

2MSW4

SOCIAL WELFARE ADMINISTRATION AND LEGISLATION



DR. C.V. RAMAN UNIVERSITY

Chhattisgarh, Bilaspur AN AICTE GROUP UNIVERSITY

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SOCIAL WELFARE ADMINISTRATION AND LEGISLATION

Credit- 4

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STRUCTURE OF PROGRAM

Title of the Program	: MASTER IN SOCIAL WORK
Program Type	: POSTGRADUATE
Program Credits	: 80
Program Duration	: 2 YEARS
Eligibility Criteria	: GRADUATE

PROGRAM OBJECTIVE

The main Objectives of **Social work** are:

- Make him/her alert and sharp about surrounding **Social** Activity.
- To be able to understand the Deferent Kinds of **Social** Problems.
- Complete Development about **Social** change.
- Prepare him/her for solve the **social** problem.
- Making Research mind and approach.
- To be able to understand The Rural community Development.
- Knowledge about **Social** problem and How to solve them?
- Preparing him/her/ for National level Competitive examination.

PROGRAM OUTCOME

Upon completion of Master of Social work Students should be able to-

- Identify and define basic terms and concepts which are needed for advanced course in Social work.
- Analyze social behavior and determine the effects on society.
- Independent judgment, intercultural and regional Sensitivity global and national perspectives to solve problems concerning Humanities.
- Outline the scientific method used by eminent sociologists.
- Integrate knowledge of social concepts.
- Explain Industrial revolution new mode of production and its effects on society.
- Develop information, interviewing and networking skills through reading handed out in class and an examination exercise.
- Be familiar with basic procedures of research.

STRUCTURE OF COURSE

Course Title	: SOCIAL WELFARE ADMINISTRATION AND LEGISLATION
Course Type	: CORE COURSE
Course Code	: 2MSW2
Course Credits	: 4
Semester	: 2

COURSE LEARNING OBJECTIVES:

- Students can understand the individual Social Work and they able to learn Social individual service in community.
- Students can get the knowledge of social process, method of personal studies and Social Therapy.
- Students can learn process of Students can learn their role in individual Social Work.

COURSE LEARNING OUTCOMES:

- Student should know about social individual service with community.
- Student should be able to know social process and social therapy.
- Student should learn the role with personal social work.

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BLOCK I:	COMMUNITY ORGANIZATIONS AND SOCIAL OPERATIONS	01-42
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Block I introduces the concept, nature, objectives and development of **Social Welfare Administration** and its importance in the effective delivery of welfare services. It explains the historical development and major theories of social welfare administration, helping learners understand how administrative principles are applied to social welfare programmes. The block also discusses the processes involved in planning, organizing, implementing and managing welfare activities. Special attention is given to **monitoring and evaluation**, which help assess the effectiveness and outcomes of welfare programmes. The block further examines personnel management, including the role, selection, development and management of human resources in social welfare organizations. Overall, this block provides learners with a foundational understanding of administrative structures, managerial processes and human resources required for efficient social welfare operations.

UNIT 1

SOCIAL WELFARE

ADMINISTRATION: CONCEPT, NATURE, OBJECTIVES, CLASSIFICATION, PROCESS AND HISTORICAL DEVELOPMENT

STRUCTURE:

- 1.1 Introduction
 - 1.2 Objective
 - 1.3 Concept And Nature Of Social Work Administration
 - 1.4 Purpose, Nature and Features of a Community
 - 1.4.1 Nature of Communities
 - 1.4.2 Key Features of Communities
 - 1.5 Relevance in Social Work
 - 1.5.1 Social Work Values
 - 1.5.2 Role of Social Workers in Communities
 - 1.5.3 Why it matters: Global Context
 - 1.6 Summary
 - 1.7 Glossary
 - 1.8 Answers to check you progress – possible one
 - 1.9 Suggested readings - OER
 - 1.10 Reference
 - 1.11 Exercise
-

1.1 INTRODUCTION

Social welfare administration is a central component of professional social work practice, as it provides the organizational and managerial framework through which social welfare services are planned, delivered, and evaluated. While social work as a profession is concerned with enhancing human well-being and promoting social justice, social welfare administration ensures that these goals are translated into systematic action through institutions, policies, and programmes.

In modern societies, the complexity of social problems such as poverty, unemployment, inequality, disability, child welfare, ageing, and public health demands organized and efficient systems of service delivery. Social welfare administration addresses this need by integrating professional values, administrative principles, and social policies to

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ensure effective utilization of resources and accountability in welfare services. This unit introduces the foundational aspects of social welfare administration by examining its concept, nature, objectives, classification, process, and historical development.

1.2 OBJECTIVE

After studying this unit, the learner will be able to:

- Understand the concept and meaning of social welfare administration
- Explain the nature and scope of social welfare administration
- Identify the objectives and significance of welfare administration
- Classify social welfare administration based on different criteria
- Describe the administrative process in social welfare organizations
- Trace the historical development of social welfare administration
- Appreciate the relevance of administration in professional social work

1.3 CONCEPT AND NATURE OF SOCIAL WORK ADMINISTRATION

Social welfare administration refers to the process of planning, organizing, directing, coordinating, and controlling social welfare programmes and services to achieve socially desirable objectives. It involves the application of administrative principles and practices to social welfare institutions with the purpose of ensuring effective service delivery and social development.

In social work, administration is not merely a technical or managerial function; it is a professional activity rooted in social values, ethics, and human relationships. Social welfare administration focuses on the organization of resources—human, financial, and material—to meet the needs of individuals, families, groups, and communities, particularly those who are disadvantaged or marginalized.

The concept emphasizes both **efficiency** and **human sensitivity**. While efficiency ensures optimal use of resources, sensitivity ensures that services are responsive to human needs and social justice concerns. Thus, social welfare administration acts as a bridge between social policy and social work practice.

The nature of social welfare administration is multidimensional and reflects the unique characteristics of social welfare organizations.

Firstly, it is **value-based**. Unlike commercial administration, social welfare administration is guided by values such as human dignity,

NOTE

equality, social justice, and democratic participation. Administrative decisions must align with ethical principles and professional standards.

Secondly, it is **service-oriented**. The primary goal is not profit generation but the promotion of social well-being and public welfare. Efficiency is important, but it is secondary to service quality and accessibility.

Thirdly, social welfare administration is **people-centred**. It deals extensively with human relationships—between administrators and staff, staff and clients, and organizations and communities. Effective interpersonal communication and leadership are therefore essential.

Fourthly, it is **dynamic and adaptive**. Social welfare administration must respond to changing social needs, policy environments, and institutional contexts. Flexibility and innovation are necessary for addressing emerging social problems.

Finally, it is **interdisciplinary in nature**, drawing upon knowledge from social work, sociology, psychology, economics, political science, and management studies.

1.4 SCOPE AND FIELDS OF SOCIAL WELFARE ADMINISTRATION

The scope of social welfare administration extends across various levels and sectors of social service delivery. It includes administration in government departments, local self-governments, non-governmental organizations, voluntary agencies, international development organizations, and corporate social responsibility initiatives.

Administrators are involved in programme planning, budgeting, staffing, supervision, coordination, monitoring, and evaluation. The scope also includes policy implementation, advocacy, inter-agency collaboration, and community participation. At the macro level, social welfare administration contributes to national development goals and social policy execution.

The objectives of social welfare administration are both organizational and social in nature.

A primary objective is to ensure **effective delivery of social welfare services** to those in need. This includes making services accessible, equitable, and responsive.

Another objective is **optimal utilization of resources**. Given limited financial and human resources, administration seeks to achieve maximum social benefit with minimum waste.

Social welfare administration also aims to promote **coordination and integration** among various welfare agencies and programmes to avoid duplication and fragmentation.

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An important objective is **staff development and welfare**, ensuring that personnel are trained, motivated, and supported to perform effectively.

Finally, social welfare administration seeks to uphold **accountability and transparency**, ensuring that organizations remain answerable to beneficiaries, funding agencies, and society.

1.4.1 CLASSIFICATION OF SOCIAL WELFARE ADMINISTRATION

Social welfare administration can be classified on several bases.

Based on Nature of Organization

- **Public welfare administration:** Managed by government bodies at central, state, or local levels.
- **Voluntary welfare administration:** Operated by NGOs and voluntary organizations.
- **Private and corporate welfare administration:** Includes CSR initiatives and private charitable trusts.

Based on Level of Operation

- **Macro-level administration:** Policy formulation and national programmes.
- **Mezzo-level administration:** State and regional welfare organizations.
- **Micro-level administration:** Agency-level management and service delivery.

Based on Target Groups

- Child welfare administration
- Women's welfare administration
- Welfare of persons with disabilities
- Elderly welfare administration

This classification highlights the diversity and complexity of welfare administration.

Process of Social Welfare Administration

Social welfare administration follows a systematic process consisting of interrelated functions.

Planning

Planning involves identifying social needs, setting objectives, prioritizing programmes, and determining strategies for action. It requires data collection, community participation, and policy alignment.

NOTE**Organizing**

Organizing refers to structuring roles, responsibilities, and relationships within the organization. It includes designing organizational hierarchies, delegating authority, and establishing communication channels.

Staffing

Staffing involves recruitment, selection, training, supervision, and development of personnel. Social welfare organizations rely heavily on skilled and motivated human resources.

Directing

Directing includes leadership, motivation, communication, and supervision to guide staff toward achieving organizational goals.

Coordinating

Coordination ensures harmony among different departments, programmes, and agencies working toward common objectives.

Controlling

Controlling involves monitoring performance, evaluating outcomes, and taking corrective action to ensure effectiveness and accountability.

1.4.2 HISTORICAL DEVELOPMENT OF SOCIAL WELFARE ADMINISTRATION

The historical development of social welfare administration is closely linked to the evolution of social welfare systems.

Early Philanthropic Efforts

In pre-industrial societies, welfare activities were largely informal, based on family support, religious charity, and community solidarity.

Industrialization and Organized Welfare

The Industrial Revolution led to urban poverty, unemployment, and social dislocation, necessitating organized welfare systems. This period witnessed the emergence of formal welfare institutions and administrative structures.

Development of the Welfare State

In the twentieth century, many countries adopted welfare state models, expanding government responsibility for social security, health, education, and housing. Social welfare administration became professionalized and bureaucratized.

Development in India

In India, social welfare administration evolved from traditional community support systems to colonial-era welfare measures and post-independence state-led development programmes. Constitutional

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provisions, Five-Year Plans, and social legislation strengthened welfare administration.

1.5 IMPORTANCE OF SOCIAL WELFARE ADMINISTRATION IN SOCIAL WORK

Social welfare administration is essential for translating social work values and policies into effective practice. It ensures organized service delivery, professional accountability, and sustainable social development. Without sound administration, even well-designed welfare programmes fail to achieve their objectives.

Check your progress

1. What is meant by welfare state?

2. List any two functions of welfare administration.

1.6 SUMMARY

- Social welfare administration organizes and manages welfare services.
- It is value-based, service-oriented, and people-centred.
- Objectives include effective service delivery and resource utilization.
- Administration involves planning, organizing, staffing, directing, and controlling.
- Historical development reflects social and economic changes.
- It is indispensable to professional social work practice.

1.7 GLOSSARY

1. **Social Welfare Administration:** Management of welfare programmes and services.
2. **Welfare State:** State responsibility for citizens' social well-being.
3. **Planning:** Systematic determination of goals and strategies.
4. **Coordination:** Harmonizing activities across programmes.
5. **Accountability:** Responsibility to stakeholders and society.

1.8 ANSWERS TO CHECK YOUR PROGRESS

Check Your Progress 1

NOTE

1. A welfare state protects citizens' well-being by providing essential services, social security, economic support, healthcare, education, and assistance to disadvantaged groups.
2. Welfare administration implements social welfare programmes and coordinates services that provide healthcare, education, social security, and support to vulnerable communities.

