Extension of assistance for the poor and destitute is considered by the society as a duty. This is nothing new and even before the advent of the modernity the social fabric could not ignore the tasks of brotherhood and a sense of cooperation among the members of the society. In such a system the contributions were a plenty, in various forms to ameliorate the plights of the needy. Physical, financial and all necessary helps were available in the society in the olden days, Kautilya's 'Arthashastra' in the ancient times was very candid in this respect and mentioned the role of the ruler for the poor, aged and the destitute. King Ashoka was also very much active for the welfare of the people. Before that, in the Gupta age, there was the arrangement of training for the physically impaired persons.

The religious communities in India in particular and the whole world in general took up the task of philanthropy as their main goal. Hinduism attached special importance to the charitable works, other religions denominations, also have been pursuing their missionary works with all sincerity and seriousness. In the natural calamities the religions organisations play a special role to supplement not only the activities of the government but the other social service organisations also.

The Buddhist Stupa of Sanchi has many engravings of names of the donors. Buddhism attaches special importance to the social welfare activities for the attainment of 'Nirvana'.

In the 13th and 14th century the Muslim rulers also have shown their interest in the welfare of the society. During that period the establishment of schools and hospitals and assistance for the poor were considered as a duty of both the government and the general public.

The missionaries, during the British rule, were the pioneers in the field of various social welfare activities. They established schools and colleges for the spread of education. Hospitals were built up for the natives for ensuring the safety nets of western medicine for the specially valuable populace.

The social reformers, during the 19th century, in India played a valuable role for the upliftment of the down-trodden people and they were imbued with the traditional Indian knowledge and the western education at the same time. Raja Rammohan Roy, Pandit

Iswar Chandra Vidyasagar, Swamy Vivekananda, Lala Lajpat Rai, Gopal Krishna Gokhle, M.K. Gandhi, Dr. B.R. Ambedkar and many others were the untiring soldiers of social reform in India at that time when India was under the foreign domination and external exploitation.

Many social groups were formed during that time and they were fighting for the causes of the needy people and the country. These groups were either philanthropic or reformist or revolutionary. The philanthropists believed that amelioration of destitution was possible only by changing the society. John Lock, Jeremy Bentham, J.S. Mill and such others of the western world showed the path in this regard. The reformists, on the other hand, held that reform of the social structure and its institutions would pave the way of a qualitative social change. Charles Fourier, St. Simon, Robert Owen and many others, in the west, came forward with their ideas and exemplary activities towards that goal. The revolutionary groups, however, rejected the role of reform in the reconstruction of the society. Poverty, lack of awareness, cultural backwardness are the products of a society, and its institutional backbone. A revolutionary upheaval only can emancipate man from the clutches of all the ills and evils of his life. The anarchist thinkers of Europe and the Marxists throughout the world were the real pioneers of a revolutionary transformation of the world.

Following Gandhi, the concept of 'Sarvodaya' and the movement of 'Bhoodan' and 'Gramdaan' got some prominence and the concept of the welfare state was recognised in the post-independent India as a guiding principle and foundational philosophy. With that incorporation of welfarism in the body politic, the social welfare programmes have achieved some strong, and solid foundation in terms of their rationale and justification.

1.3 Principles

Social welfare programmes are implemented on the basis of some principles. They are classified into three types : Personal, Religious and Social.

In the personal sphere some considerations are visible—family tradition, welfare of the community, avoidance of sins, proximity with the influential people, appeasement or mere aggrandisement of self.

Religiously, sometimes, someone may be guided by the consideration of heaven or hell, and thus, induced to contribute for the welfare of the society.

Social considerations like one's own accountability, a felt duty to do something for the needy and sheer altruism may also induce someone to come forward for social welfare.

1.4 Areas of Social Welfare

Dynamism is the essence of social welfare. Spatially and temporally it is changed in its breadth and width. Only with some reformistic measures the task of social welfare is not accomplished. Rather it concentrates on some preventive and paliative measures. With some collective endeavours the social organisation initiate changes in the social system.

It can also be said that the task of social welfare is properly addressed by attaching importance to the programmes targeted towards the children, women, aged and physically challenged people. But in a developing country like India such programmes are rarely undertaken for all the people in need. Contrarily in the developed countries the states come forward with various social security measures and ensure social welfare accordingly.

Social welfare, as a problem-solving mechanism, has to view the social problem both objectively and subjectively. Problems of a particular society are in the first instance, objective in nature. But how the problems of the society are perceived by the society itself is also another important aspect of the discourse. Individuals are primarily affected by the problems which emanate in their life. But when the problems are not sorted out by the individuals themselves, problems achieve a social character. Problems like poverty, unemployment, criminality etc. not only afflict the poor, unemployed or criminals but the society also and the society is compelled to frame social policies, social laws and administrative measures to eradicate those maladies in the interest of the society.

What exactly are the measures to be initiated as measured towards as social welfare? Experts have expressed Varied opinions in this regard. We can take up the views expressed by D. V. Kulkarni in this regard. In his opinion 'social service' and 'social welfare' are synonymously used and as the 'social service' is a very broad term it is a necessity for all the members of the society. It ensures a qualilative change of the standard of life, of the people in general. On the contrary the 'social welfare' is meant for the backward sections of the society who are traditionally deprived from the opportunities of the society.

Dr. S. C. Dubey, an eminent social scientist has incorporated the following programmes in the realm of social welfare.

- (a) Public recreation
- (b) Audio-visual entertainment
- (c) Games and sports
- (d) Village fairs

(e) Co-operatives and steps towards self reliance

Prof. Rajeswar Prasad has opted the following items as social welfare measures.

- (a) Social and preventive programmes
- (b) Social and ethical cleanliness
- (c) Measures for the scheduled castes and scheduled tribes.
- (d) Family welfare (counselling and planning)
- (e) Rehabilitation of the refugees
- (f) Programmes for the women and children
- (g) Youth welfare
- (h) Assistance for the weaker sections of the society
- (i) Rural reconstruction
- (j) Labour welfare

The constitution of India has envisaged the programmes of social welfare as essential parts of national development. In the post independent India developmental plans were carried out with the aim of establishing social and economic justice. India's five year plans were instrumental to materialise the programmes of social welfare.

The boundaries of social welfare are essentially determined by the national perspective concerning different social issues and the ways of confronting them. If social welfare is construed as rehabilitation and palliation, then the person, in the receiving end are miniscule and negligible in terms of number. But if alongwith rehabilitation prevention is only also aimed at, the scope of social welfare is widened. Thus it can be said that social welfare is conceptually dynamic and an expandable process. In concrete terms it should be understood as a planned programme to enable the community to fight out the problems emanated from the changed social reality.

1.5 Social Welfare Administration

Social welfare administration is the administering of social welfare programmes. Prof. D.V. Kuluarni has pointed out that social services and social welfare services are the twin tasks of social administration. Therefore, social service is nothing but the enhancement of collective efforts aimed towards social welfare. It attaches importance to the identification of the problem in a society in a definite geographical boundary.

The success of social welfare programmes depend much on administrative planning and proper intervention by the state. The state can frame policies and chalk out social legislations towards that end. Social actions are encouraged by the social policies framed by the administration. Social welfare administration, thus, plays an important role to

ensure the development of a community.

Social development is intrinsically attached with the economic and political development of a community. Charles Bard has opined that development of a science and philosophy and practice of administration is the demand of the civilised society both of the present and the future.

Social welfare administration, however, is not a very easy domain to dwell. As it is liable to change the life of the underprivileged qualitatively, it should concentrate on all the parameters of social welfare. In that sense, social welfare and development administration are coterminous. In India this task is accomplished through governmental and non-governmental agencies.

1.6 Further Reading

- i. Social welfare administration : S.L. Goel & R.K. Jain
- ii. Social welfare administration : D. Paul Chowdhury

1.7 Exercise

- i. What is meant by social welfare and social welfare administration?
- ii. Explain the areas of social welfare.
- iii. What is public Administration? State the difference between Social Welfare Administration of Public Administration.

Unit 2 □ Administrative Process and its Components : Planning, Organisation, Staffing, Directing, Co-ordinating, Reporting & Budgeting

Structure of the Unit

- 2.1 Concept**
- 2.2 Planning**
- 2.3 Organising**
- 2.4 Staffing**
- 2.5 Directing**
- 2.6 Co-ordinating**
- 2.7 Reporting**
- 2.8 Budgeting**
- 2.9 Further Reading**
- 2.10 Exercise**

2.1 Concept

Theory building in Public Administration is not an easy task as there are various kinds of public organisations, administrative structures and processes. In spite of that attempts at the theorising in Public Administration have travelled a long path for a long time. There is now a large body of literature known as organisation theory dealing with formal organisation. This theory has emerged in recent times as a powerful tool of analysis of public administration. Frederick W. Taylor (1856-1915) initiated the scientific management movement and tried to find out scientifically ‘the one best way’ of doing each task and thus to increase productivity in the organisation. During the first half of the twentieth century a broader approach to organisation was initiated by a group of writers whose interest was chiefly in formal organisation structure and the basic management process. Henri Fayol of France was one of the earliest writers on the general theory of management. Unlike Taylor, Fayol was concerned with management and the task of the manager. Fayol, to raise management to the level of science, laid down a number of principles. He, however, acknowledged the need for flexibility and timely adjustments.

During the 1920’s and 1930’s Fayol’s line of thought was further elaborated by Luther

Gullick and Lyndak Urwick. In 1937 Gullick and Urwick edited papers on the science of administration and asserted vehemently that administration is a science and the principles of administration are universally applicable. They laid down seven principles of administration that came to be expressed as 'POSDCORB' (planning, organising, staffing, directing, co-ordinating, reporting and budgeting).

2.2 Planning

Planning is the first important principle of administration. It can be considered as a conscious effort to achieve desired results. In other words planning is a rational method of application of resources for the fulfilment of specified objectives. Planning may, thus, be defined as a process of decision making which involves selecting and integrating the courses of action that an organisation will follow to attain its objectives. Prof. G.L. Roy has opined that planning is a process of decision making through which rational analyses, of the present condition and problems and possible solutions to ensure the identification of alternatives. A list of priorities of development may, thus, be prepared considering the needs and demands of the community.

Among all the principles of administration planning is the most important one. It is a process through which the administrator looks through the future and decides the future course of action. Planning enables the planner to opt the appropriate method of action. What is to be done, when and who would do it are predetermined in the planning process. Experts have opined that planning of a work includes an advanced idea of its results. The success of a plan depends on the far sight, imagination, experience and skill of the administrator.

A successful plan has to go through some stages :

- a. Data collection : This is the most important ingredient of a plan. Data may be collected from two sources-primary and secondary. Questionnaires or schedules may be prepared for the purpose of data collection. The data may provide an inventory of problems and prospects of a community located in a particular geographical area.
- b. Analysis of the ground reality : Information gathered from primary and secondary sources may be used to conceptualise the ground realities. Identification of problems and envisaging of proper developmental perspectives are made possible through this analysis.
- c. Fixing of targets : Identification of problem necessitates prioritisation of tasks. Targets are fixed accordingly in consonance with priorities and available resources.
- d. Planning of programmes : To arrive at the desired goal, planning of programmes is a necessary stage of the process of planning. Main programmes of planning are to

be co-ordinated with the subsidiary programmes. Apart from that, planning of programmes should concentrate on time frame, availability of physical and human resources, fixing of responsibilities and periodic stock-taking.

- e. Supervision : Implementation of programmes require continuous supervision in a specific and well thought-out method. A successful plan lays stress on not only the quantitative achievement but qualitative fulfilment of target also.
- f. Evaluation : On completion of the term of a plan an objective evaluation is a must. The evaluation should judge the hiatus between the aims and real achievements of the plan. This introspective analysis helps a lot for further planning.

2.3 Organising

As administration is a collective entity and any such collection needs co-operation among the parts, organisation is a natural corollary of an administrative process. To enhance the productivity, efficiency and significance of the collective efforts in the administration, organisation is important. There are different stages of an organising process—determination of basic objectives of the organisation, earmarking of the total work load, division of works, allotment of works among the workers and co-ordination. The success of an administration depends much on the efficiency of the organising process. An inept organising may, cause the breakdown of the administration. It may be mentioned that there are some conditions for effective organising. These are : (i) a clearly defined structure of the organisation, (ii) a system of command and control, (iii) a line of authority, (iv) delegation of authority, (v) a balance between the power enjoyed by the authority and the performance, (vi) division of labour on the basis of specialisation and (vii) proper coordination.

2.4 Staffing

An administrative structure starts functioning only after the employment of administrative personnel. These appointments are made to attain three principal goals : (i) effective use of the human resources, (ii) establishment of good relation between the higher echelon of administration and the ordinary employees, (iii) attainment of best development of the individuals. To reach those goals there is the necessity of the following measures : (i) employment of appropriate persons, (ii) maintenance of proper atmosphere of work, an effective system of promotion and proper training, (iii) creation of an environment in which the employees are devoted to work, (iv) defining of goals—direct and indirect and (v) proper incentives—monetary and non-monetary for the work force.

2.5 Directing

In any administrative set up the managers not only manages the affairs, but directs also. With this task of directing, the controllers are ultimately responsible and accountable for their commissions and omissions. For that matter when they maintain control over all functions, they monitor and motivate the employees. Employees are prompted by the managers to perform in the best possible manner and to take challenges with courage and farsight. Directing, thus, includes, the task of encouraging.

2.6 Co-ordinating

By cordinating it is meant that an organisation needs for its existence and advancement a state of balance between the efforts of the individuals and the collectivity.