1.9 SUGGESTED READINGS – OER

Sr. No.	Title	URL	QR Code
1	Social Welfare Administration and Legislation	http://books.aisectonline.com/User/UnitUrls?unitId=13687	

1.10 REFERENCE

- Skidmore, R., Thackeray, M., & Farley, O. (2011). *Introduction to Social Work*. Pearson.
- Friedlander, W. A. (1977). *Introduction to Social Welfare*. Prentice Hall.
- Desai, M. (2006). *Ideologies and Social Work*. Rawat Publications.
- Gangrade, K. D. (2001). *Social Work Education in India*. Rawat Publications.

1.11 EXERCISE**Part 1****A. Multiple choice questions:**

1. Social welfare administration primarily focuses on:
 - a) Profit generation
 - b) Service delivery
 - c) Industrial management
 - d) Legal enforcement
2. Planning is concerned with:
 - a) Recruitment
 - b) Goal setting
 - c) Supervision
 - d) Evaluation
3. Welfare administration is value-based because it emphasizes:
 - a) Competition
 - b) Social justice
 - c) Bureaucracy
 - d) Authority
4. Staffing refers to:
 - a) Budget allocation
 - b) Human resource management

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c) Policy formulation d) Service evaluation

5. In India, welfare administration expanded significantly after:

a) Independence b) Industrialization

c) Globalization d) Liberalization

1. b) Service delivery

Explanation: Social welfare administration ensures effective delivery of services and programmes to meet social needs and improve community wellbeing.

2. b) Goal setting

Explanation: Planning involves setting clear goals, identifying priorities, and determining suitable actions to achieve desired welfare objectives effectively.

3. b) Social justice

Explanation: Welfare administration promotes social justice by ensuring equality, reducing discrimination, and supporting vulnerable and disadvantaged sections of society.

5. b) Human resource management

Explanation: Staffing involves recruiting, selecting, training, developing, and managing employees to ensure effective organizational and welfare service delivery.

6. a) Independence

Explanation: After independence, India adopted welfare-oriented policies and programmes to promote social development, reduce inequality, and support disadvantaged communities.

B. Small answer type question

1. Define social welfare administration.
2. State two objectives of welfare administration.
3. Mention two characteristics of social welfare administration.
4. What is meant by welfare state?

Part 2

C. Long answer type question (answer in 200 words)

1. Explain the concept and nature of social welfare administration.
2. Discuss the objectives and scope of social welfare administration.
3. Describe the process of social welfare administration.

Part 3

D. Long answer type question (answer in 300 words)

1. Trace the historical development of social welfare administration.
2. Examine the importance of social welfare administration in social work practice.
3. Analyse the classification of social welfare administration.

UNIT 2

THEORY OF SOCIAL WELFARE ADMINISTRATION

NOTE

STRUCTURE:

- 2.1 Introduction
- 2.2 Objective
- 2.3 Community Organization: Meaning and Purpose
 - 2.3.1 Purpose of Community Organizations
- 2.4 Principles of Community Organization
- 2.5 Role in Social Work
- 2.6 Sense of organization in community practice
- 2.7 Summary
- 2.8 Glossary
- 2.9 Answers to check your progress – possible one
- 2.10 Suggested readings - OER
- 2.11 Reference
- 2.12 Exercise

2.1 INTRODUCTION

The theory of social welfare administration provides the intellectual and conceptual foundation for organizing, managing, and delivering social welfare services effectively. While social welfare administration is deeply practice-oriented, it is equally grounded in theoretical frameworks drawn from social sciences, public administration, management studies, economics, and social work philosophy. These theories guide administrators in decision-making, policy implementation, organizational design, leadership, resource utilization, and evaluation of welfare programmes.

This unit examines the major theoretical perspectives that shape social welfare administration. It explores classical, behavioral, systems, ecological, and participatory theories, and analyzes their relevance to welfare organizations. The unit also highlights the integration of social work values with administrative theory, emphasizing accountability, social justice, efficiency, and human dignity.

2.2 OBJECTIVES

After studying this unit, learners will be able to:

1. Understand the theoretical foundations of social welfare administration.

NOTE

2. Explain the relevance of administrative theories to social welfare organizations.
3. Analyse classical, human relations, and modern theories of administration in the context of social work.
4. Apply administrative theories to planning, organizing, directing, and controlling welfare services.
5. Critically evaluate the strengths and limitations of different administrative theories.
6. Relate theory to practice in contemporary social welfare administration in India and globally.

2.3 MEANING AND SCOPE OF ADMINISTRATIVE THEORY IN SOCIAL WELFARE

Administrative theory refers to a systematic body of ideas and principles that explain how organizations function and how administrative tasks can be performed effectively. In the context of social welfare, administrative theory helps administrators understand:

- How welfare organizations are structured
- How authority and responsibility are distributed
- How decisions are made and implemented
- How human and material resources are coordinated
- How services respond to social needs and policy goals

The scope of administrative theory in social welfare extends beyond technical management. It incorporates ethical considerations, human relations, community participation, and social accountability. Welfare administration must balance efficiency with equity, control with flexibility, and organizational goals with human needs.

Classical Theories of Administration

Scientific Management Theory

Scientific management, associated with Frederick W. Taylor, emphasizes efficiency, standardization, and productivity through systematic work methods. Its key principles include:

- Division of work
- Standardization of procedures
- Time and motion studies
- Performance-based incentives

In social welfare administration, scientific management influenced record-keeping, case documentation, workload measurement, and

procedural uniformity. However, its limitation lies in its mechanical view of workers and neglect of emotional and social factors.

Bureaucratic Theory

Max Weber's bureaucratic theory is foundational to public welfare administration. It emphasizes:

- Clearly defined hierarchy
- Written rules and regulations
- Impersonal relationships
- Merit-based recruitment
- Formal authority

Welfare departments, ministries, and statutory bodies often operate on bureaucratic principles to ensure accountability, legality, and uniform service delivery. While bureaucracy ensures order and predictability, excessive rigidity can hinder responsiveness and innovation in welfare services.

Administrative Management Theory

Henri Fayol's administrative management theory focuses on universal principles of administration, such as planning, organizing, commanding, coordinating, and controlling. These principles remain central to welfare administration, particularly in:

- Programme planning
- Organizational structuring
- Supervisory mechanisms
- Financial management

This theory highlights the role of administrators as planners and coordinators rather than mere rule-enforcers.

2.3.1 BEHAVIORAL AND HUMAN RELATIONS THEORIES

Human Relations Approach

The human relations approach emerged as a response to classical theories, emphasizing the social and psychological needs of workers. Elton Mayo's studies highlighted the importance of:

- Informal group dynamics
- Motivation and morale
- Communication
- Leadership styles

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NOTE

In social welfare administration, this approach recognizes that welfare workers are not merely functionaries but human beings engaged in emotionally demanding work. Supportive supervision, participatory decision-making, and professional development are essential for effective service delivery.

Motivation Theories

Theories of motivation, such as Maslow's hierarchy of needs and Herzberg's two-factor theory, inform personnel management in welfare organizations. These theories suggest that job satisfaction, recognition, growth opportunities, and meaningful work are crucial for staff retention and performance.

Welfare administrators must design work environments that promote intrinsic motivation while addressing basic employment needs.

Systems Theory in Social Welfare Administration

Systems theory views organizations as open systems interacting continuously with their environment. Welfare organizations receive inputs (resources, policies, personnel), transform them through processes (planning, service delivery), and produce outputs (welfare services, social outcomes).

Key features of systems theory include:

- Interdependence of organizational units
- Feedback mechanisms
- Adaptability to environmental changes
- Balance between stability and change

In social welfare administration, systems theory emphasizes coordination among government agencies, NGOs, community groups, and beneficiaries. It supports integrated service delivery and inter-sectoral collaboration.

Ecological and Person-in-Environment Perspective

The ecological perspective, rooted in social work theory, highlights the interaction between individuals, organizations, and social environments. Welfare administration must consider:

- Socio-economic conditions
- Cultural contexts
- Political and legal frameworks
- Community resources

NOTE

This perspective ensures that administrative decisions are responsive to real-life conditions and structural inequalities. It aligns administrative practice with social justice and empowerment goals.

2.4 PARTICIPATORY AND DEMOCRATIC ADMINISTRATION

Participatory administration emphasizes stakeholder involvement in planning, implementation, and evaluation of welfare programmes. It challenges top-down administrative models and promotes:

- Community participation
- Decentralized decision-making
- Transparency and accountability
- Empowerment of beneficiaries

In social welfare administration, participatory approaches are especially relevant in community development, poverty alleviation, and rights-based programmes. They enhance programme relevance and sustainability.

New Public Administration and Welfare Governance

New Public Administration (NPA) emphasizes values such as equity, responsiveness, and citizen participation. Unlike traditional public administration, NPA recognizes administration as a moral and political activity.

In welfare contexts, NPA supports:

- Social equity in service delivery
- Targeting marginalized populations
- Ethical accountability
- Outcome-oriented governance

This approach has influenced contemporary welfare reforms, including decentralization, public-private partnerships, and social audits.

2.5 MANAGERIALISM AND NEW PUBLIC MANAGEMENT

New Public Management (NPM) introduces private-sector management practices into public welfare administration. It focuses on:

- Efficiency and cost-effectiveness
- Performance measurement
- Results-based management
- Competition and outsourcing

While NPM improves efficiency, it has been criticized for undermining welfare values by prioritizing cost over care. Social welfare

NOTE

administration must balance managerial efficiency with ethical responsibility.

Integration of Social Work Values with Administrative Theory

Social welfare administration differs from general administration because it is grounded in social work values, including:

- Respect for human dignity
- Social justice and equity
- Professional integrity
- Commitment to service

Administrative theories must therefore be adapted to reflect ethical practice, cultural sensitivity, and human-centered governance. Administrators are not only managers but also advocates, facilitators, and change agents.

2.6 RELEVANCE OF ADMINISTRATIVE THEORY TO WELFARE PRACTICE

Theoretical knowledge enables welfare administrators to:

- Design effective organizational structures
- Improve service delivery systems
- Manage human resources ethically
- Respond to policy changes
- Evaluate programme outcomes critically

Without theoretical grounding, welfare administration risks becoming arbitrary, inefficient, or disconnected from social realities.

Check your progress

1. What is meant by the human relations approach?

2. Briefly explain the concept of bureaucracy as proposed by Max Weber.

2.7 SUMMARY

Administrative theory provides the conceptual backbone of social welfare administration. Classical, behavioral, systems, ecological, participatory, and contemporary governance theories each contribute

valuable insights. Effective welfare administration requires a synthesis of these theories, adapted to social work values and socio-cultural contexts. Theory-informed practice strengthens accountability, responsiveness, and social impact.

NOTE**2.8 GLOSSARY**

1. Administration: The process of planning, organizing, directing, coordinating, and controlling resources to achieve organizational goals.
2. Administrative Theory: A systematic body of ideas explaining how organizations function and how administrative tasks are performed.
3. Scientific Management: A classical administrative theory developed by F.W. Taylor emphasizing efficiency, task specialization, and standardization.
4. Bureaucracy: A formal organizational structure characterized by hierarchy, division of labour, rules, and impersonality, as conceptualized by Max Weber.
5. Human Relations Theory: An administrative approach focusing on human behaviour, motivation, group dynamics, and interpersonal relationships in organizations.
6. Systems Theory: A theory that views organizations as open systems interacting continuously with their internal and external environments.
7. Contingency Theory: An approach suggesting that no single administrative method is universally applicable; management practices depend on situational factors.
8. Organizational Effectiveness: The extent to which an organization achieves its objectives efficiently and sustainably.
9. Decision-Making: The process of selecting appropriate courses of action from available alternatives in administrative practice.
10. Leadership: The ability to influence and guide individuals or groups toward achieving organizational goals.

2.9 ANSWERS TO CHECK YOUR PROGRESS

1. The human relations approach emphasizes employees' social needs, motivation, communication, teamwork, and job satisfaction to improve organizational performance and maintain healthy workplace relationships.
2. Max Weber described bureaucracy as a formal organizational system based on hierarchy, specialization, rules, authority, and impersonal relationships to ensure efficiency and consistency.

NOTE**2.10 SUGGESTED READINGS – OER**

Sr. No.	Title	URL	QR Code
1	Social Welfare Administration and Legislation	http://books.aisectonline.com/User/UnitUrls?unitId=13688	

2.11 REFERENCE

- Desai, M. (2006). *Ideologies and Social Work*. Rawat Publications.
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- Hasenfeld, Y. (2010). *Human Services as Complex Organizations*. Sage Publications.
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- Patti, R. J. (2008). *The Handbook of Human Services Management*. Sage Publications.
- Skidmore, R. A., Thackeray, M. G., & Farley, O. W. (2011). *Introduction to Social Work*. Pearson Education.
- Weber, M. (1947). *The Theory of Social and Economic Organization*. Oxford University Press.

2.12 EXERCISE**Part 1****A. Multiple choice questions:**

1. The classical theory of administration primarily emphasizes:
 - a) Human emotions and motivation
 - b) Informal group behaviour
 - c) Structure, hierarchy, and formal rules
 - d) Community participation
2. Which theorist is most closely associated with Scientific Management?
 - a) Max Weber
 - b) Elton Mayo
 - c) Frederick W. Taylor
 - d) Mary Parker Follett
3. The Human Relations Theory emerged mainly as a response to:
 - a) Systems theory
 - b) Bureaucratic rigidity
 - c) Political administration
 - d) Community organization models

NOTE

4. Systems theory in social welfare administration views organizations as:
 - a) Closed and self-sufficient units
 - b) Isolated from their environment
 - c) Interrelated parts interacting with the environment
 - d) Strictly rule-bound structures
5. Which theory places maximum emphasis on adaptability and environmental interaction?
 - a) Classical theory b) Bureaucratic theory
 - c) Contingency theory d) Scientific management

Answer With Explanation**1. c) Structure, hierarchy, and formal rules**

Explanation: Classical theory emphasizes formal structure, clear hierarchy, division of work, authority, coordination, and established rules for efficient administration.

2. c) Frederick W. Taylor

Explanation: Frederick W. Taylor developed Scientific Management, focusing on efficiency, standardized work methods, productivity, and systematic management of employees.

3. b) Bureaucratic rigidity

Explanation: Human Relations Theory emerged to address limitations of rigid bureaucratic structures by emphasizing employee needs, motivation, relationships, and satisfaction.

4. c) Interrelated parts interacting with the environment

Explanation: Systems theory views organizations as interconnected components that continuously interact with and respond to their external environment.

5. c) Contingency theory

Explanation: Contingency theory emphasizes adaptability by suggesting administrative practices should change according to environmental conditions, organizational situations, and specific circumstances.

B. Small answer type question

1. Define administrative theory in the context of social welfare administration.
2. State any four key features of the classical theory of administration.
3. What is meant by the human relations approach?

NOTE

4. Briefly explain the concept of bureaucracy as proposed by Max Weber.
5. Why is systems theory considered relevant for modern social welfare organizations?

Part 2

C. Long answer type question (answer in 200 words)

1. Explain the meaning and importance of administrative theories in social welfare administration.
2. Critically examine the classical theory of administration and discuss its relevance to social welfare organizations.
3. Discuss the human relations theory of administration. How does it contribute to effective personnel management in welfare agencies?

Part 3

D. Long answer type question (answer in 300 words)

1. Explain systems theory and analyse its application in social welfare administration with suitable examples.
2. Compare and contrast classical, human relations, and systems theories of administration.
3. Evaluate the applicability of contingency theory in managing contemporary social welfare organizations.

UNIT 3

MONITORING, EVALUATION AND PERSONNEL MANAGEMENT IN SOCIAL WELFARE ADMINISTRATION

NOTE

STRUCTURE:

- 3.1 Introduction
 - 3.2 Objective
 - 3.3 Historical Development: Global and Indian Perspectives
 - 3.4 Foundations of Community Organization
 - 3.5 Significance of Community Organization in Social Work
 - 3.6 Summary
 - 3.7 Glossary
 - 3.8 Answers to check your progress
 - 3.9 Suggested Readings
 - 3.10 References
 - 3.11 Exercise
-

3.1 INTRODUCTION

Social welfare administration operates in complex, dynamic, and resource-constrained environments. To ensure accountability, effectiveness, and quality service delivery, administrators must systematically monitor programmes, evaluate outcomes, and manage human resources efficiently. Monitoring, evaluation, and personnel management together form the backbone of effective social welfare organizations. While monitoring ensures continuous oversight of activities, evaluation assesses outcomes and impacts, and personnel management ensures the optimal utilization and development of human resources.

In social work administration, these processes are not merely technical functions but ethical responsibilities. They ensure that welfare programmes remain responsive to beneficiaries' needs, aligned with organizational goals, and compliant with professional values of transparency, equity, and social justice.

3.2 OBJECTIVES

After studying this unit, the learner will be able to:

NOTE

1. Explain the scope and significance of social work practice in diverse national contexts.
2. Describe the global scenario of social work practice and its evolving nature.
3. Understand similarities and differences between social work practice in India and other countries.
4. Analyse the influence of globalization, policy frameworks, and international agencies on social work practice.
5. Recognise emerging trends and challenges in contemporary social work practice.
6. Appreciate the professional responsibilities of social workers in a globalised world.

3.3 CONCEPT AND OBJECTIVES OF MONITORING

Monitoring refers to the continuous and systematic process of collecting, analysing, and using information to track the progress of programmes and activities against planned objectives.

In social welfare administration, monitoring focuses on:

- Whether activities are being implemented as planned
- Whether resources are being used efficiently
- Whether services are reaching intended beneficiaries

Monitoring is primarily a **management function**, conducted during programme implementation rather than after completion.

The major objectives of monitoring in social welfare administration include:

- Ensuring timely implementation of programmes
- Detecting deviations from plans at an early stage
- Improving decision-making through real-time information
- Enhancing accountability of staff and institutions
- Identifying operational bottlenecks and constraints
- Facilitating corrective action

Monitoring supports administrators in maintaining programme quality and institutional credibility.

3.4 TYPES OF MONITORING

Monitoring in social welfare organizations may be classified into several types:

Input Monitoring

Focuses on resources such as funds, personnel, materials, and infrastructure.

Process Monitoring

Examines how activities are implemented, including service delivery methods and staff performance.

Output Monitoring

Tracks immediate outputs such as number of beneficiaries served or services delivered.

Outcome Monitoring

Assesses short-term changes in beneficiaries' conditions resulting from programme interventions.

Monitoring employs both quantitative and qualitative methods:

- Progress reports
- Field visits and inspections
- Checklists and supervision records
- Beneficiary feedback mechanisms
- Management Information Systems (MIS)
- Review meetings and performance dashboards

In contemporary welfare administration, digital monitoring systems and data-driven tools play an increasingly important role.

3.5 CONCEPT OF EVALUATION

Evaluation is a systematic and objective assessment of the design, implementation, outcomes, and impact of programmes, policies, or projects. Unlike monitoring, evaluation is periodic and analytical in nature.

In social welfare administration, evaluation answers key questions such as:

- Was the programme effective?
- Were objectives achieved?
- What impact did the programme have on beneficiaries?
- Should the programme be continued, modified, or terminated?

NOTE

NOTE

Evaluation serves multiple purposes in social welfare administration:

- Assessing programme effectiveness and impact
- Ensuring accountability to stakeholders and funders
- Generating evidence for policy formulation
- Improving programme design and delivery
- Supporting learning and institutional development

Evaluation strengthens evidence-based practice in social work administration.

Types of Evaluation

Formative Evaluation

Conducted during programme implementation to improve ongoing activities.

Summative Evaluation

Conducted after programme completion to assess overall effectiveness.

Process Evaluation

Examines how programmes are implemented.

Outcome and Impact Evaluation

Assesses changes in beneficiaries' conditions and long-term social impact.

Methods of Evaluation

Evaluation methods may include:

- Surveys and questionnaires
- Case studies
- Interviews and focus group discussions
- Cost-benefit and cost-effectiveness analysis
- Participatory evaluation methods

Social welfare evaluation emphasizes ethical considerations, cultural sensitivity, and beneficiary participation.

Monitoring and Evaluation: Relationship and Distinction

While monitoring and evaluation are interrelated, they differ in purpose and scope:

- Monitoring is continuous and operational
- Evaluation is periodic and analytical
- Monitoring focuses on activities and outputs

- Evaluation focuses on outcomes and impact

Together, they create a comprehensive framework for programme accountability and improvement.

Concept of Personnel Management

Personnel management refers to the systematic process of acquiring, developing, motivating, and maintaining human resources to achieve organizational goals.

In social welfare administration, personnel management is critical due to:

- Labour-intensive nature of welfare services
- Emotional demands of social work practice
- Need for professional competence and ethical conduct

Human resources are considered the most valuable asset of welfare organizations.

Objectives of Personnel Management

The objectives of personnel management in social welfare administration include:

- Recruiting qualified and committed personnel
- Enhancing staff competence and performance
- Promoting job satisfaction and morale
- Ensuring fair labour practices
- Developing leadership and managerial capacity

Functions of Personnel Management

Personnel management involves several core functions:

Recruitment and Selection

Ensuring the appointment of competent professionals aligned with organizational values.

Training and Development

Continuous capacity building through orientation, in-service training, and professional education.

Performance Appraisal

Systematic assessment of staff performance for improvement and accountability.

Motivation and Welfare

Providing incentives, job security, and supportive work environments.

NOTE

NOTE

Discipline and Grievance Redressal

Maintaining organizational discipline while ensuring fairness and justice.

Personnel Management in Social Welfare Organizations

Personnel management in social welfare differs from commercial organizations due to:

- Mission-oriented objectives
- Emphasis on professional ethics
- High emotional labour
- Strong community engagement

Administrators must balance efficiency with empathy, control with autonomy, and authority with participation.

Challenges in Monitoring, Evaluation and Personnel Management

Social welfare administrators face several challenges:

- Resource constraints
- Lack of trained personnel
- Resistance to evaluation
- Inadequate data systems
- High staff turnover and burnout

Addressing these challenges requires institutional strengthening and policy support.

Emerging Trends

Contemporary trends include:

- Results-based management
- Participatory monitoring and evaluation
- Digital HR management systems
- Emphasis on staff well-being and mental health
- Evidence-based administration

These trends reflect a shift toward professionalization and accountability.

Check your progress

1. What is the purpose of evaluation in social welfare programmes?

NOTE

2. Distinguish between input monitoring and output monitoring.

3.6 SUMMARY

- Monitoring ensures continuous oversight of programme implementation
- Evaluation assesses effectiveness, outcomes, and impact
- Monitoring and evaluation together promote accountability and learning
- Personnel management focuses on recruitment, development, and retention
- Human resources are central to social welfare administration

3.7 GLOSSARY

1. Monitoring: Continuous assessment of programme implementation to ensure activities are proceeding as planned.
2. Evaluation: Systematic assessment of a programme's effectiveness, outcomes, and impact.
3. Formative Evaluation: Evaluation conducted during programme implementation to improve performance.
4. Summative Evaluation: Evaluation conducted after programme completion to assess overall effectiveness.
5. Personnel Management: Management of human resources through recruitment, training, motivation, and welfare.
6. Performance Appraisal: Systematic evaluation of an employee's work performance.
7. Human Resource Development: Process of enhancing employees' skills, knowledge, and competencies.
8. Accountability: Obligation of organizations to justify actions and outcomes to stakeholders.