This is to be ensured in consonance with the objectives of the organisation. With the spread of the works of the organisation the need for more coordination is felt. Coordination prevents unnecessary repetition of works and wastage of resources—human and financial. Scarce resources are, thus, properly utilised for the social welfare.

It is, in essence, a means to an end, not an end in itself. William H. Neuman has advocated the necessity of co-ordination as a necessary tool for unified and collective efforts towards the achievement of some common goals.

Prof. S. L. Goel has opined that to make coordination effective and goal-oriented four important things are to be noted :

- a. It's a dynamic process.
- b. It's a direct process among the organisers.
- c. It starts from the very beginning.
- d. It is linked with a situation totally and meaningfully.

2.7 Reporting

Reporting ensures recording of performances and non-performances. Reports may be used as evidences. A transparent report keeps communication open throughout the entire organisation. Managers manage the affairs efficiently when they act as the linkman between the authority and the rank and file. Through reports an evaluation of progresses, problems, newer prospects are made in a scientific manner. Reporting also provides the scope of future references.

2.8 Budgeting

Budgeting is the preparation of a statement for a definite period of time based on estimates of expenditures and income during the period. In any organisation the task of budgeting is bestowed on the managers and they are responsible for proper utilisation or misutilisation of financial, material and human resources. Accountability of the manager extends to the prevention of wasteful expenditures, project overruns, errors of any sort and fraudulent practices.

2.9 Further Reading

- i. Organisation of social welfare : A. S. Kohli & S. R. Sharma
- ii. Encyclopaedia of Social Sciences Administration : A. S. Kohli & S. R. Sharma
- iii. <https://www.toolshero.com>

2.10 Exercise

- i. What is planning? What are the different stages of planning?
- ii. Explain the concept of co-ordination. Analyse the methods of making it effective.
- iii. What is Budgeting?

Unit 3 □ Concept, Techniques, Components, Method and Principles of Supervision, Monitoring and Evaluation, Public Relation

Structure of the Unit

- 3.1 Concept of Supervision**
- 3.2 Techniques, Components, Methods and Principles of Supervision**
- 3.3 Monitoring and Evaluation**
- 3.4 Public Relations**
- 3.5 Further Reading**
- 3.6 Exercise**

3.1 Concept of Supervision

Etymologically supervision means a critical watching and directing of activities or a course of action. It also means an activity of managing a department, project etc. and of making sure that things are done correctly and according to rules. Social Welfare Administration attaches special importance to the process of supervision. Supervision ensures both quantitative and qualitative fulfilment of targets in the social work projects. This fulfilment of target is possible if through proper supervision the wrongs are avoided or corrected and the project is completed within the pre-fixed time frame. Supervisory intervention may sometimes change the plans of work without hampering the objectives. But effective supervision is no doubt a deciding factor of the successful implementation of a social welfare programme.

Words like ‘advice’, ‘inspection’, ‘counselling’, ‘guidance’, ‘help’, ‘performance audit’ and ‘investigation’ are frequently used in the sense of supervision, but it should clearly be noted that these words are not synonyms of supervision.

In the opinion of Millet supervision is possible in two distinct ways—substantively and procedurally. Guidance, inspiration and directions are the tools of effective supervision, especially when the workforce is unskilled and untrained. According to Williamson, supervision is a process by which workers are assisted by a superior to make the best use of their knowledge and skills and by improving competence they can do their jobs more effectively and with increasing satisfactions of their own and their organisations. J. D. Millet, on the other hand, held that supervision is not a mere procedure, it is more than that. To him it’s a spirit which enlivens the relation between the organisation and its administration and the absence of supervision causes a crippling

effect in the administration. An effective management can understand this binary and takes steps accordingly. So supervision is the sum total of administrative works and it directs, encourages and shows the way to the workforce to fulfil the objectives of the organisation by outpouring the best in them. The administrator with his liberal outlook, rational mind, thoughtfulness and technical knowledge may thus inculcate a sense of responsibility in the workers.

3.2 Techniques, Components, Methods and Principles of Supervision

John D Millet has identified six different methods or techniques of supervision.

a. Prior approval : Before starting any work the prior content of the appropriate authority is a must. Informations about the project in details, should be gathered and the organisation would be apprised of the goals of the project. What the authority expects from the supervisor should also be known to him. If there is any violation of rules, misunderstanding, financial irregularity or waste of resources that should also be taken into the notice of the supervisor for rectification.

b. Service standards : The type and standard of work should be pre-determined. That is not a very easy task. Targets concerning quality a quantity of works and the actual achievements should be matched.

c. Budgetary limitations : the budgetary allocations for any project should be adhered to strictly both departmentwise and stagenise. To ensure that adherence a continuous and day to day accounting system should be developed. This can only prompt a corrective action if and when a financial fault creeps in.

d. Approval of personnel : Appointments of required personnel should always be done taking prior permission of the appropriate authority. It confirms the supervisory control over the staff and the quality of the service rendered by the concerned employees.

e. Reporting system : A written report prepared on the daily basis may help to pin point the faults of the work. Daily reports are also useful to prepare a continuous assessment paper periodically.

f. Inspection : Inspection is a very important tool for supervision. Supervisors are conscious onlookers of timely, fruitful, well meaning and problem-solving inspections. Inspection builds up a cordial relation between the inspector and the workforce and that ultimately contributes to the easy fulfilment of the target of the project. Inspection, in reality, helps enhancing the skill of the workers. For the best completion of project the inspectors may arrange meetings with the workers, prepare inovative methods and plans and issue positive directives.

Regarding components or elements we can mention six components of supervision :

- (a) Selection of right person for each specific job.
- (b) Inculcation of a love for the work in the minds of the workers and enabling them to actualise their best skill.
- (c) Examination of the works already done and the fruitfulness of the training imparted.
- (d) Finding of faults in the administering and, if necessary, change of place of work of the persons at fault.
- (e) Arrangement of incentives for the good work.
- (f) Each and every worker should be enthused to be a part of the whole.

For a brief overview of functions of supervision we may mention four important aspects :

- i. Administration : Administration should be impartial and proper. Workers should never raise any question regarding any decision of the supervisor.
- ii. Training : Training of employees secures the successful completion of the project.
- iii. Co-operation : Good relations among the members of the staff ensures a feeling of co-operation and that is also a requirement in the organisation.
- iv. Evaluation : An evaluative assessment of the running works helps to formulate the future course of action.

3.3 Monitoring and Evaluation

For the budgetary restrictions and the constraints of a time - frame continuous monitoring of the project works is unavoidable instrument. This can assess the quality of the works done along with the quantity of work accomplished and objectives of the work fulfilled. Continuous monitoring is, in reality, an easy way to adjudge the present health of the project. Monitoring is a continuous assessment of the functioning of the project activities in the context of implementation schedules and in the context of design expectations. On the other hand evaluation is a periodic affair. Monitoring, thus, is a method to detect the faults and to take decisions to hasten the process of implementation. This hastening of implementation is made possible by providing data supplied both horizontally and vertically. The data, obviously, are collected from the implementation process itself.

To initiate changes in the society planned programmes are taken up in these days as a routine work by both the governmental and non-governmental agencies. Evaluations, are, so to say, routinely done to understand whether the works are going on following the schedules or not. Thus evaluation is a periodic assessment of the relevance

performance, efficiency and impact of the project in the context of its stated objectives. It has been viewed by some as a value deterministic method and by some other as an analytic process. Some experts have advocated it as a process to audit the achievement. By some other experts it has been characterised as social audit. Views apart it may be said that monitoring of projects is done to take stock of advancement or retardation, good effects or ill-effects and merits or demerits of the projects. It is an inseparable part of planning process which is specially needed to take decisions, to decide strategies and to achieve theoretical insight.

Elements of monitoring and evaluation.

Monitoring is a process and it is a composite structure of the following elements :

- i. Monitoring of the objective of the project.
- ii. Monitoring of the quality and quantity of the work done.
- iii. Monitoring of impacts on the beneficiaries.
- iv. Monitoring of faults and positive forces
- v. Monitoring of the continuity of instructions
- vi. Monitoring of the control mechanism.
- vii. Monitoring of the co-ordination among the stakeholders
- viii. Monitoring of the future prospects.

Evaluation on the other hand has the following important aspects :

- i. Determination of viability of the project in the context of social change and social progress.
- ii. Spending and utilisation of resources and the target fulfilment.
- iii. Exploration of commissions and omissions and their reasons.
- iv. Pathfinding for the present and future.
- v. Gauging of the level of satisfaction and impacts of the project.

Techniques of Monitoring and Evaluation.

Monitoring uses some techniques :

- i. Use of modern information technology tools. This may save time in the implementation of the project :
- ii. Performance budgeting is another handy tool to save financial resources.
- iii. Network techniques are specially used in city planning and development of housing projects.
- iv. Work study is a technique to identify the laggards in the project.

v. Organisational analysis is done to achieve better results spending less in terms of physical and human resources.

vi. Social cost-benefit analysis is the examination of social relevance of the project

vii. System analysis and operations research

Evaluation also has some techniques of its own :

i. Collection of primary and secondary data.

ii. Comparative understanding of the pre-project and post-project conditions.

iii. Demarcation of successes and failures and reasons thereof.

iv. Examination of gains and losses in terms of time schedules, procedures etc and the causes of failure, if any

v. Whether the target is achievable or not and what should be the expected rate of success.

vi. If changes have been made, what the changes are and why of it

vii. Identification of impacts and analysis thereof.

viii. Consideration of opinion and necessities of the stake-holders.

3.4 Public Relations

Public relations is an important aspect of social welfare administration. An intimate, unbiased and sweet relation with the beneficiaries paves the way of optimum and participatory completion of a project of social welfare. Public relations is an understanding developed to create an atmosphere which ensures an atmosphere of free flow of views and opinions. So it is not correct to construct that public relation means only dissemination of informations. Rather it aims to achieve an unity of mind and a sense of co-operation among all the stakeholders of social actions.

In any public organisation this task of developing good relations among all concerned parties is bestowed not on any single specialised official. It is collectively achieved and because of efficient publicity drive a large number of individuals can come forward with their hands of co-operations. In the absence of wider participation and informed awareness a very good programme of social welfare may experience unsuccessful ending. So through effective public relations attention of the public may be drawn towards the ongoing projects and consequentially the support of the general public behind those programmes may be achieved. To achieve that the necessary steps are :

i. Formation of committees for publicity of social welfare programmes.

ii. Dissemination of information to the local media and maintainance of a personalised contact.

iii. Development of a co-operative contact with the locality and arrangement of regular meetings with beneficiaries.

Another important cornerstone of public relation is counselling. Public relation officials are to counsel the common people and also the personnel who are engaged to implement the programmes of welfare. A perfect counselling process may educate the common man about his productive existence in the society and sometimes it rehabilitates a man in distress. This role of the social welfare administrator as public relations officer is one of his many roles but any neglect in this respect may jeopardise his whole mission.

3.5 Further Reading

1. Social Welfare Administration – S. L. Goel & R. K. Jain
2. Modern Management Techniques – S. L. Goel
3. Problems of Administration in social work – Liece Atwoter

3.6 Exercise

1. What do you mean by supervision? What are the elements of supervision?
2. Explain the process of monitoring.
3. What is Public Relations?

Unit 4 □ Concept and Importance of Organisation, Organisational Behaviour, Motivation, Team Building, Leadership, Decision Meaning and Group Dynamics

Structure of the Unit

- 4.1 Concept & Importance of Organisation**
- 4.2 Organisational Behaviour**
- 4.3 Motivation**
- 4.4 Team Building**
- 4.5 Leadership**
- 4.6 Decision Making**
- 4.7 Group Dynamics**
- 4.8 Further Reading**
- 4.9 Exercise**

4.1 Concept & Importance of Organisation

Social welfare was not a very organised affair before the advent of industrialisation and urbanisation. With the emergence of modernity the requirement of sustainable, planned and ameliorative social welfare programmes were felt and visualised. Organisations became a necessity with this development in the modern times. When the voluntary agencies and the governmental organisations came forward to implement welfare programmes for the vulnerable sections of the populace, planning and implementation of definite programmes through formal organisations became an imperative. Formal organisations with their manuals of works have systematised the whole gambit of objectives and actions. The administration of an organisation capitalises the co-operation of the workers and moves towards the actualisation of the objective of the organisation through a well thoughtout plan.

According to Luther Gallick, an organisation is the statutorily recognised structure of authority which divides, distributes and explains and co-ordinates the work and fulfils the objectives. In the opinion of Mooney 'organisation is the form of every human association for the attainment of a common purpose'. Dimock and Dimock have held that organisation is a systematic unification of the related parts to achieve authority, co-ordination and control for the realisation of some objective. William Schulze has opined that organisation is a congregation of men, materials, machines, accessories and work

place which unites and co-ordinates all these aspects and acts to achieve the desired goals. Etzioni has identified some features of organisation.

1. Division of works, existence of authority and communication would ensure the fulfilment of targets.
2. The power centre would exist to control the collective function of the organisation and monitoring of the works and, if necessary, correction of the faults to ensure quality and efficiencies.
3. It and when the satisfactory performance of an employee is not available, a suitable replacement would be made.
4. Promotion and transfer of employees would be there.

Organisations are of two types :

1. Mechanistic : Here organisation is considered as a machine. It works like a machine and controls mechanistically. Employees are like the parts of a machine. Like the machine a coordinated functionary of workers ensures the proper functioning of the organisation.
2. Humanistic : Here organisation tries to fulfil its objectives on the basis of human aspects. Workers are trained accordingly and the organisation moves towards its goal honouring the question of humanity. It, thus, attaches importance to (i) authority and responsibility (ii) distribution of works and decentratation (iii) public relations, (iv) communication (v) co-ordination and (vi) inspection and evaluation.

4.2 Organisational Behaviour

Every society has its own rules, norms, customs and conventions. A man, within the society, is bound to accept the behaviour pattern dictated by the society. Disobedience of any sort is considered as unsocial and, sometimes, antisocial acts. In the case of an organisation also, the persons attached with it are bound to follow the rules and norms of the concerned organisation. Organisational behaviour is the sum total of behaviour of its employees on the basis of position, status, organisational norms and rules. So, it can be said that organisational behaviour reflects the environment, good-will and fame of the organisation. Behavioural responses, however, may differ from one section of employees to another. Due to the existence of a hierarchy and the differences of positions, skills and efficiencies, the behaviour patterns of employees vary in an organisation. Division of work, differences of power, responsibility, skill and efficiency may engender differences of behaviours in an organisation.

In the interest of collective good-will an organisation always try to ensure a parity of

behaviour of all sections of employees. Organisational behaviour, thus, decides the honour and good name of the organisation. Honour and prestige of the organisation decides the honour and prestige of the individual attached with it.

The organisational behaviour of an organisation is determined by its objectives, values, honesty and efficiency. Thus, when an organisation lacks values, honesty and human qualities but possesses profit motive and efficiency, it builds up a behaviour pattern of its own which differs radically from the behaviour pattern of any organisation which is value-oriented, altruistic and humane. Organisational behaviour is, generally, built up by the organisation through its work environment, clearly defined rules of conduct and the conscious efforts of the upper strata of the work force. If and when an employee fails to go along with the values and objectives of the organisation he is replaced by a suitable alternative employee. So, an organisation is adjudged on the basis of the organisational behaviour and it is assessed as good or bad accordingly.

In a social welfare organisation traditional behaviour pattern is stressed and it differs with the structure and work specificity of the organisation.

In conclusion, it can be said that an organisation is a statutory formation of relation. The structure of it is not only hierarchical but it vertically arranges the distribution of authority and responsibility. The behaviour of the workers is in consonance with the objectives of the organisation and that actualises the co-ordination of all organisational decisions. The head of the organisation enjoys the ultimate authority and takes the responsibility of successful completion of all the works. Authority and responsibility is distributed hierarchically. The administrative set up of a social welfare organisation has to follow the above mentioned procedures in its structure and the distribution of power and responsibilities.

4.3 Motivation

Motivation is a conscious and goal oriented method or process of implementing any programme. To motivate means to create an urge for doing something. By creating the urge the person motivated would be led to the path of fulfilment of the objective. In that sense motivation is to inspire or influence someone to achieve something. A desire, thus, from within one's own is created to do something. It is such a process which heightens man's interest and makes himself goal oriented.

Motivation is a state of mind which enthuses man both physically and spiritually and directs him to a positive environment. Hence in a given situation motivation steers clear of all hurdles and acts as a helping tool to reach the goal.

A person is properly motivated when he is convinced that some special knowledge or education is helpful for him in his life and vocation. In other words, if a person or a

group of persons is or are in a position to accept that some advices are beneficial for them, then only they would be ready to be motivated. To reach some goal a bunch of desires, or necessities are the real basis of a motivation process.

The main sources of motivation are :

- i. Physiological needs
- ii. Security reasons
- iii. Physical wants
- iv. For attaining in love of others
- v. From the desire of high social status
- vi. For achieving new experiences
- vii. For the fulfilment of a desire of self-realization.

How can an individual be motivated?

- i. By showing the path of fulfilment of his demands and aspirations of life.
- ii. By Extending empothetic approache.
- iii. By drawing attentions dramatically
- iv. By informing him about the horizons of life
- v. By showing him respect and awarding him some incentives.

Needs of motivation : For a social worker motivation is very important a method. By motivating the people the conscious participation of them in the social work programmes is made possible. Until and unless people are motivated, they can not participate in the development of the society. Without their participation it can not be done by some outside agencies. So, before starting any such social work programmes people should be made conscious and motivated and that would ensure their active participation. The poor people have not yet attained the required education and modern knowledge. They live in a struggle of earning their breads daily and they seldom get the opportunity of feeling the other needs of life. What needs most is the role of the social worker to educate the poor and motivate them to a better life. Here comes the question of motivation. Motivation creates hopes and makes the man interested about new and developed thinking and action.

4.4 Team Building

For the attainment of goals when the members of an organisation strive unitedly as a team and they employ their spirit, power, integrity and co-operative mood in a collective manner the team work is realised. And when the integrity, co-operation, good relation and this collective spirit among the workers is around it is called team building.

Attainment of goals becomes easy if this is the way of action. The work is done in the best possible manner and within a reasonable time frame. If the whole organisation acts as a team, the employees from the top to the bottom perform on the basis of cooperation, good relation, team spirit and integrity. The head of the organisation becomes the team leader and plays a great role in the creation of the team and its day to day functioning. The various departments of the organisation may also form smaller teams and ensure the completion of their jobs in a more efficient manner.

Team building is generally understood as a method to ensure efficiency in the works of the organisation. This requires the following steps.

- (a) Employees should be convinced about the transparent and ideal work climate of the organisation
- (b) Employees should possess a sense of respect and love for the organisation and they should be motivated on the basis of philosophy and objectives of the organisation.
- (c) The team spirit should be firm among the workmen.
- (d) The unity and integrity of the workers should be unassailable
- (e) Good relations among the employees engenders flexibility and spontaneity in the organisation.
- (f) Misunderstanding and mistrust among the members of the organisation should not be all.
- (g) Members should be informed about the strength, intensity and co-operation of the organisation.
- (h) Employees should be taught to attach more importance to collective interest than personal interest.
- (i) A sense of pride should be instilled in the minds of the members of the team.

The features of a team or group are :

- i. Everyone of the team should feel the concept of team and would work as a member of it.
- ii. There should be a spontaneity in the work participation
- iii. There should be an able and experienced leader of the team.
- iv. Members would enhance their ability and skill gradually in the interest of the team.
- v. Employees should maintain good relations among them and feel pride about the integrity and strength of the team.
- vi. Everyone of the team should be proud as a member of the team.

4.5 Leadership

In the present times in our country the term leader is an ignominious one. But it is a sheer misunderstanding. We should know the true import of this term—what is leadership? What necessitates the role of the leader? and what are the qualities of a leader?

It's a common knowledge that society is not a haven of only good souls. Diversity is the product of nature. Men differ in terms of knowledge, intellect, skill and physical qualities. Men of special qualities may contribute to the well being of men of lesser abilities. Here comes the question of leadership. A leader can unite and motivate a group of people to move towards some goal. Leadership is thus, an ability to persuade others to seek defined objectives enthusiastically. It's a method to influence the behaviour pattern of an individual or a group. Three things are intimately associated with the question of leadership—leader, follower and other variables.

We can delineate some features of leadership from the definition of it :

- (a) Leadership is, in essence, a quality. The quality of the leader attracts the followers to follow him.
- (b) A leader always strives to influence the followers and achieve his pre-determined objectives.
- (c) A leader nurtures, very carefully, his relationship with the followers.
- (d) Leadership is a dynamic affair and the leader shapes behaviours with dynamism.

Who is a leader?

A leader is a person who leads his followers with no narrow ends or personal gains. Apparently, at least, he bears the burden of others selflessly. Leader is not the master but the servant of others. With his insight and behaviour the leader wins over the followers and captures their thought process and behaviour pattern.

Qualities of a leader :

- (a) Ability to make future plans
- (b) Farsightedness
- (c) Power of decision making
- (d) Good communication skills
- (e) Diligence and perserverence
- (f) Intelligence, wisdom and thoughtfulness
- (g) Honesty and courage.
- (h) Efficiency to handle risky ventures

- (i) Patient hearing of all opinions, but singlehanded decision making

What necessitates a leader?

- (a) To encourage the followers : A leader not only encourages his followers to move towards a goal, but enhances their skills and efficiency also. In any organisation this is very important a necessity.
- (b) Confidence building : A leader always strives to build confidence among his followers and this strengthens the organisation ultimately.
- (c) Moral development of his followers. This can initiate an attitudinal change among the members of an organisation and cause the easy achievement of better results.
- (d) Resource mobilisation : Mobilisation of resources is an important function of an organisation. A good leader can mobilise required resources quite efficiently and ensure the success of the developmental works.
- (e) Popular participation : A leader should ensure the participation of greater number of people in the developmental missions. This popular participation is a precondition of success of any developmental work and a good leader can ensure it.

Types of leadership :

- i. Autocratic : An autocratic or authoritarian leader takes all the decisions singlehandedly
- ii. Participative : A participative leader encourages participatory decision making and a democratic atmosphere is created within the organisation which allows free flow of opinions and collective decision making.
- iii. Free-rein : Here the subordinate staff enjoy a vast scope to influence the decision making process and they become very efficient and self-reliant accordingly.

4.6 Decision Making

To maintain the dynamics of an organisation the decision making on a regular basis is an imperative necessity. Nature of decisions decide the success or failure of the organisation. Decision-making in a social welfare organisation requires courage and ability to handle risk. Uniform decision making is a myth as the differences of situational contents determine the exactitude of decisions. For the sake of classification we can give the example of women's welfare. Programmes for women's welfare should be undertaken in consideration of community structure, actual need and culture constraints. An appropriate decision should be made only after a consultative process involving the beneficiaries. The social workers should adopt this method and an appropriate training and experience may guide them in this respect. Decision making, so to say, is a conscious

human endeavour which combines intelligence and knowledge and arrives at a solution.

Some important aspects of decision making are :

- (a) Decision maker should be able and skilled to take decisions.
- (b) As it is full of complexities, decision maker should possess multivarious experiences. Men from different areas should be involved in the decision making process.
- (c) Before taking any decision the needs and aspirations of the beneficiaries should be taken into account.
- (d) The decision maker should possess the idea about the socio-economic and political cultural environs and he should take decisions on the basis of those inputs.
- (e) The decision maker should acquire technical knowledge and leadership qualities for the best possible realisation of organisational necessities. According to Simon decision making has three important stages : (i) intelligent activities, (ii) design activities and (iii) Choice activities
- (f) For the prompt and proper decision making knowledge of management techniques are necessary. The social worker should learn there techniques for arriving at correct decisions.

Steps of decision making :

- (a) Identification of problems
- (b) Analysis of problem
- (c) Selection of alternative solutions
- (d) Evaluation of impacts of the alternatives
- (e) Decision making
- (f) Decision implementation

In our daily life we normally take decisions on the basis of our emotions and inferences. But this leads us to wrong decisions on many occasions. Rational and analytical decision making is much more effective than the previous one.

4.7 Group Dynamics

Group is a dynamic entity. Group is formed by some individuals and satisfaction of their need, wishes and aspirations is the reason for their formation. Each member of the group has his own personal traits and the group combines all the personalities in a single entity. Interaction among the members produce the dynamism of the group. External effects like community expectations, institution values, inter group competitions also influence the dynamics of a group.

Dynamic features of a group

- (a) Permits interpersonal relations
- (b) Ensures participation of all members and makes them responsible
- (c) Employs skill, ability and experience and attaches value to them
- (d) Compels the members to learn and think about the prestige and social standing of the group
- (e) Creates situations to give birth leaders.
- (f) Crystallises the understanding of the members.
- (g) Encourages the members to hear, reflect and contribute
- (h) Enthuses the members to solve problems through co-operation and reciprocities
- (i) Encounters the influences of the outside forces.

There are some factors which contribute to infuse dynamism into the groups :

- (a) Atmosphere
- (b) Communication pattern
- (c) Participation
- (d) Group standards
- (e) Social control
- (f) Development of welfare
- (g) Group pressure
- (h) Influence
- (i) Interdependence
- (j) Coercion
- (k) Cohesion

4.8 Further Reading

1. Extension and Rural Development – Desai
2. Social welfare and administration – Goel
3. Methods & fields of social work in India – Murthi
4. Introduction to Sociology – Sachdeva
5. Social welfare and Administration – M. C. Jain
6. Modern Organisations – Amitai Etzioni

4.9 Exercise

1. What do you mean by organisation? What should be the organisational behaviour? Elucidate
2. What is the need of a team? Why leadership is important for an organisation? Discuss.
3. What is motivation and decision-making? Discuss their importance.
4. What are the features of a dynamic group?

Unit 5 □ Personnel Policies, Human Resource Planning and Development, Manpower Planning, Staff Development, Training, Employee Counselling. Personnel Policies

Personnel Policies

Any organization, be it Governmental or Non Governmental requires employees to carry out its activities. According to Flippo, "**Personnel management** is the planning, organizing, compensation, integration and maintenance of people for the purpose of contributing to organizational, individual and societal goals."

Further Demo in 2012 defines Personnel management policies as the theoretical and practical framework built to enable the attainment of the organization's objectives, acting as guides of thought and action for the area of people management. The term "practices", in turn, is used in the sense of habit, routine or action, or when referring to activities that are components of routines. On the other hand, the behaviour of individuals in this process is fundamental, because it directly influences both their individual productivity and the productivity of their work group and, consequently, the organization.

The main purpose of personnel policies around personnel promotion is to design a strategy for staff planning for an organization. Appropriate staff planning determines the desirable size and composition of the workforce for an organization along with other administrative issues connected with it.