3.8 ANSWERS TO CHECK YOUR PROGRESS

1. Evaluation determines the effectiveness, efficiency, relevance, and impact of welfare programmes and helps identify improvements for better outcomes.
2. Input monitoring focuses on the resources used in a programme, such as funds, staff, materials, and time. Output monitoring focuses on the results achieved, such as services delivered, activities completed, and beneficiaries reached.

NOTE**3.9 SUGGESTED READINGS – OER**

Sr. No.	Title	URL	QR Code
1	Social Welfare Administration and Legislation	http://books.aisectonline.com/User/UnitUrls?unitId=13689	

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3.11 EXERCISE**Part 1****A. Multiple choice questions:**

- Monitoring in social welfare administration is primarily concerned with:
 - Final impact assessment
 - Continuous tracking of programme activities
 - Policy formulation
 - Financial auditing only
- Which type of evaluation is conducted during programme implementation?
 - Summative evaluation
 - Impact evaluation
 - Formative evaluation
 - Terminal evaluation
- Personnel management in social welfare organizations mainly focuses on:
 - Profit maximization

NOTE

- b) Resource liquidation
- c) Human resource development and utilization
- d) Policy lobbying
- 4. Which of the following is NOT a method of evaluation?
 - a) Case study b) Focus group discussion
 - c) Cost-benefit analysis d) Random recruitment
- 5. Performance appraisal is a function of:
 - a) Financial management b) Personnel management
 - c) Programme planning d) Policy analysis

1. b) Continuous tracking of programme activities

Explanation: Monitoring continuously tracks programme activities, progress, implementation, resource use, and performance to identify problems and ensure objectives.

2. c) Formative evaluation

Explanation: Formative evaluation is conducted during programme implementation to identify weaknesses, improve processes, and strengthen programme effectiveness.

3. c) Human resource development and utilization

Explanation: Personnel management focuses on recruiting, developing, motivating, utilizing, and retaining employees to achieve organizational goals effectively.

4. d) Random recruitment

Explanation: Random recruitment is a staffing method, not an evaluation method, whereas case studies, focus groups, and cost-benefit analysis evaluate programmes.

5. b) Personnel management

Explanation: Performance appraisal is a personnel management function that assesses employee performance, identifies development needs, and supports organizational improvement.

B. Small answer type question

- 1. Define monitoring in social welfare administration.
- 2. What is the purpose of evaluation in social welfare programmes?
- 3. Distinguish between input monitoring and output monitoring.
- 4. Explain the concept of personnel management.
- 5. Mention any two challenges in monitoring and evaluation of welfare programmes.

Part 2

C. Long answer type question (answer in 200 words)

NOTE

1. Discuss the concept, objectives, and types of monitoring in social welfare administration.
2. Explain evaluation in social welfare programmes, highlighting its purpose and methods.
3. Distinguish between monitoring and evaluation with suitable examples.

Part 3

D. Long answer type question (answer in 300 words)

1. Describe the objectives and functions of personnel management in social welfare organizations.
2. Analyze the challenges faced in managing human resources in social welfare institutions.
3. Examine emerging trends in monitoring, evaluation, and personnel management in social welfare administration.

UNIT 4

PERSONNEL MANAGEMENT IN SOCIAL WELFARE ADMINISTRATION

STRUCTURE:

- 4.1 Introduction
 - 4.2 Objective
 - 4.3 Planning and Development
 - 4.3.1 Evolution
 - 4.3.2 Why does it matter?
 - 4.3.3 Components of Community Development
 - 4.4 Models and Approaches to Development
 - 4.5 Role of Social Workers
 - 4.6 Summary
 - 4.7 Glossary
 - 4.8 Answers to check your progress
 - 4.9 Suggested Readings
 - 4.10 References
 - 4.11 Exercises
 - 4.12 Feedback Form
-

4.1 INTRODUCTION

Personnel management constitutes a crucial dimension of social welfare administration, as the effectiveness of welfare organizations depends largely on the quality, competence, motivation, and commitment of human resources. Unlike profit-oriented enterprises, social welfare organizations are service-driven, value-based, and people-centered, making personnel management both complex and sensitive. Social welfare administrators must manage not only paid staff but also volunteers, community workers, paraprofessionals, and interns, all of whom contribute to organizational goals.

This unit examines the concept, objectives, scope, functions, and processes of personnel management in social welfare administration. It also discusses recruitment, training, performance appraisal, motivation, staff welfare, and emerging challenges in managing human resources in social welfare settings.

NOTE

4.2 OBJECTIVES

After studying this unit, learners will be able to:

1. Understand the concept and scope of personnel management in social welfare administration.
2. Explain the nature and objectives of personnel management in welfare organizations.
3. Describe the major functions and processes of personnel management.
4. Analyse recruitment and selection procedures in social welfare organizations.
5. Examine the importance of training and capacity building for welfare personnel.
6. Understand methods of performance appraisal in social welfare settings.
7. Discuss motivation and staff welfare measures in social welfare organizations.
8. Identify key challenges in managing human resources in social work institutions.
9. Appreciate emerging trends in personnel management in social welfare administration.
10. Apply personnel management principles to improve organizational effectiveness and service delivery.

4.3 CONCEPT OF OPEN AND DISTANCE EDUCATION

Personnel management refers to the systematic process of planning, organizing, directing, and controlling human resources to achieve organizational objectives effectively and efficiently. In social welfare administration, personnel management involves managing individuals who are engaged in delivering welfare services, implementing programmes, conducting research, and mobilizing communities.

Personnel management in social work is guided by professional ethics, democratic values, social justice, and human dignity. It seeks to balance organizational efficiency with human well-being, recognizing employees as assets rather than mere instruments of production.

Definition

Personnel management may be defined as:

“The process of procuring, developing, maintaining, and utilizing human resources in such a way that individual, organizational, and societal goals are achieved.”

NOTE

In social welfare organizations, personnel management emphasizes professional competence, service orientation, emotional intelligence, and commitment to social change.

Nature of Personnel Management in Social Welfare Organizations

Personnel management in social welfare administration has certain distinctive characteristics:

1. **Human-centered approach:** Employees are treated as individuals with emotional, social, and professional needs.
2. **Value-based orientation:** Ethical principles such as respect, dignity, and equality guide personnel policies.
3. **Service orientation:** The ultimate objective is social service rather than profit generation.
4. **Participatory management:** Democratic decision-making and staff participation are encouraged.
5. **Multidisciplinary workforce:** Staff may come from social work, psychology, sociology, health, education, and law.
6. **Emphasis on professional growth:** Continuous learning and capacity building are prioritized.

Objectives of Personnel Management

The major objectives of personnel management in social welfare administration include:

- Ensuring the availability of competent and committed personnel
- Optimal utilization of human resources
- Enhancing employee efficiency and effectiveness
- Promoting professional development and skill enhancement
- Maintaining healthy employer-employee relations
- Providing job satisfaction and staff welfare
- Ensuring ethical and accountable service delivery
- Minimizing staff turnover and burnout

4.3.1 SCOPE OF PERSONNEL MANAGEMENT IN SOCIAL WELFARE ADMINISTRATION

The scope of personnel management in social welfare organizations is broad and comprehensive. It includes:

- Human resource planning
- Recruitment and selection

NOTE

- Orientation and placement
- Training and development
- Performance appraisal
- Promotion and transfer
- Motivation and incentives
- Staff welfare and well-being
- Grievance redressal
- Discipline and code of conduct

Personnel management operates at all levels—top management, middle-level supervisors, and field workers—ensuring coordination and organizational harmony.

Personnel management functions are generally classified into managerial and operative functions.

Managerial Functions

a) Planning

Human resource planning involves forecasting manpower needs, identifying skill requirements, and preparing strategies to meet organizational goals.

b) Organizing

This includes defining roles, responsibilities, authority relationships, and job descriptions.

c) Directing

Directing involves supervision, leadership, communication, and motivation of staff.

d) Controlling

Monitoring staff performance, evaluating outcomes, and ensuring adherence to organizational standards form part of controlling.

Operative Functions

a) Recruitment and Selection

Recruitment involves attracting qualified candidates, while selection ensures the appointment of suitable personnel based on merit and competence.

b) Orientation and Placement

New employees are introduced to organizational policies, culture, and job roles to facilitate smooth integration.

NOTE

c) Training and Development

Training enhances job-related skills, while development focuses on long-term professional growth and leadership capabilities.

d) Performance Appraisal

Performance appraisal systematically evaluates employee performance to identify strengths, weaknesses, and training needs.

e) Promotion and Transfer

These processes ensure career progression and optimal utilization of human resources.

f) Staff Welfare

Provision of health benefits, leave, counseling, and supportive work environments promotes staff well-being.

4.3.2 RECRUITMENT AND SELECTION IN SOCIAL WELFARE ORGANIZATIONS

Recruitment in social welfare organizations must adhere to principles of transparency, equity, and merit. Due to resource constraints, many organizations rely on contractual staff and volunteers.

Selection methods commonly include:

- Application screening
- Written tests
- Interviews
- Field assessments
- Reference checks

Professional qualifications, ethical orientation, communication skills, and commitment to social service are key selection criteria.

Training is essential to equip social welfare personnel with theoretical knowledge, practical skills, and ethical competence. Training programmes may include:

- Induction training
- In-service training
- Skill-based workshops
- Leadership development programmes
- Sensitization training

Capacity building improves service quality, innovation, and adaptability in dynamic social contexts.

NOTE

Performance appraisal is a systematic evaluation of employee performance against predetermined criteria. In social welfare settings, appraisal focuses on:

- Quality of service delivery
- Professional conduct
- Community engagement
- Teamwork
- Innovation and problem-solving

Appraisal methods include:

- Supervisor evaluation
- Self-appraisal
- Peer review
- Client feedback

Performance appraisal helps in promotions, training decisions, and organizational improvement.

4.3.3 MOTIVATION AND INCENTIVES

Motivation plays a vital role in sustaining employee commitment in social welfare organizations, where financial incentives may be limited.

Motivational strategies include:

- Recognition and appreciation
- Opportunities for professional growth
- Participatory decision-making
- Supportive supervision
- Job enrichment

Intrinsic motivation, driven by values and social commitment, is particularly significant in social work settings.

4.4 STAFF WELFARE AND WELL-BEING

Staff welfare measures are essential to prevent burnout and enhance job satisfaction. These include:

- Reasonable workload distribution
- Counseling and emotional support
- Safe and healthy work environments
- Work-life balance initiatives
- Health and insurance benefits

NOTE

Welfare measures strengthen organizational loyalty and morale.

Personnel management in social welfare organizations faces several challenges:

- Limited financial resources
- High workload and emotional stress
- Staff burnout and turnover
- Inadequate training opportunities
- Managing volunteers and contractual staff
- Role ambiguity and conflict

Addressing these challenges requires innovative strategies, supportive leadership, and policy reforms.

Modern personnel management in social welfare administration is influenced by:

- Professionalization of social work
- Use of technology in HR management
- Emphasis on competency-based performance
- Gender-sensitive and inclusive policies
- Focus on mental health and self-care

These trends aim to enhance organizational effectiveness and employee well-being.

Check your progress

1. State any four objectives of personnel management.

2. What is meant by recruitment?

4.6 SUMMARY

- Personnel management is central to effective social welfare administration.
- It focuses on human resource planning, development, and utilization.
- Recruitment, training, appraisal, and motivation are key functions.
- Ethical values and service orientation guide personnel practices.

NOTE

- Staff welfare and well-being are critical for sustained service delivery.
- Emerging trends emphasize professionalism, inclusivity, and innovation.