A good Personnel policy includes :

1. Promoting and stimulating competent work force to make their fullest contribution to the concerned organization.
2. To advice and assist the line managers in personnel matters. Therefore, personnel department is a staff department of an organization.
3. Personnel management lays emphasize on action rather than making lengthy schedules, plans, work methods. Thus problems and grievances of people at work can be solved more effectively through rationale personnel policies.
4. It should be based on human orientation and try to help the workers to develop their potential fully to the concern.
5. It motivates the employees through its effective incentive plans so that the employees provide fullest co-operation.
6. Personnel policies deal with human resources of a concern. In context to human resources, it manages both individual as well as blue-collar workers.

The four functions of Personnel Policies :

1. Manpower Planning
2. Recruitment
3. Selection
4. Training and Development

An organization will give its best performance when there is a good coordination between the whole system of people management and the strategic objectives of the organization. This coherence is important to understand the relationship between HR management and organizational performance. Not only this, Personnel policies should be planned in such a way so that the employees are not deprived of their due rights and entitlements within the organization.

Human resource Planning

Human resource planning (HRP) is the continuous process of systematic planning ahead to achieve optimum use of an organization's most valuable asset ie the Employees or the Human Resources.

Human Resource planning ensures parity between employees and jobs by avoiding manpower shortages or surpluses.

There are four key steps of the HRP process. They include analyzing present status of the employees, predicting the demand for qualified professionals, balancing projected demand for employees according to the activities to be undertaken by the organization in near future, and supporting organizational goals.

HRP helps the organization to look for the most competent and professionally qualified social workers and field level workers to may very well understand the mission and vision of the organization and thus effectively and efficiently work to fulfil its goal. Much of the success of any programme would depend on the Human resource of the organization.

Human resource Development (HRD)

Human Resource Development includes such opportunities as employee training, employee career development, performance management and development, coaching, and mentoring the Human Recourses of the Organization. The focus of all aspects of Human Resource Development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to the people of the community or for whom they are catering for. The concept of human resource development (HRD) has emerged as a strategy to improve the competence of the employees and for enhancement of organizational effectiveness

Organizations have to create opportunities for human resources or employee development, both within and outside of the workplace.

Over the past two decades, human resource development has become the fastest growing area of management development, to meet the demands of the community and addressing the social problems more professionally. HRD has advanced beyond the narrow view of simply training and has evolved into a more complete approach to learning and developing knowledge at the individual and organizational level (Mittal, 2013). Thus human resources development practices in an organization play a key role in improving employees' competencies that further enhances the organizational performance.

Manpower Planning

Manpower Management which is also called as Human Resource Management consists of putting right number of people, right kind of people at the right place, right time, doing the right things for which they are suited for the achievement of goals of the organization. Human Resource Planning has got an important place in the arena of industrialization. Human Resource Planning has to be a systems approach and is carried out in a set procedure.

The procedure is as follows:

- Analyzing the Current Manpower Inventory
- Making Future Manpower Forecasts
- Developing Employment Programs
- Design Training Programs

Staff Development

Staff Development may be used in reference to a wide variety of specialized training, formal education, or advanced professional learning intended to help administrators, teachers, and other educators improve their professional knowledge, competence, skill, and effectiveness thereby the employees may avoid stagnation in their career and proof themselves for future. Such development programs prepare employees to assume positions of increasing authority and responsibility in future .

Importance of Staff Development in an Organization-

- *Efficiency*

Staff development can help to ensure that the staff are able to maintain and enhance the knowledge and skills needed to deliver a professional service needed for the Organization as well as to the community.

- *Consistency*

A structured training and development programme can help to ensure all employees have a consistent level of experience and knowledge, and all have the same set of skills required. Thus allowing flexibility within the workforce planning.

- *Complaint*

Training and development can help to ensure that their knowledge is relevant and up to date.

- *Address Weakness*

Even the best of employees have some weaknesses when it comes to their workplace skills. An ongoing training and development program allows you to find and address any weaknesses, helping your employees to be more all-rounded and better skilled at every factor of their job.

- *Confidence*

Training and development can help to increase employees confidence within their role. Investment in training and development helps to show employees they are appreciated which can help them to feel a greater level of job satisfaction.

Training-

Training and development involves learning situations in which the employee acquires additional knowledge or skills to increase job performance. Training objectives specify performance improvements, reductions in errors, job knowledge to be gained, and/or other positive organizational results. Training and development programs are designed to increase employees' knowledge, skills, and abilities in order to foster job performance.

Types of training programmes which can be organized in an Organization-

1. **Communications :** The increasing diversity of today's workforce brings a wide variety of languages and customs.
2. **Computer skills :** Computer skills are becoming a necessity for conducting administrative and office tasks and also enhances the record keeping activities thus ensures better documentation for the organization.
3. **Diversity :** Diversity training usually includes explanation about how people have different perspectives and views, and includes techniques to value diversity
4. **Ethics :** Today's society has increasing expectations about corporate social responsibility. Also, today's diverse workforce brings a wide variety of values and morals to the workplace.

5. **Human relations** : The increased stresses of today's workplace can include misunderstandings and conflict. Training can help people to get along in the workplace.
6. **Training regarding Schemes and Social Legislations.** The staff must be updated regularly with training sessions related to new social legislations and the Government Schemes and policies so that as resource persons, guide and facilitators they may be able to disseminate right information to the community people.

The Training Process may be designed in four phases. A training programme may be designed after assessing the Training needs of the employees. Then competent resource persons may be identified for delivering the Training Session. Finally the process would end up by analysing the outcome of the training programme by proper evaluation.



Employee Counselling-

Counseling is a positive and constructive supervisory tool. Because it involves face-to-face communication between the counsellor and the employee, it is the most direct and the most efficient means available to a counsellor to have a positive impact on the performance of an employee. Employee Counselling is a confidential workplace service that employers pay for. It helps the employees to deal with work-life stressors, family issues, financial concerns, or any other legal concerns. It is often available to both employees and their families to help workers remain productive at work. Employees have a confidential place to go with their personal problems. It also helps employees deal with stressors, so they don't carry over into the workplace.

At times the staff of an organization finds it difficult to adjust with their colleagues and thus they may face difficulties in coordinating with others and thus their efficiency decreases. In such cases counselling may prove to be helpful. Counselling may be done individually or in group as may be the situation.

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Unit 6 □ Social Welfare Administration at the central level : Administrative structure, activities and various schemes of the Union Ministry e.g. MSJE, Department of Women and Children, Department of Youth Affairs.

The Indian Constitution establishes a welfare state. This is clear from the salient features in the Preamble and the Directive Principles of State Policy (DPSP). In this spirit, India is making a determined attempt to fulfill its ideal of a welfare state not only in principle but also through economic planning, thus securing to the Indian citizens justice-social, economic and political.

In this spirit, striving towards the similar objectives, this portal provides information on entitlements, schemes, programmes and institution details related to women, children, SC, ST, OBC, Minorities, Senior Citizens, unorganised sector, differently-abled and others.

Ministry of Social Justice and Empowerment (MSJE)

The **Ministry of Social Justice and Empowerment** is a Government of India ministry. It is responsible for welfare, social justice and empowerment of disadvantaged and marginalised sections of society, including scheduled castes (SC), Other Backward Classes (OBC), the disabled, the elderly, and the victims of drug abuse. At present The current minister Sri Thawar Chand Gehlot is serving as the Minister of MSJE, and he is assisted by a Minister of State, Rattan Lal Kataria, Krishan Pal Gujjar and Ramdas Athavale.

MSJE came into existence in May 1998. The ministry has five bureaus, each headed by a Joint Secretary: Scheduled Castes Development Bureau; Backward Classes Bureau Coordination, Media, Administration; Disability Bureau; Social Defense (SD) Bureau; and Project, Research, Evaluation and Monitoring Bureau.

Some of the important Schemes of this Ministry -

- **Scheme of Grant in Aid to Voluntary Organisations working for Scheduled Castes-**

The main objective behind the scheme is to involve the voluntary sector and training institutions of repute to improve educational and socioeconomic conditions of the target group i.e. Scheduled Castes with a view to upgrade skill to enable them to start income generating activities on their own or get gainfully employed in some sector or the other. The principle that good voluntary organizations should not only be assisted but also consciously built up has been guiding spirit behind the formulation of the Scheme.

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

Pre-Matric Scholarship to the SC Students studying in classes IX & X is a Centrally Sponsored

Scheme and implemented through State Government and UT administration. The Objectives of the scheme are:

1. To support parents of SC children for education of their wards studying in classes IX and X so that the incidence of drop-out, especially in the transition from the elementary to the secondary stage is minimized, and
 2. To improve participation of SC children in classes IX and X of the pre-matric stage, so that they perform better and have a better chance of progressing to the post-matric stage of education.
- **Pre-Matric Scholarships to the Children of those Engaged in occupations involving cleaning and prone to health hazards.**

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

- **Post-Matric Scholarship for Schedule Caste Students**

Post Matric Scholarship scheme is a Centrally Sponsored Scheme and implemented through State Government and UT administration. The Scheme provides financial assistance to the Scheduled Caste students studying at post matriculation or post-secondary stage to enable them to complete their education. These scholarships are available for studies in India only and are awarded by the government of the State/Union Territory to which the applicant actually belongs i.e. permanently settled.

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

- **CENTRAL SECTOR SCHOLARSHIP SCHEME OF TOP CLASE DUCATION FOR SC STUDENTS (Effective from September, 2018)**

The Scheme aims at recognizing and promoting quality education amongst students belonging to SCs, by providing full financial support. The scheme will cover SC students for pursuing studies beyond 12th class. The SC students, who secure admission in the notified institutions, will be awarded scholarship to meet the requirements for (i) full tuition fee and non-refundable charges (there will be a ceiling of Rs. 2.00 lakhs per annum per student for private sector institutions and Rs.3.72 lakhs per annum per student for the private sector flying clubs for Commercial Pilot Training and Type Rating Courses), (ii) living expenses to the beneficiary @ Rs. 2220/- per month per student. However, the advance payment of living expenses, to be

paid directly by the Central Government, through Direct Benefits Transfer mode would be restricted to 1 quarter only. (iii) books and stationery @ Rs. 3000/- per annum per student and (iv) a latest computer with accessories like UPS, Printer, Multi-media limited to Rs. 45000/- per student as one time assistance during the course. The Institute will procure computers and supply to the awardees. Alternatively, the Institute may also consider reimbursement of expenses made by a student on Purchase of the computer. Limited Rs. 45,000/- provided, the computer and accessories are procured from a reputed manufacturer/supplier.

BABU JAGJIVAN RAM CHHATRAWAS YOJNA (BJRCY)

1. INTRODUCTION

This scheme for construction of hostels for Scheduled Caste (SC) students is one of the means to enable and encourage children/students belonging to these Castes (SC) to attain quality education. Such hostels are immensely beneficial to the students hailing from rural and remote areas of the country. While the scheme of construction of hostels for SC girls is in operation from the Third Five Year Plan (1961-66), the same for boys was started with effect from the year 1989-90. The scheme was revised in 2008 and recently on 10.09.2018.

The primary objective of the revised scheme is to attract implementing agencies for undertaking construction of hostels, especially for SC girls, towards the broader vision of containment and reduction of their dropout rate. The other objectives are: (i) having a girls hostel with a capacity of 100 seats, in every block headquarters of low literacy districts not having one as of now, by way of priority, (ii) repairing and proper maintenance of hostels, and (iii) having an effective mechanism for monitoring, review, etc.

● **Statutory Bodies**

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

● **National Institutes**

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

- o National Institute of Rehabilitation Training and Research, Cuttack (NIRTAR)
- o National Institute for Empowerment of Persons with Multiple Disabilities (NIEPMD), Chennai
- o Indian Sign Language Research & Training Centre (ISLRTC)
- **Public sector undertakings**
 - o National Backward Classes Finance and Development Corporation (NBCFDC)
 - o National Handicapped Finance and Development Corporation (NHFDC)
 - o Artificial Limbs Manufacturing Corporation of India (ALIMCO), Kanpur

Ministry of Women and Child Development

The Ministry of Women and Child Development, a branch of the Government of India, is an apex body for formulation and administration of the rules and regulations and laws relating to women and child development in India. Smriti Irani is the current minister for the Ministry of Women and Child Development since 31st May, 2019. The Department of Women and Child Development was set up in the year 1985 as a part of the Ministry of Human Resource Development to give the much needed impetus to the holistic development of women and children. With effect from 30.01.2006, the Department has been upgraded to a Ministry

The Ministry of Women and Child Development is headed by Smt. Smriti Irani, Minister; Mr. Shankar Aggarwal is the Secretary and Mr. A.B.Joshi and Ms. Preeti Sudan are Additional Secretaries of the Ministry of Women and Child Development. The activities of the Ministry are undertaken through seven bureaux. The Ministry has 6 autonomous organisations working under its aegis.

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

NIPCCD and RMK are societies registered under the Societies Registration Act, 1860. CSWB is a charitable company registered under section 25 of the Indian Companies Act, 1956. These organisations are fully funded by the Govt. of India and they assist the Department in its functions including implementation of some programmes/schemes. The National Commission for Women was constituted as a national apex statutory body in 1992 for protecting

and safeguarding the rights of women. The National Commission for Protection of Child Rights which is a national level apex statutory body constituted in the March 2007 for protecting and safe guarding the rights of children.[3]

Subject allocated to the Syllabus

- Women and Child Welfare and Coordination of activities of other Ministries and Organisation in connection with this subject.
- References from the United Nations National Nutrition Policy, national Plan of Action for Nutrition and National Nutrition Mission.
- Charitable and religious endowments pertaining to subjects allocated to this Department
- Promotion and development of voluntary effort on the subjects allocated to this Department
- Implementation of -
 - Immoral Traffic in Women and Girl Act. 1956 (as amended up to 1986) .
 - The Indecent Representation of Women (Prevention) Act, 1986 (60 of 1986).
 - The Dowry Prohibition Act. 1961 (28 of 1961)
 - The Commission of Sati (Prevention) Act, 1987 (3 of 1988), excluding the administration of criminal justice in regard to offences under these Acts.
- Implementation of the Infant Milk Substitutes, Feeding Bottles and Infant Food (Regulation of Production, Supply and Distribution) Act, 1992 (41 of 1992).
- Coordination of activities of Cooperative for Assistance and Relief Everywhere (CARE)
- Planning, Research, Evaluation, Monitoring, Project Formulations, Statistics and Training relating to the welfare and development of women and children, including development of gender sensitive data base.
- United Nations Children's Fund (UNICEF)
- Central Social Welfare Board (CSWB)
- National Institute of Public Cooperation and Child Development (NIPCCD)
- Food and Nutrition Board
- Food and Nutrition Board (FNB)
 - Development and popularization of subsidiary and protective foods.
 - Nutrition extension.

- Women's Empowerment and Gender Equity.
 - National Commission for Women.
 - Rashtriya Mahila Kosh (RMK)
 - The Juvenile Justice (Care and Protection of Children) Act, 2000 (56 of 2000).
 - Probation of Juvenile offenders.
 - Issues relating to adoption, Central Adoption Resource Agency and Child Help Line (Childline).
 - The Children Act, 1960 (60 of 1960).
 - The Child Marriage - Restraint Act, 1929

Some of the Programmes-

The scheme of Balika Samridhi Yojana was launched by Govt. of India w.e.f. 15-8-97 with the following objectives:-

1. To change negative family and community attitudes towards the girl child at birth and towards her mother.
2. To improve enrolment and retention of girl children in schools.
3. To raise the age at marriage of girls.
4. To assist the girl to undertake income generating activities.

The Beti Bachao Beti Padhao Scheme-

The trend of decline in the Child Sex Ratio (CSR), defined as number of girls per 1000 of boys between 0-6 years of age, has been unabated since 1961. The decline from 945 in 1991 to 927 in 2001 and further to 918 in 2011 is alarming. The decline in the CSR is a major indicator of women disempowerment. CSR reflects both, pre-birth discrimination manifested through gender biased sex selection, and post birth discrimination against girls. Social construct discriminating against girls on the one hand, easy availability, affordability and subsequent misuse of diagnostic tools on the other hand, have been critical in increasing Sex Selective Elimination of girls leading to low Child Sex Ratio. Since coordinated and convergent efforts are needed to ensure survival, protection and empowerment of the girl child, Government has announced Beti Bachao Beti Padhao initiative. This is being implemented through a national campaign and focussed multi sectoral action in 100 selected districts low in CSR, covering all States and UTs. This is a joint initiative of Ministry of Women and Child Development, Ministry of Health and Family Welfare and Ministry of Human Resource Development.

The objectives of this initiative are:

- Prevention of gender biased sex selective elimination
- Ensuring survival & protection of the girl child
- Ensuring education and participation of the girl child

One Stop Centre Scheme

Gender Based Violence (GBV) is a global health, human rights and development issue that transcends geography, class, culture, age, race and religion to affect every community and country in every corner of the world. The Article 1 of UN Declaration on the Elimination of Violence 1993 provides a definition of gender-based abuse, calling it "any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life". 1.2 In India, gender based violence has many manifestations; from the more universally prevalent forms of domestic and sexual violence including rape, to harmful practices such as, dowry, honour killings, acid attacks, witch-hunting, sexual harassment, child sexual abuse, trafficking for commercial sexual exploitation, child marriage, sex selective abortion, Sati, etc. Other than these, India is also grappling with violence due to inequities in social life, displacement and communal incidents

Ministry of Finance, Government of India has established 'Nirbhaya Fund' with an initial corpus of Rs.1000.00 cr. (as per the announcement in Budget 2013-14) for women safety pertaining to the strategic areas of prevention, protection and rehabilitation. For subsequent financial years of 2014-15 and 2015-16 an amount of Rs.1000.00 cr. (each financial year) has been provided under the Nirbhaya Fund.

GUIDELINES FOR IMPLEMENTATION OF ADOLESCENT GIRLS SCHEME AS A COMPONENT UNDER CENTRALLY SPONSORED ICDS (GENERAL) SCHEME

Adolescence is a crucial phase in the life of woman. At this stage, she stands at the threshold of adulthood. This stage is intermediary between childhood and womanhood and it is the most eventful for mental, emotional and psychological well being. The life-cycle approach for holistic child development remains unaddressed if adolescent girls are excluded from the developmental programmes aimed at human resource development. 2. For the first time in India, a special intervention was devised for adolescent girls using the ICDS infrastructure. ICDS with its opportunity for childhood development, seeks to reduce both socio-economic and gender inequities. The Adolescent Girls (AG) Scheme under ICDS primarily aimed at breaking the inter-generational life-cycle of nutritional and gender disadvantage and providing a supportive environment for self-development.

The Scheme, Swadhar Greh

This Scheme is set up in every district with capacity of 30 women with the following objectives:

- a) To cater to the primary need of shelter, food, clothing, medical treatment and care of women in distress and those who are without any social and economic support.
- b) To enable them to regain their emotional strength that gets hampered due to their encounter with unfortunate circumstances.
- c) To provide them with legal aid and guidance to enable them to take steps for their readjustment in family/society.
- d) To rehabilitate them economically and emotionally.
- e) To act as a support system that understands and meets various requirements of women in distress.
- f) To enable them to start their life afresh with dignity and conviction.

For big cities and other districts having more than 40 lakh population or those districts where there is a need for additional support to the women, more than one Swadhar Greh could be established. The capacity of Swadhar Greh could be expanded up to 50 or 100 on the basis of need assessment and other important parameters.

Ujjwala Scheme-

Trafficking of women and children for commercial sexual exploitation is an organized crime that violates basic human rights. India has emerged as a source, destination and transit for both in-country and cross border trafficking. The problem of trafficking of women and children for commercial sexual exploitation is especially challenging due to its myriad complexities and variation. Poverty, low status of women, lack of a protective environment etc. are some of the causes for trafficking. 2. A multi sectoral approach is needed which will undertake preventive measures to arrest trafficking especially in vulnerable areas and sections of population; and to enable rescue, rehabilitation and reintegration of the trafficked victims. 3. Keeping the above issues and gaps in mind the Ministry has formulated a Central Scheme "Comprehensive Scheme for Prevention of Trafficking for Rescue, Rehabilitation and Re-Integration of Victims of Trafficking for Commercial Sexual Exploitation-Ujjawala". The new scheme has been conceived primarily for the purpose of preventing trafficking on the one hand and rescue and rehabilitation of victims on the other. **B. OBJECTIVE OF THE SCHEME**

To prevent trafficking of women and children for commercial sexual exploitation ,through social mobilization and involvement of local communities, awareness generation programmes, generate public discourse through workshops/seminars and such events and any other innovative activity.

To facilitate rescue of victims from the place of their exploitation and place them in safe custody.

To provide rehabilitation services both immediate and long-term to the victims by providing basic amenities/needs such as shelter, food, clothing, medical treatment including counselling, legal aid and guidance and vocational training. To facilitate reintegration of the victims into the family and society at large.

To facilitate repatriation of cross-border victims to their country of origin.

Ministry of Youth Affairs

The **Ministry of Youth Affairs and Sports** is a branch of the Government of India, which administers Department of youth affairs and Department of Sports in India. Kiren Rijju is the current Minister of Youth Affairs and Sports, who is in the capacity of Minister of State (Independent Charge)

Programmes under the Ministry

- Rashtriya Yuva Sashaktikaran Karyakram: Merge of schemes (National Youth Corps, Youth Hostels etc.)
- National Programme for Youth and Adolescent Development (NPYAD): introduced 2008-09[12]
- National Service Scheme (NSS)
- National Youth Corps
- International Youth Exchange Program
- National Youth Festival
- Urban Sports Infrastructure Scheme (USIS): a pilot project in 2010-11 to provide funding for infrastructure and improvements[15]
- Panchayat Yuva Krida Aur Khel Abhiyan
- Promotion of Scouting & Guiding: The national headquarters of The Bharat Scouts and Guides (BSG) is recognised by the Government of India as the apex body in the field of Scouting and Guiding in India.
- Youth Hostels

Department of Sports

The department also gives away the National sports awards, including Special Awards to Medal Winners in International Sports Events, Maulana Abul Kalam Azad Trophy, Dhyan Chand Award for Lifetime achievement in Sports and Games, Arjuna Award, Dronacharya Award, Rajiv Gandhi Khel Ratna Award and Rashtriya Khel Protsahan Puraskar. They also helped in bringing the FIFA U-17 World cup to India. A huge part of it was played by the advisors to the Sports Ministry - Rahul Rana (Doon School) and Arjun Dewan

The Sports Authority of India (SAI) is the apex national sports body of India, established in 1984 by the Ministry of Youth Affairs and Sports of Government of India for the development of sport in India. SAI has 2 Sports Academic institutions, 10 "SAI Regional Centres" (SRC),

14 "Centre of Excellence" (COE/COX), 56 "Sports Training Centres" (STC) and 20 Special Area Games (SAG).[2][3][4][5] In addition, SAI also manages Netaji Subhash High Altitude Training Centre (Shilaroo, Himachal Pradesh) as well as 5 stadiums in the national capital of Delhi, such as Jawaharlal Nehru Stadium (also serves as national head office of SAI), Indira Gandhi Arena, Dhyana Chand National Stadium, SPM Swimming Pool Complex and Dr. Karni Singh Shooting Range.

Two "SAI Sports Academic" institutions are Netaji Subhas National Institute of Sports (at Patiala in Punjab) and Lakshmi Bai National College of Physical Education (at Thiruvananthapuram in Kerala), conducting research and running certificate to PhD level courses in physical education and sports medicine.

Ten "SAI Regional Centres" (SRC) are located at (clockwise from north) Chandigarh, Sonapat, Lucknow, Guwahati, Imphal, Kolkata, Bhopal, Bengaluru, Mumbai and Gandhinagar.

The **National Anti-Doping Agency (NADA)** is the national organisation responsible for promoting, coordinating, and monitoring the doping control program in sports in all its forms in India. As listed on its official web portal, NADA deals with adopting and implementing anti-doping rules and policies which conform with the World Anti-Doping agency, cooperates with other anti-doping organisations and promotes anti-doping research and education.[1]

National Anti Doping Agency (NADA) was set up as registered society under the Societies Registration Act of 1890 on November 24, 2005 with a mandate for Dope free sports in India. The primary objectives are to implement anti-doping rules as per WADA code, regulate dope control programme, to promote education and research and creating awareness about doping and its ill effects

NADA is formed by the Union Government under the societies Registration Act. NADA includes scientists and representatives from the Indian Olympic Association (IOA)

The Lakshmi Bai National Institute of Physical Education (LNIPE) (formerly Lakshmi Bai National University of Physical Education and Lakshmi Bai College of Physical Education, Gwalior) is a Government of India sponsored deemed university, under the Ministry of Youth Affairs and Sports, dedicated to promoting excellence in sports and physical education in the country. The campus is on the Agra - Mumbai National Highway at Shaktinagar, Gwalior in the state of Madhya Pradesh, India.

The **National Dope Testing Laboratory (NDTL)** is a premier analytical testing & research organization established as an autonomous body under the Ministry of Youth Affairs and Sports, Government of India. It is the only laboratory in the country responsible for human sports dope testing. It is headed by Chief Executive Officer (CEO). Shri Rahul Bhatnagar who is Secretary to the Department of Sports, Ministry of Youth Affairs and Sports, Government

of India is the current CEO of NDTL Dr. Puran Lal Sahu is the Scientific Director of NDTL. It is accredited by National Accreditation Board for Testing & Calibration Laboratories, NABL (ISO/IEC 17025:2005) for human & horse dope testing and World Anti-Doping Agency (WADA) for testing of urine & blood samples from human sports. NDTL is one of the 34 WADA accredited laboratories in the world. NDTL has acquired ISO/IEC: 17043:2010 for Proficiency Testing program by NABL in 2014. It is one of the modern & state of the art laboratory in the country equipped with latest analytical instrumentation

<http://socialjustice.nic.in/SchemeList/Send/31>

https://en.wikipedia.org/wiki/Ministry_of_Youth_Affairs_and_Sports

Unit 7 □ Social Welfare Advisory Board (WBSWAB) is the State branch of the Central Social Welfare Advisory Board which has been started functioning since 1954 for the neglected and poor women and children. The State Advisory Board aims to materialize the different welfare schemes of the Central Social Advisory Board, Central Government and State Governments, through the registered non-Government Social Welfare organizations.

Following are the different programmes which are running under the supervision of the WBSWAB:

- (1) Condensed course of Education for Adult Women
- (2) Crèche
- (3) Awareness Generation project
- (4) Vocational Training for the Women
- (5) Family Counseling Center
- (6) Working Women's Hostel
- (7) Strengthening of protective homes for women
- (8) Short stay Home
- (9) Border Area project
- (10) Family and Child Welfare project
- (11) Educational Tour for adolescent girls students.

Unit 8 □ Role of NGO/Voluntary Organisation in social welfare and development, rules, regulation and criteria for various Grants-in-aid to NGO programme, Elements, Accountability and Transparency.