4.7 GLOSSARY

1. **Open and Distance Education** – A flexible mode of education allowing learning without physical classroom presence.
2. **Field Practice** – Practical training component of social work education.
3. **Self-Learning Materials** – Structured study materials designed for independent learning.
4. **Supervision** – Professional guidance provided to learners during fieldwork.
5. **Reflective Practice** – Critical analysis of one's professional experiences.
6. **Blended Learning** – Combination of distance and face-to-face learning methods.
7. **Professional Competence** – Ability to perform social work roles effectively and ethically.
8. **Digital Divide** – Inequality in access to digital technology.
9. **Lifelong Learning** – Continuous acquisition of knowledge and skills throughout life.
10. **Community-Based Practice** – Social work interventions rooted in community contexts.

4.8 ANSWERS TO CHECK YOUR PORGRESS

1. The four main objectives of personnel management are:

1. **Effective utilization of human resources**
2. **Employee development and training**
3. **Maintaining employee motivation and satisfaction**
4. **Improving organizational efficiency and productivity**

2. Meaning of Recruitment

Recruitment is the process of identifying, attracting, and encouraging suitable candidates to apply for available positions in an organization.

4.9 SUGGESTED READINGS – OER

NOTE

Sr. No.	Title	URL	QR Code
1	Social Welfare Administration and Legislation	http://books.aisectionline.com/User/UnitUrls?unitId=13690	

4.10 REFERENCES

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4.11 EXERCISE

Part 1

A. Multiple choice questions:

1. Personnel management in social welfare administration primarily focuses on:
 - a) Profit maximization
 - b) Effective utilization of human resources
 - c) Political control
 - d) Capital formation
2. Which of the following is a key feature of personnel management in social welfare organizations?
 - a) Authoritarian control
 - b) Market orientation
 - c) Human-centered and value-based approach
 - d) Profit-sharing
3. Recruitment in social welfare organizations should be based on:
 - a) Personal influence
 - b) Seniority alone
 - c) Merit, competence, and ethical commitment
 - d) Informal selection

NOTE

4. Performance appraisal in social welfare organizations mainly helps in:
 - a) Increasing organizational expenditure
 - b) Identifying employee strengths and training needs
 - c) Reducing staff participation
 - d) Eliminating supervision
5. Which of the following is an intrinsic motivational factor?
 - a) Salary increment
 - b) Job security
 - c) Recognition and professional growth
 - d) Fringe benefits

1. b) Effective utilization of human resources

Explanation: Personnel management ensures effective recruitment, development, motivation, and utilization of employees to achieve social welfare organizational objectives.

2. c) Human-centered and value-based approach

Explanation: Social welfare organizations emphasize human dignity, participation, ethical values, employee wellbeing, and commitment to serving disadvantaged communities.

3. c) Merit, competence, and ethical commitment

Explanation: Recruitment should select qualified individuals based on merit, professional competence, ethical values, and commitment to social welfare objectives.

4. b) Identifying employee strengths and training needs

Explanation: Performance appraisal identifies employee strengths, weaknesses, training requirements, and development opportunities to improve individual and organizational performance.

5. c) Recognition and professional growth

Explanation: Recognition and professional growth are intrinsic motivators because they provide satisfaction, achievement, personal development, and meaningful workplace engagement.

B. Small answer type question

1. Define personnel management in the context of social welfare administration.
2. State any four objectives of personnel management.
3. What is meant by recruitment?
4. Mention two methods of performance appraisal.
5. What is staff welfare?

Part 2

NOTE

C. Long answer type question (answer in 200 words)

1. Explain the concept, nature, and scope of personnel management in social welfare administration.
2. Discuss the objectives and functions of personnel management in social welfare organizations.
3. Describe the process of recruitment and selection in social welfare institutions.

Part 3

D. Long answer type question (answer in 300 words)

1. Examine the importance of training and development in social welfare administration.
2. Explain the role of performance appraisal in improving service delivery.
3. Analyse the challenges and emerging trends in personnel management in social welfare organizations.

NOTE



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SLM FEEDBACK FORM

PROGRAMME : _____

COURSE : _____

BLOCK : _____

UNIT : _____

Dear Student,

While studying the units of this block, you may have found certain portions of the text difficult to comprehend. We wish to know your difficulties and suggestions, in order to improve the course. Therefore, we request you to fill up and send us the following questionnaire, which pertains to this block. If you find the space provided insufficient, kindly use a separate sheet.

Please mail to aisectcontent@aisect.org/ for online submission please scan QR code:

Questionnaire

1. Name : _____

2. Enrolment No. :

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3. How many hours did you need for studying the units? :

--

4. Please give your reactions to the following items based on your reading of the block:

Items	Excellent	Very Good	Good	Poor	Give specific Examples (If poor)
Presentation Quality					
Language and Style					
Illustrations					
Used (diagrams, tables, etc.)					
Conceptual Clarity					
Check Your Progress Questions					
Suggested Readings - OER					

5. Any other comments:

BLOCK II:	METHODS AND PROCEDURES OF COMMUNITY ORGANIZATION	43-78
Unit-5	Management Of Social Welfare Administration at Government and Ngo Level	45
Unit-6	Community Organization	53
Unit-7	Components Of Social Welfare	61
Unit-8	Role Of Social Welfare Administration in Development Programmes and Emerging Issues	69

Block II focuses on the ****methods and procedures involved in social welfare administration and community organization****. It explains the management of social welfare programmes at both government and non-governmental organization (NGO) levels. Learners are introduced to the meaning, principles, processes and significance of community organization and develop an understanding of the major components of social welfare. The block also examines how social welfare administration contributes to various development programmes and addresses emerging social issues. Emphasis is placed on understanding the relationship between administrative mechanisms, community participation and social development. Through these topics, learners gain knowledge of how welfare organizations plan and implement programmes, mobilize community resources and respond to changing social needs. The block therefore develops an understanding of the practical administrative approaches required for effective community welfare and development.

UNIT 5

MANAGEMENT OF SOCIAL WELFARE ADMINISTRATION AT GOVERNMENT AND NGO LEVEL

STRUCTURE:

- 5.1 Introduction
- 5.2 Objective
- 5.3 Procedural perspective of community organization
- 5.4 Community organization performing system
 - 5.4.1 Functional areas and challenges of performing system
- 5.5 Community welfare and employment
- 5.6 Community councils: Structure and Function
- 5.7 Summary
- 5.8 Glossary
- 5.9 Answers to check your progress – possible one
- 5.10 Suggested readings - OER
- 5.11 Reference
- 5.12 Exercise

5.1 INTRODUCTION

The management of social welfare administration occupies a central place in the planning, organization, and delivery of social services in modern societies. Governments and non-governmental organizations (NGOs) play complementary and interdependent roles in addressing social problems, promoting social justice, and ensuring the welfare of vulnerable populations. Effective management at both levels is essential for translating social policies into meaningful programmes and services.

This unit examines the concept, structure, and functioning of social welfare administration at the government and NGO levels. It highlights similarities and differences in management approaches, explores administrative mechanisms, and analyses challenges faced by both sectors. The unit aims to equip learners with a comprehensive understanding of how social welfare services are managed, coordinated, and implemented in diverse institutional contexts.

5.2 OBJECTIVES

After studying this unit, learners will be able to:

NOTE

1. Understand the concept and scope of social welfare administration.
2. Explain the structure and functioning of social welfare administration at the government level.
3. Describe the role and management practices of NGOs in social welfare delivery.
4. Analyse differences and similarities between government and NGO administration.
5. Examine coordination mechanisms between government agencies and NGOs.
6. Identify major challenges faced in managing social welfare programmes.
7. Appreciate emerging trends in social welfare administration and management.
8. Apply administrative concepts to real-life social welfare settings.

5.3 CONCEPT OF SOCIAL WELFARE ADMINISTRATION

Social welfare administration refers to the systematic process of planning, organizing, directing, coordinating, and controlling social welfare programmes and services to achieve defined social objectives. It involves the application of administrative principles to social welfare agencies, ensuring efficient use of resources and effective service delivery.

In the context of government and NGOs, social welfare administration serves as a bridge between social policy and social action. It ensures that legislative intent and welfare goals are translated into operational programmes that reach individuals, families, and communities.

Management in social welfare administration involves the coordination of human, financial, material, and informational resources to achieve welfare objectives. Unlike commercial management, it is value-oriented and human-centered, emphasizing service, equity, participation, and accountability.

The scope of management in social welfare administration includes:

- Policy implementation and programme planning
- Organizational structuring and governance
- Financial and personnel management
- Monitoring and evaluation
- Inter-agency coordination
- Community participation and stakeholder engagement

5.4 MANAGEMENT OF SOCIAL WELFARE ADMINISTRATION AT GOVERNMENT LEVEL

NOTE

Structure of Government Social Welfare Administration

Government social welfare administration operates through a hierarchical structure at the central, state, and local levels. Ministries and departments such as Social Justice, Women and Child Development, Labour, Health, and Rural Development are responsible for designing and implementing welfare programmes.

At the national level, policies and frameworks are formulated, while state and local governments are responsible for execution and supervision. Decentralization has increasingly emphasized the role of Panchayati Raj Institutions and Urban Local Bodies in welfare administration.

Functions of Government Social Welfare Administration

The major functions include:

- Formulation of social welfare policies and legislation
- Planning and implementation of welfare schemes
- Allocation and management of public funds
- Regulation and monitoring of welfare agencies
- Ensuring equity, inclusion, and social justice
- Coordination with NGOs and international agencies

Government administration ensures universality, legal backing, and accountability in welfare provision.

Planning and Policy Implementation

Planning is a core function of government social welfare administration. It involves needs assessment, goal setting, prioritization, and allocation of resources. Five-Year Plans and sector-specific action plans have historically guided welfare planning in India.

Policy implementation requires administrative capacity, political commitment, and effective coordination among departments. Delays, bureaucratic rigidity, and resource constraints often pose challenges.

Financial Management in Government Welfare Administration

Government welfare programmes are largely funded through public revenue. Financial management includes budgeting, allocation, expenditure control, auditing, and reporting. Transparency and accountability are critical, given the use of public funds.

NOTE**5.4.1 Management of Social Welfare Administration at NGO Level****Concept and Role of NGOs in Social Welfare**

Non-governmental organizations are voluntary, non-profit entities engaged in social service delivery, advocacy, and community development. NGOs often complement government efforts by reaching marginalized populations and experimenting with innovative approaches.

Organizational Structure of NGOs

NGOs generally have flexible organizational structures, often governed by a board of trustees or managing committee. Decision-making is relatively decentralized, allowing adaptability and responsiveness to community needs.

Management Functions in NGOs

Management in NGOs involves:

- Programme planning and implementation
- Fundraising and financial accountability
- Human resource management, including volunteers
- Monitoring, evaluation, and reporting
- Advocacy and networking

NGO management emphasizes participation, innovation, and sustainability.

Financial Management in NGOs

NGOs depend on grants, donations, and project funding from government, international agencies, and private donors. Financial sustainability and accountability are critical concerns, requiring transparent accounting and compliance with regulatory frameworks.

Comparative Analysis: Government vs NGO Management

Government and NGO management differ in several respects:

- **Nature:** Government administration is formal and bureaucratic; NGO management is flexible and participatory.
- **Funding:** Government relies on public funds; NGOs depend on grants and donations.
- **Accountability:** Government is accountable to legislature and citizens; NGOs are accountable to donors, boards, and beneficiaries.
- **Innovation:** NGOs are more experimental; governments focus on scale and uniformity.

Despite differences, collaboration between the two sectors is essential for effective social welfare delivery.

NOTE

5.5 COORDINATION BETWEEN GOVERNMENT AND NGOS

Coordination enhances efficiency and avoids duplication of services. Government often partners with NGOs for programme implementation, capacity building, and outreach. Public-private partnerships and collaborative models have become increasingly significant in welfare administration.