The Non Governmental Organization, are best known today for carrying out their activities in diverse issues-ranging from human rights to governmental accountability and from rule of law to environmental protection is of remarkable worth. In India the term, "NGO" came into existence in 1945. NGOs are assuming considerable political weight in international politics. The kinds of pressure NGOs are exerting possibly place governments under an obligation to fulfill her promises and indeed persuade them to change policies. This growth of NGO diplomats now plays a significant role in intergovernmental negotiations. This is all because of the increasing trend towards democratization. More and more countries are moving close to the democratic politics following rule of law, fair electoral politics, human rights and civil society etc. The increase in participation of NGOs in global institutions reflects the changing state of our democracy. However, this assumption that civil society per se promotes democratic governance came under heavy criticism by the mid-1990s. NGOs are 'self governing, private, not-for-profit organizations that are geared to improving the quality of life for disadvantaged people

An NGO is generally defined as an essentially non-profit, voluntary citizen groups which is organized at the local, national, or international level, and is locally, nationally, internationally active. Various authors have suggested other names because of the confusion arising from this negative title. The title does not indicate precisely what is governmental or what is international. No other title has come to be generally accepted although a variety of terms are in use. In the United States the term transnational non-governmental organization is increasingly used. The issue of independence is an important one in the credibility of an NGO. It is hard for NGOs not to come under any governmental influence. Individual governments do at times try to influence the NGO community in a particular field, by establishing NGOs that promote their policies. Today, NGOs are in the centre of developmental activities for instance in poverty alleviation, conflict resolution, building peace in conflict ridden situations and conservation of environment programmes etc. NGOs have the capacity to efficiently transfer training and skills that assist individuals and communities to compete in markets, to provide welfare services to those who are marginalized by the market, and to contribute democratization and the growth of a robust civil society, all of which are considered as critical to the success of the neoliberal economic policies.

The term voluntary association is variously defined. According to Lord Beveridge, A voluntary organisation, properly speaking, is an organisation which whether its workers are paid or unpaid, is initiated and governed by its own members without external control. Definitions

given by Mary Morris and Mode-line Roff are also similar. The only addition that Mode-line Roff makes is that these voluntary organisations should depend in Dart at least, upon finding support from voluntary resources.

Michall Banton defines it as a group organised for the pursuit of one interest or of several interests in common. In the words of David L. Sills, Voluntary organisation is a group of persons organised on the basis of voluntary membership without state control for the furtherance of some common interests of its members.

Norman Johnson in his examination of the various definitions of voluntary social services points out their four main characteristics :

- (i) Method of formation, which is voluntary on the part of a group of people,
- (ii) Method of government, with self-governing organisation to decide on its constitution, its servicing, its policy and its clients;
- (iii) Method of financing, with at least some of its revenues drawn from voluntary sources; and
- (iv) Motives with the pursuit of profit excluded.

Voluntary organisations have to sacrifice substantially their autonomy as there are quite a few restrictions (though regulatory in character) which they have to accept if they expect public grant. In India, for example, religion besides politics is the other social sphere from which they have to keep themselves away if they wish to seek public money for participation in nation building activities.

This is in consonance with Indian secularism which prohibits use of public money for propagation of any religion; finally in India, they must be committed to national objectives namely socialism, secularism, democracy, national unity and integrity.

Attempting a comprehensive definition of voluntary organisation Prof. M.R. Inamdar observes, "A voluntary organisation to be of durable use to the community has to nurse a strong desire and impulse for community development among its members, to be economically viable to possess dedicated and hard working leadership and command resources of expertise in the functions undertaken."

Main Characteristics of Voluntary Organisation :

- (i) It is registered under the Societies Registration Act, 1880, the Indian Trusts Act, 1882; the Cooperative Societies Act, 1904 or the Joint Stock Companies Act, 1959 depending upon the nature and scope of its activities to give it a legal status;
- (ii) It has definite aims and objectives and programmes for their fulfillment and achievement;

(iii) It has an administrative structure and a duly constituted management and executive committee;

(iv) It is an organisation initiated and governed by its own members on democratic principles without any external control and

(v) It raises funds for its activities partly from the exchequer in the form of grants-in-aid and partly in the form of the contributions or subscription from the members of the local community and/or the beneficiaries of the programmes.

The changing role of Voluntary Organisations

Under the Eight-five-year plan, India adopted a policy of economic liberalization, which opens up the doors for "Business Organisations" to contribute in social and welfare activities. Such participation has been channelled by the concept of "Corporate Social Responsibility". Now, many corporate houses are providing funds to voluntary Organisations working in the areas of health, education, empowerment, governance, disability etc. The large inflow of funds from the business Organisation has brought significant changes in the role and nature of the voluntary Organisations. Recently, the Govt. of India has adopted a "National Policy on the Voluntary Sector", which aims to provide an enabling environment for the voluntary sector and also make it accountable, so that "Voluntary Organisations" can play their constructive role in development activities effectively. These changes have created voluntary sector more efficient for the advancement of various services towards nation building. These changes have also encouraged voluntary Organisations, to adopt new strategies for escalating their outreach in the society. The strategies adopted by the voluntary Organisations mainly cover:-

- Documentation of programmes and activities;
- Adopting innovative approaches for creating role-model projects; Ø Giving importance to sustainability of the project;
- Giving importance to monitoring and evaluation of project activities;
- Involving people from diverse background in project planning and implementation processes;
- Adopting transparency at all levels of functioning.

The adoption of various new strategies has brought many changes in the functioning and management of the voluntary sector. The Organisation like BPF (Best Practices Foundation), Bangalore is working to identify the best practices adopted by the development sector Organisations and also to encourage them to identify the adopted strategies, evaluation of project sustainability & performance and bringing transparency in the over-all functioning.

The International community has identified the following three criteria's to analyze the Best Practices for a NGO/Voluntary Organization: -

● **Impact** : Examines the positive and tangible impact of the practice on the people and stakeholders

● **Partnership** : Looks at the strategic partnership of other govt. agencies, bi-lateral and multi-lateral agencies, NGOs, private sector, media, research and academic institutions etc.

● **Sustainability**: Determines whether the practice is within the legal, regulatory and social policy framework and judges if this practice can be used by other agencies. Is also looks to see if the practice is contributing to the NGO being more efficient, transparent and accountable.

In order to strengthen the activities of the Voluntary/ Non Governmental Organization following five monitoring parameters may be followed-

● **Participative**: Looks at strategic partnership/involvement of all stakeholders from both internal and external environment such as community members, pressure groups, government or private agencies, media etc in implementation of the project.

● **Planned**: Looks at the various steps undertaken by the agency, through considering the socio, economic, political and educational background of the community in preparing the framework for the implementation of the project.

● **Sustainable**: Determine whether the practice can continue itself for the long time without much internal help. Is also looks to see if the practice involve the participation of all the stakeholders in various planned stages of the project.

● **Cost effective**: Sees if the practice can generate its own resources for its continuation in the community. It also sees if the practice contributes to the efficiency, transparency and accountability of the implementing agency.

● **Target oriented**: Looks at the impact generated by the practice among the beneficiary group, whom it been designed to cater.

Bye-laws are internal documents, a set of rules that enables each organization to conduct its affairs. It is important they be written clearly and in language that is easily understood by all organization stakeholders. This document is frequently necessary for the registration of an NGO with national and public authorities.

Typical items addressed in the bye-laws are:

- Name and purpose of the NGO. The Purpose is usually a restatement of the NGO's Mission Statement, but can contain additional details
- The frequency, notice, and quorum requirements for organizational meetings. These can be internal or regular meeting of the NGO, or external meetings such as those for the general public, with other stakeholders etc.

- Voting qualifications, proxies, and procedures for approval of boards. This is related to the governance structure of the NGO's board.
- The number and term for members of the board, scope of authority, method of nomination and election to the board, and provision for filling vacancies.
- List of board officers, method of nomination and election, terms of office, powers, duties, and succession.
- Membership and authority of committees or working groups. Many of an NGOs' work is done through sub-committees or groups, and provisions need to be made for such committees.
- Title and scope of authority for the executive director and other staff members who are responsible for the day to day functioning of the NGO.
- Record-keeping and financial reporting responsibilities. In many countries this is necessary for the maintenance of the tax-exempt status of an NGO.
- Amendment procedures for the bye-laws and provisions for dissolution of the organization.
- The Budgeting Pattern should be stated.
- The type of funding pattern whether Foreign or local must be mentioned.
- The kind of staff recruited, their salary pattern along with their responsibility should be clearly stated.

Writing and gaining approval for a set of bye-laws takes thought, time, and the involvement of the organization's constituents. Bye-laws should be written with an emphasis on fair treatment and transparent governance.

Bye-laws in fact make or break an NGO. We need to remember that everything an NGO does, internally and externally, are defined and laid out in the bye-laws.

The table below provides a standard list of articles, their content, and sample text, that can be selected from, and adopted by, a new NGO-

Article	Content
Article 1: Preamble	What is the bye-laws about? What will it contain?
Article 2: Name, Acronym and Logo	What is the name of the NGO? What is its official acronym? If available, how does its logo design look like?

Article	Content
Article 3: Applicable laws and legal status	Under what local and national laws is the NGO set up? Does it have official consultative status with the UN, or is it UN-accredited? Is it a member of any national, regional or international network/association/initiative?
Article 4: Sphere of activities	What activities will the NGO undertake? What will be its spheres (or categories) of activities?
Article 5: Location and Duration	Where is the registered office of the NGO located? What is its postal address? How long will the NGO be set up for - that is, is it for a limited period only, or is it unlimited?
Article 6: Aims, Visions and Mission	What are the aims of the NGO? Have goals and objectives been developed? What is its vision statement? What will be the mission of the NGO, and who will be its target beneficiaries?
MEMBERSHIP	
Article 7: Membership	Does the NGO have members? What is the membership structure of the NGO?
Article 8: Qualification	What are the qualifications of the NGO's members? Why are such qualifications needed?
Article 9: Admission	How will members be invited and admitted to the NGO? What is the procedure?
Article 10: Responsibility	What will be the expectations and duties/responsibilities of the NGO members?
Article 11: Consensus Building	How will consensus building be achieved among the members? How will decisions be taken on the NGO's activities? What are the procedures?
Article 12: Resignation	What are the procedures for a member to resign from the NGO's membership? Who should it be addressed to, and how is it accepted and processed?
Article 13: Expulsion or Suspension	Under what circumstances can a member be expelled or suspended from the NGO? Who will take the decision, and how will it be implemented? What process of redress will be available to the member?

ORGANIZATION	
Article 14: Organizational Structure	What is the organizational structure of the NGO? What will be the position of the staff members responsible for different aspects of the NGO's programmes?
GENERAL ASSEMBLY	
Article 15: Procedures	Will the NGO have a General Assembly? Why is it needed? Who can participate in the general assembly? Is there a proxy policy? How will the proceedings be reported to the general public?
Article 16: Scope	What is the scope of the General Assembly? What will be the duties and responsibilities of the General Assembly?
Article 17: Decision-Making	How will the General Assembly decisions be taken? How and who can present proposals for decision-making, and what is the procedure/process for taking decisions?
Article 18: Quorum	What will be the minimum quorum needed to call for a General Assembly, for the proceedings to take place, and for decisions to be taken?
BOARD OF DIRECTORS	
Article 19: Composition	What will the Board consist of? How many members will the Board contain? What will be their positions? Which current working staff members will also be on the Board of the NGO?
Article 20: Eligibility	Who will be eligible to become members of the NGO's Board? What will their qualifications be?
Article 21: Selection and Appointment	How will potential individuals be identified and selected to the NGO's board? How will the appointment be decided and implemented?
Article 22: Term of Office	How long will a member's term of office be on the NGO's Board?
Article 23: Vacancies	How will vacancies in the Board's membership be handled? How will the position be advertised and recommendations/applications be processed?
Article 24: Duties and Functions of the Board	What will the duties and functions of the Board be? What is the NGO's expectation of a Board member?

Article 25: Decision-making.	Like the General Assembly, how will decisions be taken in Board meetings? What is the procedure and quorum for a decision to be accepted and implemented?
Article 26: Press statements.	Who will prepare Press Statements to reflect the proceedings and functionings of a Board meeting or NGO's activities? How will a Board's acceptance of media/press statements be sought?
Article 27: Meetings.	What is the usual agenda for a board meeting? Who will call it, and how will the proceedings be handled?
Article 28: Quorum	What will be the minimum quorum needed to call for a Board meeting, for the proceedings to take place, and for decisions to be taken?
Article 29: Resignation	If a Board Member wishes to resign from his/her position, how will it be handled? What is the procedure?
Article 30: Removal	Under what circumstances can a Board member be removed (either expelled or suspended) from the NGO's Board? What is the procedure, and who has the authority to initiate such a procedure? What process of redress will be available to the Board Member?
SUPPORTING COMMITTEES	
Article 31: Running.	What committees will be set up to support the functioning of the NGO? (eg., Funding, media, strategy/policy/project development etc.).
Article 32: Aims and Responsibilities	Why will these committees be set up? What will be their main aims and responsibilities?
Article 33: Election and Term of office	How will the committees be set up? What is the procedure for the election/selection of committee member? What will be their term of office?
Article 34: Duties and Responsibilities	What function will the members of the committee perform? What will their duties and responsibilities be? Who will decide the duties and responsibilities, and how can they be modified?
AUDITOR	
Article 35: Annual Audit.	Will the administration and finances of the NGO be audited? What is the procedure of the audit? How will findings of the audit be implemented?

STAFFING	
Article 36: Definition	How are staff members defined within the overall structure of the NGO's organization? How are they different from other types of members (eg. General Assembly or Board members)?
Article 37: Duties and roles of staff members	How many staff members will be working at the NGO (both full-time and part-time)? What will be their duties and roles within the overall functions and activities of the NGO?
Article 38: Hiring and dismissal	How will staff members be hired? Under what circumstances will staff members be dismissed or suspended? Who is authorized to take such action?
RESOURCES	
Article 39: Sources and uses.	What is the nature of (financial) resource needs of the NGO? What will be the primary sources of such resources (including private/personal sources).
Article 40: Initial Capital and Assets	What will the initial capital needs of the NGO be? What kinds of assets (financial and non-financial) will be needed to start the NGO?
Article 41: Funding Raising.	What policy will be put in place by the NGO for fund raising? What purposes will it be used for, and who will be responsible?
OTHER CLAUSES	
Article 42: Liability.	What are the applicable liabilities for the NGO? Under what circumstances are these liabilities applied? What procedures are in place to activate these liabilities, and who is responsible for them?
Article 43: Fiscal year/Financial Year	What is the duration, and starting month, of the NGO's fiscal/financial year?
Article 44: Applicable law and Court	Under what applicable law and court will the NGO be constituted? How will disputes and other legal matters be handled?
Article 45: Dissolution.	Under what circumstances can/will the NGO be dissolved? What is the procedure for dissolution? Who will be responsible for dissolving the NGO?
Article 46: Liquidation profit.	If profits are generated during the liquidation process of an NGO, how will it be disbursed? What procedures are in place to handle such matters?

ABOUT THE BYE-LAWS	
Article 47: Coming into force.	When do the bye-laws come into force? What is the procedure to ensure that the bye-laws are legally accepted and are also informed to all appropriate/concerned persons?
Article 48: Validity, and extension of validity, of bye-laws	What is the period of validity of the bye-laws? What is the procedure to extend the validity of the bye-laws?
Article 49: Additions, modifications and amendments to Articles	What is the procedure for additions, modifications and amendments to be made to the articles in the bye-laws? Who is authorized to undertake the task?

Source <https://www.gdrc.org/ngo/sample-by-laws.html>

Funding Pattern-

The NGOs rely on funding from variety of sources for their projects, administrative costs and their overall functioning. These sources could be internal sources like membership fees or could be external sources like funding from government. NGOs may depend on some large number of donations or more small number of donations.

I) Internal sources : Internal sources of funding are membership fees, subscriptions, interests/dividends, sales of products, individual donations and rent.

Membership fees - Annual fees charged for becoming a member of the organization is the membership fees.

Subscription - Fees is charged by the organization for subscribing in-house magazine or bulletin or any other type of publication.

Interests/dividends - On any short term or long term investment of NGO, interest / dividend is received.

Sales of products - Funds are raised by sale of products like handicraft items, food items and candles that are generally prepared by the beneficiaries.

Individual donations - Any member of the NGO may give funds from his pocket as individual donation.

Rent- In case the NGO leases out its property like office, rent becomes the internal funding source.

2] External sources : External sources include

Government, Foundations, Trusts, Funding Agencies, Corporations, Public donations, Self financing. Government- "By and large, funds from government to the work of voluntary organizations have been coming right from independence. Central Social Welfare Board and Khadi and Village Industries Corporation are two early examples of funding the work of certain types of activities of Voluntary Development Organisations"⁴⁰. The Central and State Governments have many schemes of various Ministries and Departments in the areas like Education, Health, Children and Women welfare, Human Resource Development, Environment, Rural Development. Many NGOs receive funds from government to work on their projects

Foundations, Trusts, Funding Agencies: National Foundations/ Funding Agencies, Foreign/ international foundations / Funding Agencies and Trusts are one of the major sources of funds for NGOs.

Corporations: Corporate sector includes the corporations and business houses acting as a funding source for NGOs.

Public donations: Donations given by an individual or a group of individual for charitable cause, fall under this category. According to a national (India) survey covering around 28 percent of urban India and concluded in August 2001 by Sampradaan. 96% of upper and middle class households in urban India donate to a charitable cause. The total amount donated is Rs. 16.16 billion.

Transparency and Accountability

The objectives and goals set by the NGO should be followed by the staff and all other stakeholders.

The NGOs should have a definite set of rules and regulation which must be clear to the staff.

The NGO must maintain proper documents and should update their record particularly related to finance and budgeting. The staff of the organization must be efficient enough to carry on with their responsibility and be able to satisfy the donors as well as the community members by answering their queries when ever required.

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Unit 9 □ Formulation of Project Proposals: Needs Assessment, Guidelines and Technique.

Project are referred to efforts to carry out a work with definite objective, by using the available resources and within a stipulated time frame to reach the expected result. According to AMERICAN National Standard (2004), Project is a temporary endeavour undertaken to create a unique product or service or result. Another definition defines Project as "An unique process, consist of a set of coordinated and controlled activities with start and finish dates, undertaken to achieve an objective conforming to specific requirements, including the constraints of time cost and resource".

project include Developing a watershed, Creating irrigation facility, Developing new variety of a crop, Developing new breed of an animal, Developing agro processing centre, Construction of farm building, sting of a concentrated feed plant etc. It may be noted that each of these projects differ in composition, type, scope, size and time.

A Project may be related to Malaria eradication, Watershed Project, Immunization etc.

Project Characteristics

Any projects must have the following common characteristics.

Unique in nature.

Have definite sets of objectives to achieve.

Needs relevant resources.

Should have a specific time frame for completion with a definite start and finish.

Requires competent teams and must have an interdisciplinary approach.

A project proposal is a detailed description of a series of activities aimed at solving a certain problem. In order to be develop a successful proposal we must keep in mind the following -:

- provide a logical presentation of a research idea
- illustrate the significance of the idea
- show the idea's relationship to past actions
- articulate the activities for the proposed project

Designing a project is a process consisting of two elements, which are equally important and thus essential to forming a solid project proposal:

- project planning (formulation of project elements)
- proposal writing (converting the plan into a project document)

The project proposal should be a detailed and directed manifestation of the project design. It is a means of presenting the project to the outside world in a format that is immediately recognised and accepted

"Project Formulation" is the processes of presenting a project idea in a form in which it can be subjected to comparative appraisals for the purpose of determining in definitive terms the priority that should be attached to a project under severe resource constraints. Project Formulation involves the following steps -

PROJECT FORMULATION

↓

OPPORTUNITY STUDIES/Support Studies

↓

IDENTIFICATION OF PRODUCT/SERVICE

↓

PREFEASIBILITY STUDY

↓

FEASIBILITY STUDY

↓

PROJECT APPRAISAL

↓

DETAILED PROJECT REPORT

Opportunity Studies

An opportunity study identifies investment opportunities and is normally undertaken at macro level by agencies involved in economic planning and development. In general opportunity studies there are three types of study - Area Study, sectoral and Sub-sectoral Studies and Resource Based Studies. Opportunity Studies and Support studies provide sound basis for project identification.

Pre feasibility Studies / Opportunity Studies

A pre-feasibility study should be viewed as an intermediate stage between a project opportunity study and a detailed feasibility study, the difference being primarily the extent of details of the information obtained. It is the process of gathering facts and opinions pertaining to the project. This information is then vetted for the purpose of tentatively determining whether the project idea is worth pursuing furthering. Pre feasibility study lays stress on assessing market potential, magnitude of investment, , technical feasibility, financial analysis, risk analysis etc. The breadth

and depth of pre feasibility depend upon the time available and the confidence of the decision maker. Pre feasibility studies help in preparing a project profile for presentation to various stakeholders including funding agencies to solicit their support to the project. It also throws light on aspects of the project that are critical in nature and necessitate further investigation through functional support studies.

Feasibility Study

Feasibility Study forms the backbone of Project Formulation and presents a balanced picture incorporating all aspects of possible concern. The study investigates practicalities, ways of achieving objectives, strategy options, methodology, and predict likely outcome, risk and the consequences of each course of action. It becomes the foundation on which project definition and rationale will be based so that the quality is reflected in subsequent project activity. A well conducted study provides a sound base for decisions, clarifications of objectives, logical planning, minimal risk, and a successful cost effective project. Assessing feasibility of a proposal requires understanding of the STEEP factors. These are as under Social, Technological, Ecological, Economic, and Political

Economic and Market Analysis

In the recent years the market analysis has undergone a paradigm shift. The demand forecast and projection of demand supply gap for products / services can no longer be based on extrapolation of past trends using statistical tools and techniques. One has to look at multiple Economic and Market Analysis In the recent years the market analysis has undergone a paradigm shift. The demand forecast and projection of demand supply gap for products / services can no longer be based on extrapolation of past trends using statistical tools and techniques. One has to look at multiple parameters that influence the market. Demand projections are to be made keeping in view all possible developments. Review of the projects executed over the years suggests that many projects have failed not because of technological and financial problems but mainly because of the fact that the projects ignored customer requirements and market forces. In market analysis a number of factors need to be considered covering - product specifications, pricing, channels of distribution, trade practices, threat of substitutes, domestic and international competition, opportunities for exports etc. It should aim at providing analysis of future market scenario so that the decision on project investment can be taken in an objective manner keeping in view the market risk and uncertainty.

Technical Analysis

Technical analysis is based on the description of the product and specifications and also the requirements of quality standards. The analysis encompasses available alternative technologies, selection of the most appropriate technology in terms of optimum combination of project components, implications of the acquisition of technology, and contractual aspects of licensing.

Special attention is given to technical dimensions such as in project selection. The technology chosen should also keep in view the requirements of raw materials and other inputs in terms of quality and should ensure that the cost of production would be competitive. In brief the technical analysis included the following aspects. Technology - Availability - Alternatives - Latest / state-of-art - Other implications Plant capacity - Market demand - Technological parameters Inputs - Raw materials - Components - Power - Water - Fuel - Others 12 Availability skilled man power \Location Logistics Environmental consideration - pollution, etc., Requirement buildings/ foundation Other relevant details Environmental Impact Studies: All most all projects have some impact on environment. Current concern of environmental quality requires the environmental clearance for all projects. Therefore environ impact analysis needs to be undertaken before commencement of feasibility study. Objectives of Environmental Impact Studies: o To identify and describe the environmental resources/values (ER/Vs) or the environmental attributes (EA) which will be affected by the project (in a quantified manner as far as possible). o To describe, measure and assess the environmental effects that the proposed project will have on the ER/Vs. o To describe the alternatives to the proposed project which could accomplish the same results but with a different set of environmental effects The environmental impact studies would facilitate providing necessary remedial measures in terms of the equipments and facilities to be provided in the project to comply with the environmental regulation specifications.

Importance Of Logical Framework Analysis

The Logical Framework is a tool to help strengthen project design, implementation and evaluation. This means that it is best used throughout the project cycle. The Logical Framework is a simple tool that helps to-

- organize our thinking;
- set performance indicators ;
- allocate responsibilities;
- communicate information on the project concisely and unambiguously

PURPOSE OF LFA

- A tool for identifying and assessing risks: by listing critical assumptions inherent in project design and implementation.
- A tool for measuring project progress: through objectively verifiable indicators and means of verification.
- A tool for developing consensus and communicating a project's intent and strategy

Logframe characteristics

- Finding the "roots" before setting the objectives

- Objectives & beneficiary oriented
- Participatory
- Consensus oriented
- Focus on logical links
- Systematic common sense

The Logical Framework Approach is Prepared in a tabular form .It has

Goal, Purpose ,Outputs, Activities, from bottom to top on the left hand side,while the Objective Measurable Indicators, Means of verification, assumptions are written as broad heading.Note the log matrix for a better understanding-

Objectives	Measurable indicators	Means of verification	Important assumptions
GOAL : Wider problem of the project will help to resolve			
PURPOSE: The immediate impact on the project area or target group i.e. the change or benefit to be achieved by the project	Quantitative ways of measuring or qualitative ways of judging timed achievement of purpose	Cost-effective methods and sources to quantify or assess indicators	(Purpose to Goal) External conditions necessary if achieved project purpose is to contribute to reaching project goal
OUTPUT These are the specifically deliverable results expected from the project to attain the purpose	Quantitative ways of measuring or qualitative ways of judging time production of outputs	Cost-effective methods and sources to quantify or assess indicators	(Outputs to purpose) Factors out of project control which, if present, could restrict progress from outputs to achieving project purpose
ACTIVITIES : These are the tasks to be done to produce the outputs	INPUTS: This is a summary of the project budget	Financial out-turn report as agreed in grant agreement	(Activity to output) Factors out of project control which, if present, could restrict progress from activities to achieving outputs

Source"Guidelines on Humanitarian Assistance", May 1997

Steps for LFA

Framing the problem tree

Problem tree is developed to find the cause and effect of a problem, the idea is to -

Finding "the roots of the evil"

- Which is the problem to be solved?
- Who owns the problem?
- One focal problem, focus!
- Find the causes and effects to the focal problem
- The causes of the problem shall be "tackled" through activities within the framework of the project in order to solve the problem in a sustainable way

OBJECTIVE TREE

In this step we try to-

To describe the future scenarios deriving from the problems' solution.

- To verify the objectives' hierarchy.
- To clarify in a diagram the means-ends relations

Once the Problem and Objective trees are designed and the possible strategies are identified, the project's purpose (or specific objective) has to be chosen. If only one specific objective or purpose is chosen, the project is clearer. The different groups of similar Objectives identified in the Problem tree become Strategies. o The most appropriate and feasible strategy is selected on the basis of different criteria (priority, budget, timing).