Both government and NGOs face challenges such as:

- Resource constraints
- Administrative inefficiencies
- Staff shortages and burnout
- Political interference
- Accountability and transparency issues
- Rapidly changing social needs

Addressing these challenges requires reforms, capacity building, and participatory governance.

5.6 EMERGING TRENDS IN THE SOCIAL WORK SECTOR

The social work sector is continuously evolving in response to new challenges. Globalization has increased cross-border social issues such as migration, trafficking, and pandemics. Technology has transformed service delivery through digital platforms and online counseling.

There is growing emphasis on rights-based practice, evidence-based interventions, and interdisciplinary collaboration. Environmental and climate-related social work is also gaining prominence.

Orientation towards these trends prepares learners to engage with future challenges in informed and adaptive ways.

Recent trends include:

- Decentralization and community participation
- Digital governance and e-administration
- Outcome-based monitoring and evaluation
- Public-private partnerships
- Rights-based approach to welfare

These trends aim to enhance effectiveness, inclusivity, and sustainability.

NOTE

Check your progress

1. State any two functions of government social welfare administration.

2. What is the role of NGOs in social welfare delivery?

5.7 SUMMARY

- Social welfare administration translates social policy into action.
- Government and NGOs play complementary roles in welfare delivery.
- Government administration ensures scale, legality, and universality.
- NGOs provide flexibility, innovation, and grassroots reach.
- Effective management requires planning, coordination, and accountability.
- Collaboration between sectors strengthens social welfare systems.
- Orientation prepares learners for effective and ethical field practice

5.8 GLOSSARY

1. **Social Work Sector** – Organized institutions and services addressing social welfare
2. **Orientation** – Introductory process of understanding professional context
3. **NGO** – Non-governmental organization working for social causes
4. **CSR** – Corporate Social Responsibility initiatives by businesses
5. **Professionalization** – Development of standards and ethics in a profession
6. **Service Delivery** – Mechanisms through which social services are provided
7. **Social Welfare** – Measures to improve quality of life and well-being
8. **Social Development** – Process of improving social and economic conditions
9. **Value-Based Practice** – Practice guided by ethical and moral principles
10. **Field Practice** – Practical training component of social work education

5.9 ANSWERS TO CHECK YOUR PORGRESS

1. Government social welfare administration formulates and implements welfare policies and programmes. It provides essential services, allocates resources, coordinates agencies, and supports vulnerable and disadvantaged sections of society.

2. NGOs play an important role by implementing welfare programmes, providing essential services, creating awareness, mobilizing communities, and supporting disadvantaged groups in areas where government services may be limited.

5.10 SUGGESTED READINGS – OER

Sr. No.	Title	URL	QR Code
1	Social Welfare Administration and Legislation	http://books.aisectonline.com/User/UnitUrls?unitId=13691	

5.11 REFERENCES

- Desai, M. (2006). *Ideologies and Social Work*. Rawat Publications.
- Midgley, J. (2010). *Social Development*. Sage Publications.
- Payne, M. (2016). *Modern Social Work Theory*. Palgrave Macmillan.
- Government of India. *Social Welfare Programme Reports*.
- NASW. *Code of Ethics*.

5.12 EXERCISES**Part 1****A. Multiple choice questions:**

- Social welfare administration primarily aims at:
 - Profit generation
 - Efficient delivery of welfare services
 - Political mobilisation
 - Market expansion
- Which of the following is a characteristic feature of government social welfare administration?
 - Informal structure
 - Dependence on donations
 - Legal authority and public accountability
 - Voluntary participation

NOTE

NOTE

3. NGOs are best described as:
 - a) Profit-oriented enterprises
 - b) Government-controlled bodies
 - c) Voluntary, non-profit organizations
 - d) Political pressure groups
4. Financial resources for NGOs generally come from:
 - a) Tax revenue only
 - b) Private donations and grants
 - c) Market investments
 - d) Corporate ownership
5. Collaboration between government and NGOs primarily helps in:
 - a) Reducing accountability
 - b) Avoiding welfare legislation
 - c) Enhancing outreach and effectiveness of welfare programmes
 - d) Limiting community participation

1. b) Efficient delivery of welfare services

Explanation: Social welfare administration aims to organize resources and activities effectively for delivering welfare services and improving people's social wellbeing.

2. c) Legal authority and public accountability

Explanation: Government welfare administration operates under legal authority and remains accountable to the public for policies, resources, and service delivery.

3. c) Voluntary, non-profit organizations

Explanation: NGOs are voluntary organizations that generally operate on a non-profit basis to address social, developmental, and community welfare needs.

4. b) Private donations and grants

Explanation: NGOs commonly receive financial resources through private donations, grants, institutional funding, government assistance, and other legitimate sources.

5. c) Enhancing outreach and effectiveness of welfare programmes

Explanation: Government-NGO collaboration combines resources, expertise, and community networks to improve outreach and effectiveness of welfare programmes.

B. Small answer type question

1. Define social welfare administration.
2. State any two functions of government social welfare administration.
3. What is the role of NGOs in social welfare delivery?
4. Mention two differences between government and NGO management.

5. What is meant by coordination in social welfare administration?

NOTE

Part 2

C. Long answer type question (answer in 200 words)

Explain the concept and scope of social welfare administration.

Describe the structure and functions of social welfare administration at the government level.

Discuss the role of NGOs in managing social welfare programmes.

Part 3

D. Long answer type question (answer in 300 words)

1. Compare and contrast management practices at government and NGO levels.
2. Analyse the importance of coordination between government agencies and NGOs.
3. Examine the challenges and emerging trends in social welfare administration.

UNIT 6

COMMUNITY ORGANIZATION

NOTE

STRUCTURE:

- 6.1 Introduction
- 6.2 Objective
- 6.3 Phases of Community Organization
- 6.4 Purpose and Design
 - 6.4.1 Ethical Foundations and Challenges
- 6.5 Community Planning Methods
- 6.6 Impact and Application of Community Planning
- 6.7 Summary
- 6.8 Glossary
- 6.9 Answers to check your progress – possible one
- 6.10 Suggested readings - OER
- 6.11 Reference
- 6.12 Exercise

6.1 INTRODUCTION

Community organization is one of the foundational methods of social work and plays a crucial role in promoting collective action, social development, and democratic participation. It is concerned with enabling communities to identify their needs, mobilize resources, and work together to bring about social change. In the context of social welfare administration, community organization strengthens participatory governance, enhances service delivery, and empowers marginalized populations.

This unit examines the concept, meaning, nature, objectives, principles, processes, and models of community organization. It also highlights the role of community organization in social welfare administration and national development, with special reference to India.

6.2 OBJECTIVES

After studying this unit, the learner will be able to:

1. Understand the concept and scope of community organization within social welfare administration.
2. Explain the role of community organization in addressing diverse social welfare needs.

NOTE

3. Analyze the major components of social welfare, including women, children, aged, SC/ST, OBC, persons with disabilities, and labour.
4. Examine government and non-government initiatives related to different welfare components.
5. Develop an integrated perspective on community-based welfare planning and implementation.
6. Critically assess challenges in organizing communities for inclusive social welfare delivery.

6.3 MEANING AND CONCEPT OF COMMUNITY ORGANIZATION

Community organization refers to a systematic process by which a community identifies its problems, sets priorities, mobilizes internal and external resources, and takes collective action to improve social conditions. It emphasizes people's participation, self-help, and democratic decision-making.

From a social work perspective, community organization is both a **process** and a **method**. As a process, it involves continuous interaction among community members to achieve common goals. As a method, it is a planned intervention by trained professionals to facilitate collective action and social change.

Definitions of Community Organization

Various scholars have defined community organization in different ways:

- Community organization is “a process by which a community identifies its needs and objectives, develops confidence and will to work at those needs, finds resources, and takes action” (Murray Ross).
- It is “a method of social work that helps people to develop the capacity to deal with their own problems and needs” (Gangrade).

These definitions highlight participation, capacity building, and collective responsibility as core elements.

The nature of community organization can be understood through the following characteristics:

Community organization is **people-centered**, focusing on collective needs rather than individual problems. It is **democratic in nature**, encouraging participation, shared leadership, and consensus building. It is **dynamic and flexible**, adapting to changing social realities. It is **educative**, helping people develop awareness, skills, and confidence. It

is also **development-oriented**, aiming at social justice, equity, and empowerment.

NOTE

6.4 OBJECTIVES OF COMMUNITY ORGANISATION

The major objectives of community organization include:

- Identifying community needs and problems
- Mobilizing community resources
- Promoting participation and leadership
- Strengthening social cohesion and solidarity
- Facilitating planned social change
- Empowering marginalized and vulnerable groups
- Promoting self-reliance and sustainability

In social welfare administration, these objectives contribute to effective programme implementation and grassroots governance.

Community organization is guided by certain fundamental principles:

Participation ensures active involvement of community members in decision-making. Self-determination respects the community's right to decide its priorities. Democratic functioning promotes equality and transparency. Leadership development strengthens internal capacity. Coordination avoids duplication of efforts. Cultural sensitivity ensures respect for local values and traditions.

These principles ensure ethical and effective practice.

6.4.1 PROCESS OF COMMUNITY ORGANIZATION

The process of community organization involves several interrelated stages:

Study and Analysis

This stage involves understanding the community's structure, needs, problems, and resources through surveys, observation, and interaction.

Identification of Problems and Needs

Community members collectively identify and prioritize issues affecting their lives.

Planning

Plans are developed collaboratively, outlining objectives, strategies, and responsibilities.

Mobilization of Resources

NOTE

Human, financial, and institutional resources are mobilized from within and outside the community.

Implementation

Planned activities are carried out with active community participation.

Evaluation

Progress and outcomes are assessed to ensure effectiveness and learning.

Several models guide community organization practice:

The **locality development model** focuses on broad participation and consensus building. The **social planning model** emphasizes technical expertise and rational planning. The **social action model** aims at structural change and social justice through advocacy and collective action.

Each model has relevance depending on the context and goals.

6.5 ROLE OF COMMUNITY ORGANIZATION IN SOCIAL WELFARE ADMINISTRATION

Community organization strengthens social welfare administration by promoting decentralization, participation, and accountability. It helps administrators understand local needs, ensures community ownership of programmes, and enhances sustainability. Welfare schemes related to health, education, sanitation, women and child development often rely on community organization for effective implementation.

In India, community organization has been integral to rural development, urban welfare programmes, and social movements. Initiatives such as Panchayati Raj Institutions, Self-Help Groups, Mahila Mandals, and community-based organizations reflect the application of community organization principles. NGOs and social workers play a key role in facilitating these processes.

6.6 CHALLENGES IN COMMUNITY ORGANIZATION

Despite its significance, community organization faces challenges such as lack of participation, power imbalances, resource constraints, political interference, and social divisions. Addressing these challenges requires capacity building, inclusive strategies, and supportive policy frameworks.

Recent trends include rights-based approaches, use of digital tools, participatory monitoring, and collaboration with local governments. These trends aim to strengthen community resilience and democratic governance.

Relevance of Community Organization in Contemporary Society

In an era of globalization and inequality, community organization remains vital for empowering communities, promoting social justice, and strengthening civil society. It complements social welfare administration by ensuring that development is inclusive and people-centered.

NOTE

Check your progress

1. Mention any two objectives of child welfare programmes.

2. What is meant by labour welfare?

6.7 SUMMARY

- Community organization is a core method of social work.
- It emphasizes participation, empowerment, and collective action.
- Principles guide ethical and effective practice.
- The process involves study, planning, action, and evaluation.
- Community organization strengthens social welfare administration.
- It plays a vital role in national development and social justice.

6.8 GLOSSARY

1. Community Organization: A process of bringing people together to identify common needs and collectively address social problems.
2. Social Welfare Components: Specific population groups targeted by welfare policies such as women, children, aged, SC/ST, OBC, disabled, and labour.
3. Women Welfare: Programmes aimed at promoting gender equality, empowerment, health, and education of women.
4. Child Welfare: Measures designed to ensure the protection, development, and well-being of children.
5. Labour Welfare: Services and facilities provided to improve the working and living conditions of workers.
6. Inclusive Development: Development that ensures equal opportunities and benefits for all sections of society.