Thus we may say that Logical Framework is a methodology allowing to check if the intervention is properly structured. It supports the implementation of monitoring and evaluation actions.

Format for Writing Proposal

- Title page: A title page should appear on proposals longer than three to four pages. The title page should indicate the project title, the name of the lead organisation (and potential partners, if any), the place and date of project preparation and the name of the donor agency to whom the proposal is addressed.
- Project title: The project title should be short, concise, and preferably refer to a certain key project result or the leading project activity. Project titles that are too long or too general fail to give the reader an effective snapshot of what is inside.

- **Abstract/Executive Summary:** Many readers lack the time needed to read the whole project proposal. It is therefore useful to insert a short project summary, an abstract or executive summary. The abstract should include: the problem statement, the project's objectives, implementing organisations; key project activities; and potentially the total project budget. Theoretically, the abstract should be compiled after the relevant items already exist in their long form. For a small project the abstract may not be longer than 10 lines. Bigger projects often provide abstracts as long as two pages.
- **Context:** This part of the project describes the social, economic, political and cultural background from which the project is initiated. It should contain relevant data from research carried out in the project planning phase or collected from other sources.
- **Project justification:** A rationale should be provided for the project. Due to its importance, this section is sometimes divided into four or more sub-sections:
 - **Problem statement:** The problem statement provides a description of the specific problem(s) the project is trying to solve, in order to "make a case" for the project. Furthermore, the project proposal should point out why a certain issue is a problem for the community or society as a whole, i.e. what negative implications affect the target group. There should also be an explanation of the needs of the target group that appear as a direct consequence of the described problem.
 - **Priority needs:** The needs of the target group that have arisen as a direct negative impact of the problem should be prioritised. An explanation as to how this decision was reached must also be included.
- **The proposed approach (type of intervention):** The project proposal should describe the strategy chosen for solving the problem and precisely how it will lead to improvement.
- **The implementing organisation:** This section should describe the capabilities of your organisation by referring to its capacity and previous project record. Describe why exactly your organisation is the most appropriate to run the project, its connexion to the local community, the constituency behind the organisation and what kind of expertise the organisation can provide. If other partners are involved in implementation provide some information on their capacity as well.
- **Project aims:** This information should be obtained from the Logframe Matrix, including the project goal (a general aim that should explain what the core problem is and why the project is important, i.e. what the long-term benefits to the target group are), project purpose (that should address the core problem in terms of the benefits to be received by the project beneficiaries or target group as a direct result of the project) and the outputs (i.e. results describe the services or products to be delivered to the intended beneficiaries).

- Target group: define the target group and show how it will benefit from the project. The project should provide a detailed description of the size and characteristics of the target groups, and especially of direct project beneficiaries.
- Project implementation: The implementation plan should describe activities and resource allocation in as much detail as possible. It is exceptionally important to provide a good overview of who is going to implement the project's activities, as well as when and where. The implementation plan may be divided into two key elements: the activity plan and the resource plan. The activity plan should include specific information and explanations of each of the planned project activities. The duration of the project should be clearly stated, with considerable detail on the beginning and the end of the project. In general, two main formats are used to express the activity plan: a simple table (a simple table with columns for activities, sub-activities, tasks, timing and responsibility in a clear and readily understandable format) and the Gantt chart (a universal format for presenting activities in certain times frames, shows the dependence and sequence for each activity, see project management for more info. The resource plan should provide information on the means necessary to undertake the project. Cost categories are established at this stage in order to aggregate and summarise the cost information for budgeting.
- Budget: An itemised summary of an organisation's expected income and expenses over a specified period of time.
- Monitoring and evaluation: The basis for monitoring is set when the indicators for results are set. The project proposal should indicate: how and when the project management team will conduct activities to monitor the project's progress; which methods will be used to monitor and evaluate; and who will do the evaluation.
- Reporting: The schedule of project progress and financial report could be set in the project proposal. Often these obligations are determined by the standard requirements of the donor agency. The project report may be compiled in different versions, with regard to the audience they are targeting.
- Management and personnel: A brief description should be given of the project personnel, the individual roles each one has assumed, and the communication mechanisms that exist between them. All the additional information (such as CVs) should be attached to the annexes.

Few more points for Successful Proposal

- Plan ahead. Allow plenty of time for those involved to meet, discuss, and review progress in the grant writing process. Also, allow enough time to get the required signatures and to get the proposal to the funder.

- Make it a team effort. Assign specific roles and responsibilities to people in terms of developing the proposal.
- Be realistic in what you are proposing. What can reasonably be accomplished in the scope time and resources of this grant?
- Be a learning organisation. Learn from your own and others experiences with the same donor! Read the reviews of other proposals that have been submitted to the same donor if is possible.
- Be factual and specific. Don't talk in generalities or in emotional terms. Be sure to substantiate all statements in your proposal, otherwise don't make them.
- Avoid use of jargon. Use language anyone will understand and in passive voice - no abbreviations, initials, or jargon. Don't assume the reader will understand your acronyms or abbreviations, and also make sure to include an acronyms page.
- Clarify from the donor in case of any questions.
- Consider collaborating with other organisations. At a minimum, find out what other proposals are being submitted to the same donor at the same time.
- Clarify partner's roles and responsibilities. When collaborating with partners, be sure you have determined who will be responsible for what. After the project is funded, it is not the time to discover there were differing opinions.
- Choose a format that is clear and easy to read. Readers are overloaded with proposals and appreciate legible, attractive proposals. Make sure tables are legible and easy to figure out.
- Keep within page limits. Stick to the specified number of pages. Extra pages or attachments may either be removed before the proposal is read, or may disqualify your entire proposal from the reading process.
- Be aware of donor priorities. Carefully match your project with an appropriate funding source. The primary difference between successful grant writing and inefficient proposal submission is the amount of time invested in the strategic identification of appropriate funders.
- Use action words when writing your proposal, such as achieve, engage, begin, compare, evaluate, exhibit, offer, lead, involve, organise, prepare, research, restore, reveal, support, demonstrate, define, implement, instruct, produce, validate, verify, test, recognise, use, etc.

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Unit 10 □ Project management.

Project management is a distinct area of management that helps in handling projects. It has three key features to distinguish it from other forms of management and they include: a project manager, the project team and the project management system. The project management system comprises organization structure, information processing and decision making and the procedures that facilitate integration of horizontal and vertical elements of the project organization. The project management system focuses on integrated planning and control.

Benefits of Project Management Approach

The rationale for following project management approach is as follows.

- Project management approach will help in handling complex, costly and risky assignments by providing interdisciplinary approach in handling the assignments.
- Project management approaches help in handling assignments in a specified time frame with definite start and completion points .
- Project management approaches provide task orientation to personnel in an Organization in handling assignments

Traditional Project Management

Although project management was first introduced as a discipline in 1950s, it has been around for thousands of years and has been used in creating some of the biggest projects, from the Great Pyramids to the Transcontinental Railroad.

Those large-scale projects changed the face of history and mankind forever. However, as time went by, business owners and entrepreneurs found it hard to keep up with the fast pace of technological development and ever-increasing demands of the market.

Business leaders realized that they needed a system that will help them manage large-scale projects. They needed a well-structured methodology that would help them bridge gaps and ensure a consistent work pattern.

As a result, traditional project management was developed. Its ultimate goal was to make sure all the tasks are carried out in a predetermined orderly sequence

Project management is a practice that can be found everywhere. Project management does not belong to any specific domain or a field. It is a universal practice with a few basic concepts and objectives.

Regardless of the size of the activities or effort, every 'project' requires project management.

There are many variations of project management that have been customized for different

domains. Although the basic principles are the same among any of these variations, there are unique features present to address unique problems and conditions specific to each domain.

There are two main types of project management:

- Traditional Project management
- Modern Project management

The traditional project management uses orthodox methods and techniques in the management process. These methods and techniques have been evolved for decades and are applicable for most of the domains. But for some domains, such as software development, traditional project management is not a 100% fit.

Therefore, there have been a few modern project management practices introduced to address the shortcomings of the traditional method. Agile and Scrum are two such modern project management methods

Project Management Methods

Applying good project management discipline is the way to help reduce the risks. Having good project management skills does not completely eliminate problems, risks, or surprises. The value of good project management is that you have standard processes in place to deal with all contingencies.

Project management is the application of knowledge, skills, tools, and techniques applied to project activities in order to meet the project requirements. Project management is a process that includes planning, putting the project plan into action, and measuring progress and performance.

Managing a project includes identifying your project's requirements and writing down what everyone needs from the project. What are the objectives for your project? When everyone understands the goal, it's much easier to keep them all on the right path. Make sure you set goals that everyone agrees on to avoid team conflicts later on. Understanding and addressing the needs of everyone affected by the project means the end result of your project is far more likely to satisfy your stakeholders. Last but not least, as project manager, you will also be balancing the many competing project constraints.

On any project, you will have a number of project constraints that are competing for your attention. They are cost, scope, quality, risk, resources, and time.

- Cost is the budget approved for the project including all necessary expenses needed to deliver the project. Within organizations, project managers have to balance between not running out of money and not underspending because many projects receive funds or grants that have contract clauses with a "use it or lose it" approach to project funds.

Poorly executed budget plans can result in a last-minute rush to spend the allocated funds. For virtually all projects, cost is ultimately a limiting constraint; few projects can go over budget without eventually requiring a corrective action.

- Scope is what the project is trying to achieve. It entails all the work involved in delivering the project outcomes and the processes used to produce them. It is the reason and the purpose of the project.
- Quality is a combination of the standards and criteria to which the project's products must be delivered for them to perform effectively. The product must perform to provide the functionality expected, solve the identified problem, and deliver the benefit and value expected. It must also meet other performance requirements, or service levels, such as availability, reliability, and maintainability, and have acceptable finish and polish. Quality on a project is controlled through quality assurance (QA), which is the process of evaluating overall project performance on a regular basis to provide confidence that the project will satisfy the relevant quality standards.
- Risk is defined by potential external events that will have a negative impact on your project if they occur. Risk refers to the combination of the probability the event will occur and the impact on the project if the event occurs. If the combination of the probability of the occurrence and the impact on the project is too high, you should identify the potential event as a risk and put a proactive plan in place to manage the risk.
- Resources are required to carry out the project tasks. They can be people, equipment, facilities, funding, or anything else capable of definition (usually other than labour) required for the completion of a project activity.
- Time is defined as the time to complete the project. Time is often the most frequent project oversight in developing projects. This is reflected in missed deadlines and incomplete deliverables. Proper control of the schedule requires the careful identification of tasks to be performed and accurate estimations of their durations, the sequence in which they are going to be done, and how people and other resources are to be allocated. Any schedule should take into account vacations and holidays.

Quality Planning in Project Management

In quality planning, the project manager defines and codifies the standards the project will be required to meet to be successful, and how those standards will be achieved and confirmed. Managers consider quality planning in conjunction with the rest of the project planning because it influences costs, scheduling and other factors. Without strong quality planning, a project carries an increased risk that the client won't be satisfied with the results. A quality plan should detail not only what the benchmarks are, but who's responsible for meeting them and which

stakeholder has the authority to confirm standards are being met. This accountability helps mitigate the risks that a project won't satisfy the client, finish on budget or stick to the schedule. A quality checklist that stays with the project manager can be used to serve as a reference. This helps lessen the risk of unwelcome surprises later on in the project.

Checklist for a good Project Management

Project Management Checklist: Leadership/ Communication - Tasks and Competencies of a Project Manager -		
Core Tasks	Competency	Manifestation
Managing a Project	● Planning/organizing	<ul style="list-style-type: none"> ● Ability to determine appropriate measures for themselves and for others to achieve the project goals ● Prioritization of these measures
	● Controlling	<ul style="list-style-type: none"> ● Co-ordination of the measures ● Ability to control processes and activities in a result-oriented manner ● Ensures project progress
	● Stress tolerance	<ul style="list-style-type: none"> ● Ability to work effectively to tight deadlines regardless of possible setbacks
Managing Community People	● Community Participants	<ul style="list-style-type: none"> ● Ability to "make people realize about the importance of the project" and thus the project results in the organization ● Ability to make a good and competent impression right from the first contact
	● Personal "chemistry"	<ul style="list-style-type: none"> ● Ability to focus on the essentials, capacity for abstraction, sound judgment and experience
	● Analytical skills	
Managing a Team	● Leadership qualities/managing people	<ul style="list-style-type: none"> ● Ability to motivate a team to work together towards a common goal and to achieve co-operation within the team ● Provides professional support ● Ability to delegate
	● Guidance/managing performance	<ul style="list-style-type: none"> ● Combines various disciplines to find the best solution

Core Tasks	Competency	Manifestation
	<ul style="list-style-type: none"> ● Sensitivity 	<ul style="list-style-type: none"> ● Recognizes and appreciates each person's strengths, interests and problems ● Fairness when dealing with others ● Encouragement of a culture of constructive controversy

Areas of Expertise
Application knowledge, standards & regulations
Undertaking the project environment
Management knowledge & skills
Interpersonal skills

Role of a Project Manager

To manage a project , there are some areas of expertise that one should possess. They are - Knowledge of the application area and the standards and regulations in the organization, understanding of the project environment, general management knowledge and skills, and interpersonal skills.

Project Control Steps

Fixing up the Review Period

Obtaining Progress Information

Comparing Actual Progress with the Schedule

Taking Appropriate Corrective Correction

Reporting to Higher Management Updating

Conventions for Updating

Frequency of Updating

Reference-

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