NOTE**6.9 ANSWERS TO CHECK YOUR PORGRESS**

1. Two major objectives of child welfare programmes are to ensure the health, safety, and proper development of children and to provide education, protection, and support to children from vulnerable backgrounds.

2. Labour welfare refers to various services, facilities, and measures provided to workers to improve their working conditions, health, safety, economic security, and overall well-being.

6.10 SUGGESTED READINGS – OER

Sr. No.	Title	URL	QR Code
1	Social Welfare Administration and Legislation	http://books.aisectonline.com/User/UnitUrls?unitId=13692	

6.11 REFERENCES

- Desai, M. (2006). *Ideologies and Social Work*. Rawat Publications.
- Kadushin, A., & Harkness, D. (2014). *Supervision in Social Work*. Columbia University Press.
- Payne, M. (2016). *Modern Social Work Theory*. Palgrave Macmillan.
- IGNOU. *Social Work Field Work Manuals*.
- NASW. *Code of Ethics*.

6.12 EXERCISES**Part 1****A. Multiple choice questions:**

1. Community organization in social welfare primarily focuses on:
 - a) Individual rehabilitation
 - b) Community participation and collective action
 - c) Clinical intervention
 - d) Administrative supervision
2. Which of the following is a key objective of women welfare programmes in India?
 - a) Political decentralization
 - b) Economic empowerment and gender equality

NOTE

- c) Urban infrastructure development
- d) Defence preparedness
- 3. Welfare programmes for Scheduled Castes and Scheduled Tribes mainly aim to address:
 - a) Environmental conservation
 - b) Historical social exclusion and inequality
 - c) Industrial productivity
 - d) Electoral reforms
- 4. Labour welfare measures are primarily concerned with:
 - a) Religious harmony
 - b) Improvement of working and living conditions of workers
 - c) Population control
 - d) Community policing
- 5. Community organization is considered an important strategy because it:
 - a) Replaces government welfare systems
 - b) Encourages dependency on welfare
 - c) Mobilizes local resources and participation
 - d) Eliminates the role of NGOs

1. b) Community participation and collective action

Explanation: Community organization promotes participation, cooperation, collective action, and local involvement to address common social problems and welfare needs.

2. b) Economic empowerment and gender equality

Explanation: Women welfare programmes aim to promote economic independence, equal opportunities, social security, education, and greater participation of women in society.

3. b) Historical social exclusion and inequality

Explanation: Welfare programmes address historical discrimination, social exclusion, economic disadvantages, and inequality experienced by Scheduled Castes and Scheduled Tribes.

4. b) Improvement of working and living conditions of workers

Explanation: Labour welfare measures improve workers' working conditions, health, safety, social security, wages, and overall quality of working and personal life.

5. c) Mobilizes local resources and participation

Explanation: Community organization encourages people to participate collectively, identify local resources, and develop solutions to address community welfare needs.

B. Small answer type question

1. Define community organization in the context of social welfare administration.
2. Mention any two objectives of child welfare programmes.

NOTE

3. What is meant by labour welfare?
4. State two major issues faced by persons with disabilities in accessing welfare services.
5. Why is community participation important in welfare programmes?

Part 2

C. Long answer type question (answer in 200 words)

1. Discuss the concept, objectives, and significance of community organization in social welfare administration.
2. Examine the major components of social welfare with special reference to women and child welfare.
3. Analyze the welfare needs of Scheduled Castes and Scheduled Tribes and the role of community organization in addressing them.

Part 3

D. Long answer type question (answer in 300 words)

1. Describe the scope and importance of labour welfare in the context of social development.
2. Explain the challenges faced in implementing community-based welfare programmes in India.
3. Critically evaluate the role of NGOs in strengthening community organization for social welfare delivery.

UNIT 7

COMPONENTS OF SOCIAL WELFARE

NOTE

STRUCTURE:

- 7.1 Introduction
- 7.2 Objective
- 7.3 Community Development
- 7.4 Democratic Decentralization and Local Governance
- 7.5 Rural Transformation and Economic Growth
 - 7.5.1 Government Initiatives and Community Participation
- 7.6 Shifts in behaviours and attitudes of communities
 - 7.6.1 Social Inclusion and Transformation of Norms
 - 7.6.2 Civic Participation and Democratic Engagement
- 7.7 Summary
- 7.8 Glossary
- 7.9 Answers to check your progress – possible one
- 7.10 Suggested readings - OER
- 7.11 Reference
- 7.12 Exercise

7.1 INTRODUCTION

Social welfare administration addresses the diverse and complex needs of society through targeted programmes and policies designed for specific population groups. These population groups often face structural disadvantages arising from gender, age, caste, class, disability, or occupational conditions. To ensure social justice and inclusive development, social welfare systems classify beneficiaries into distinct components such as women, children, the aged, Scheduled Castes (SC), Scheduled Tribes (ST), Other Backward Classes (OBC), persons with disabilities, and labour.

This unit examines the major components of social welfare, their objectives, scope, and significance. It also highlights the role of the State and voluntary organizations in addressing the welfare needs of these groups, with special reference to the Indian context

7.2 OBJECTIVES

After studying this unit, learners will be able to:

NOTE

1. Understand the concept and classification of social welfare components.
2. Explain the welfare needs of women, children, aged persons, SC/ST, OBC, persons with disabilities, and labour.
3. Analyze the role of social welfare administration in addressing group-specific vulnerabilities.
4. Examine major government and non-government initiatives for different welfare components.
5. Understand the importance of inclusive and targeted welfare policies in social development.
6. Critically assess challenges in implementing welfare programmes for marginalized groups.
7. Apply knowledge of welfare components to social work practice and administration.

7.3 CONCEPT OF SOCIAL WELFARE COMPONENTS

Components of social welfare refer to the categorization of welfare services based on the specific needs of vulnerable and disadvantaged sections of society. Such classification allows policymakers and administrators to design focused interventions, allocate resources effectively, and ensure equitable access to social services.

Each component reflects a recognition that social problems are not uniform and that different groups require different forms of support. The component-based approach enhances efficiency, accountability, and responsiveness in social welfare administration.

Women Welfare**Meaning and Scope**

Women welfare refers to a range of policies, programmes, and services aimed at improving the social, economic, educational, and health status of women. Historically, women have faced discrimination due to patriarchal norms, limited access to resources, and unequal power relations.

Objectives of Women Welfare

The primary objectives include achieving gender equality, enhancing economic empowerment, improving health and nutrition, promoting education and skill development, and protecting women from violence and exploitation.

Major Areas of Intervention

Women welfare programmes address maternal and reproductive health, education and literacy, employment and entrepreneurship, legal

NOTE

protection, political participation, and social security. Self-help groups, microfinance initiatives, and leadership training programmes are key strategies used in women welfare.

Role of Social Welfare Administration

Social welfare administration ensures policy formulation, implementation, monitoring, and evaluation of women welfare programmes through ministries, departments, and local bodies, often in collaboration with NGOs.

7.4 CHILD AND AGED WELFARE**Concept of Child Welfare**

Child welfare focuses on ensuring the physical, emotional, intellectual, and social development of children. Children are considered a vulnerable group due to their dependence, limited agency, and developmental needs.

Objectives of Child Welfare

Child welfare aims to ensure survival, development, protection, and participation of children. It seeks to prevent child labour, child marriage, abuse, neglect, and exploitation.

Major Child Welfare Services

These include health and nutrition programmes, early childhood education, school education, protection services for children in need of care and protection, and rehabilitation of children in difficult circumstances.

Institutional Framework

Child welfare services are administered through government departments, child welfare committees, juvenile justice systems, and voluntary organizations.

Welfare of the Aged**Meaning and Need**

Welfare of the aged addresses the needs of elderly persons who face challenges such as declining health, loss of income, social isolation, and dependency. With increasing life expectancy, elderly welfare has gained significance.

Objectives

The objectives include ensuring income security, healthcare, social support, and dignity for older persons.

Welfare Measures

NOTE

Old-age pensions, healthcare services, old-age homes, day-care centres, and legal protection are key components of elderly welfare.

Role of Community and State

Community-based care and state-supported welfare schemes together ensure comprehensive support for the elderly.

7.5 WELFARE OF SCHEDULED CASTES AND SCHEDULED TRIBES (SC/ST)

Historical Background

Scheduled Castes and Scheduled Tribes have historically faced social exclusion, discrimination, and economic deprivation. Welfare measures aim to address these historical injustices.

Objectives of SC/ST Welfare

Objectives include social inclusion, educational advancement, economic empowerment, and protection from discrimination and exploitation.

Areas of Intervention

Key areas include education scholarships, livelihood programmes, housing, healthcare, and legal safeguards.

Administrative Mechanisms

Special ministries, commissions, and constitutional safeguards play a crucial role in SC/ST welfare.

Welfare of Other Backward Classes (OBC)**Concept and Rationale**

OBC welfare addresses the needs of socially and educationally backward classes who are disadvantaged but not included under SC/ST categories.

Welfare Measures

Educational reservations, skill development, financial assistance, and employment promotion are central to OBC welfare policies.

Role of Social Welfare Administration

Social welfare administration ensures identification of beneficiaries, policy implementation, and monitoring of outcomes.

7.5.1 Welfare of Persons with Disabilities**Meaning and Types of Disability**

Disability refers to physical, sensory, intellectual, or mental impairments that restrict full participation in society.

NOTE**Objectives of Disability Welfare**

Objectives include rehabilitation, accessibility, equal opportunities, and social inclusion.

Welfare Services

Services include medical rehabilitation, assistive devices, education, vocational training, employment support, and social security.

Rights-Based Approach

Modern disability welfare emphasizes rights, dignity, and empowerment rather than charity.

7.6 LABOUR WELFARE**Concept of Labour Welfare**

Labour welfare refers to services and facilities provided to improve the working and living conditions of workers.

Objectives

The objectives include ensuring occupational safety, health, fair wages, social security, and industrial harmony.

Types of Labour Welfare Measures

These include statutory welfare, voluntary welfare, and mutual welfare measures.

Role of Government and Employers

The government enacts labour laws and welfare schemes, while employers implement workplace welfare measures.

NGOs play a significant role in supplementing government efforts by reaching marginalized communities, innovating service delivery, and advocating for policy reforms. They often act as bridges between communities and the State.

7.6.1 Challenges in Social Welfare Administration

Challenges include resource constraints, administrative inefficiency, lack of awareness among beneficiaries, social stigma, and regional disparities. Addressing these challenges requires coordinated efforts and participatory approaches.

Emerging trends include rights-based welfare, digital service delivery, community participation, and public-private partnerships aimed at improving inclusiveness and efficiency.

Check your progress

1. Mention any two objectives of child welfare programmes.

NOTE

2. What is meant by labour welfare?

7.7 SUMMARY

- Social welfare components address the needs of vulnerable groups.
- Women and children are central to social development strategies.
- Elderly welfare is increasingly important due to demographic changes.
- SC/ST and OBC welfare aim to promote social justice and inclusion.
- Disability welfare focuses on empowerment and accessibility.
- Labour welfare improves workers' quality of life and productivity.
- Effective administration ensures equitable and inclusive welfare delivery.

7.8 GLOSSARY

Skill: A learned ability to perform professional tasks effectively

Theory: A framework explaining behavior and social phenomena

Assessment: Systematic analysis of client situations

Empathy: Understanding another's feelings from their perspective

Systems Theory: Approach viewing individuals within interconnected systems

Ecological Perspective: Focus on person-environment interaction

7.9 ANSWERS TO CHECK YOUR PROGRESS

1. Two major objectives of child welfare programmes are to ensure the **health, safety, and proper development of children** and to provide **education, protection, and support** to children from vulnerable backgrounds.

2. **Labour welfare** refers to various services, facilities, and measures provided to workers to improve their **working conditions, health, safety, economic security, and overall well-being**.

7.10 SUGGESTED READINGS – OER

Sr. No.	Title	URL	QR Code
1	Social Welfare Administration and Legislation	http://books.aisectionline.com/User/UnitUrls?unitId=13693	

7.11 REFERENCES

- Payne, M. (2014). *Modern Social Work Theory*. Palgrave Macmillan.
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- Zastrow, C. (2017). *Introduction to Social Work and Social Welfare*. Cengage Learning.

7.12 EXERCISES**Part 1****A. Multiple choice questions:**

- Social welfare components are classified mainly to:
 - Reduce administrative costs
 - Address specific needs of vulnerable groups
 - Promote privatization of services
 - Centralize governance
- Women welfare programmes primarily aim at:
 - Political dominance
 - Gender equality and empowerment
 - Population control alone
 - Religious reform
- Child welfare services focus on all the following except:
 - Survival and development
 - Protection from exploitation
 - Economic productivity of children
 - Education and participation
- Welfare of Scheduled Castes and Scheduled Tribes is mainly directed towards addressing:
 - Urban housing shortages
 - Historical social exclusion and discrimination
 - Industrial growth
 - Environmental conservation
- Labour welfare measures are intended to improve:

NOTE

- a) Profit margins of industries
- b) Working and living conditions of workers
- c) Electoral participation
- d) Technological innovation

1. b) Address specific needs of vulnerable groups

Explanation: Social welfare components are designed to address the specific social, economic, and developmental needs of vulnerable and disadvantaged groups.

2. b) Gender equality and empowerment

Explanation: Women welfare programmes promote gender equality, economic independence, education, safety, rights, and greater participation in social and economic activities.

3. c) Economic productivity of children

Explanation: Child welfare focuses on survival, development, protection, education, and participation rather than using children for economic productivity.

4. b) Historical social exclusion and discrimination

Explanation: Welfare measures address historical discrimination, social exclusion, inequality, educational disadvantages, and economic challenges faced by Scheduled Castes and Tribes.

5. b) Working and living conditions of workers

Explanation: Labour welfare measures improve workers' health, safety, working conditions, social security, and overall standard of living.

B. Small answer type question

1. What is meant by components of social welfare?
2. State any two objectives of women welfare programmes.
3. Mention two major child welfare services.
4. What is the significance of welfare programmes for persons with disabilities?
5. Define labour welfare.

Part 2

C. Long answer type question (answer in 200 words)

1. Explain the concept and importance of classifying social welfare into components.
2. Discuss the scope and objectives of women welfare in India.
3. Analyze child welfare programmes and their role in national development.

4. Analyse how training institutes contribute to the professional development of social work students through field practice.

NOTE**Part 3****D. Long answer type question (answer in 300 words)**

1. Examine the welfare needs of Scheduled Castes and Scheduled Tribes and administrative measures taken to address them.
2. Describe the role of social welfare administration in the welfare of aged persons and persons with disabilities.
3. Critically evaluate labour welfare measures and their contribution to social justice.

UNIT 8

ROLE OF SOCIAL WELFARE ADMINISTRATION IN DEVELOPMENT PROGRAMMES AND EMERGING ISSUES

NOTE

STRUCTURE:

- 8.1 Introduction
- 8.2 Objective
- 8.3 Health and Sanitation Interventions
- 8.4 Literacy and Education Development
 - 8.4.1 Adult and Continuing Education
 - 8.4.2 Sakshar Bharat Program
- 8.5 Women and Child Welfare
 - 8.5.1 Women Empowerment
 - 8.5.2 Childcare and Welfare
- 8.6 Civic Consciousness and Leadership Development
- 8.7 Summary
- 8.8 Glossary
- 8.9 Answers to check your progress – possible one
- 8.10 Suggested readings - OER
- 8.11 Reference
- 8.12 Exercise
- 8.13 Feedback form

8.1 INTRODUCTION

Social welfare administration plays a crucial role in the planning, implementation, coordination, and evaluation of development programmes aimed at improving the quality of life of individuals and communities. In developing countries like India, social welfare administration functions as an important mechanism through which the state and voluntary organizations translate social policies into concrete services and programmes. With changing socio-economic conditions, globalization, demographic transitions, and technological advancements, social welfare administration faces new challenges and responsibilities. This unit examines the role of social welfare administration in development programmes, its involvement in social and economic development, and the emerging issues confronting welfare administration in the contemporary context.

SOCIAL WELFARE ADMINISTRATION AND LEGISLATION

NOTE**8.2 OBJECTIVES**

After completing this unit, the learner will be able to:

- Understand the meaning and significance of professional skills in social work field practice
- Identify and explain different categories of social work skills
- Comprehend the role of theory in guiding social work practice
- Describe major social work theories relevant to field practice
- Apply theoretical perspectives to field situations
- Integrate skills and theories for effective and ethical social work intervention

8.3 CONCEPT OF DEVELOPMENT AND SOCIAL WELFARE ADMINISTRATION

Development refers to a process of planned change aimed at improving the economic, social, cultural, and political well-being of people. It goes beyond economic growth and includes social justice, equity, participation, and human dignity. Social welfare administration contributes to development by organizing resources, designing programmes, and delivering services that address social problems and promote human development.

Social welfare administration acts as a bridge between policy formulation and service delivery. It ensures that development initiatives reach vulnerable and marginalized sections such as women, children, the aged, Scheduled Castes, Scheduled Tribes, persons with disabilities, and economically weaker groups. Effective administration ensures transparency, accountability, efficiency, and people's participation in development processes.

Role of Social Welfare Administration in Development Programmes**Planning of Development Programmes**

One of the primary roles of social welfare administration is planning. Administrators assess social needs, identify priority areas, and formulate programmes based on empirical data and community participation. Planning involves setting goals, allocating resources, determining strategies, and coordinating among various stakeholders. Welfare administrators play a vital role in integrating social welfare objectives into broader development plans at local, state, and national levels.

Implementation of Development Programmes

NOTE

Implementation is a critical phase where policies and plans are translated into action. Social welfare administration ensures effective execution of development programmes through proper organizational structures, trained personnel, and administrative procedures. Administrators coordinate between government departments, NGOs, community-based organizations, and beneficiaries to ensure timely and efficient delivery of services.

Coordination and Collaboration

Development programmes often involve multiple agencies and sectors. Social welfare administration facilitates coordination among government departments, voluntary organizations, international agencies, and local institutions. Effective coordination avoids duplication of efforts, ensures optimal utilization of resources, and promotes synergy among development initiatives.

Monitoring and Evaluation

Monitoring and evaluation are essential for assessing the effectiveness and impact of development programmes. Social welfare administrators design indicators, collect data, and analyze outcomes to determine whether programme objectives are being achieved. Evaluation helps in identifying strengths, weaknesses, and areas for improvement, thereby contributing to evidence-based decision-making and policy reform.

Capacity Building and Human Resource Development

Social welfare administration emphasizes capacity building of both service providers and beneficiaries. Training programmes, skill development initiatives, and leadership development are integral components of development programmes. Administrators ensure that personnel are adequately trained and motivated to deliver quality services.

8.4 SOCIAL WELFARE ADMINISTRATION AND SOCIAL DEVELOPMENT

Social development focuses on improving social conditions and enhancing human capabilities. Social welfare administration contributes to social development by promoting education, health, housing, nutrition, sanitation, and social security. It aims to reduce inequality, promote social inclusion, and protect human rights. Welfare administrators play a key role in designing inclusive policies and programmes that address structural inequalities and empower marginalized groups.

Economic development and social welfare are interrelated. Social welfare administration supports economic development by addressing issues such as unemployment, poverty, and social exclusion. Welfare programmes such as employment schemes, skill development

NOTE

initiatives, microfinance, and social security measures enhance economic participation and productivity. Administrators ensure that economic growth benefits are equitably distributed and contribute to sustainable development.

Non-Governmental Organizations (NGOs) and voluntary agencies play a significant role in development programmes. Social welfare administration recognizes NGOs as partners in development due to their grassroots presence, flexibility, and innovation. Administrators collaborate with NGOs in programme implementation, community mobilization, advocacy, and service delivery. This partnership enhances outreach, effectiveness, and community participation.

8.4.1 Emerging Issues in Social Welfare Administration**Globalization and Liberalization**

Globalization has influenced social welfare administration by introducing market-oriented approaches, privatization, and reduced state intervention. Administrators face challenges in balancing economic efficiency with social justice and equity.

Decentralization and Local Governance

Decentralization has transferred greater responsibilities to local bodies such as Panchayati Raj Institutions and urban local governments. Social welfare administrators must adapt to decentralized planning and governance structures while ensuring accountability and capacity at the grassroots level.

Technological Advancements

Information and Communication Technology (ICT) has transformed social welfare administration. E-governance, digital databases, and online service delivery improve efficiency and transparency but also raise concerns related to digital divide and data privacy.

Changing Demographic Patterns

Population ageing, urbanization, migration, and changing family structures pose new challenges for welfare administration. Administrators must design responsive programmes to address the needs of diverse and changing populations.

Accountability and Good Governance

There is increasing emphasis on transparency, accountability, and good governance in social welfare administration. Administrators are expected to adopt ethical practices, participatory approaches, and performance-based management systems.

8.4.2 CHALLENGES IN SOCIAL WELFARE ADMINISTRATION

Social welfare administration faces several challenges such as inadequate resources, bureaucratic delays, lack of trained personnel, political interference, and limited community participation. Addressing these challenges requires institutional reforms, capacity building, and adoption of innovative administrative practices.

8.5 ROLE OF SUPERVISION AND REFLECTION IN SKILL DEVELOPMENT

The future of social welfare administration lies in adopting a rights-based approach, strengthening community participation, enhancing inter-sectoral coordination, and using technology effectively. Administrators must focus on sustainable development, social justice, and inclusive growth. Continuous research, policy innovation, and professional development are essential for meeting emerging social challenges.

Social welfare administration plays a pivotal role in promoting development and addressing social problems in a dynamic and complex society. Through effective planning, implementation, coordination, and evaluation, welfare administration contributes to social and economic development. As new challenges emerge, social welfare administration must evolve to ensure that development programmes are inclusive, equitable, and sustainable.

Check your progress

1. Define social work theory and state its importance.

2. What is the role of supervision in skill development during field practice?

8.7 SUMMARY

- Social welfare administration is integral to development programmes
- It links social policy with service delivery
- Plays a key role in planning, implementation, and evaluation
- Contributes to social and economic development
- Faces emerging challenges due to globalization, technology, and demographic changes

NOTE

NOTE

- Requires innovative, participatory, and ethical administrative practices

8.8 GLOSSARY

1. **Skill:** A learned professional ability used in practice
2. **Theory:** A conceptual framework explaining behaviour and social processes
3. **Assessment:** Systematic understanding of client situations
4. **Empathy:** Understanding another's feelings and experiences
5. **Systems Theory:** Viewing individuals within interconnected systems
6. **Ecological Perspective:** Focus on person-environment interaction

8.9 ANSWERS TO CHECK YOUR PROGRESS

1. Social work theory is a systematic set of concepts and principles that explains human behaviour, social problems, and methods of intervention. It helps social workers understand situations and select appropriate approaches.

2. Supervision guides students in applying theoretical knowledge to practical situations. It provides feedback, improves professional skills, develops problem-solving abilities, and helps students reflect on their field experiences.

8.10 SUGGESTED READINGS – OER

Sr. No.	Title	URL	QR Code
1	Social Welfare Administration and Legislation	http://books.aisectonline.com/User/UnitUrls?unitId=13694	

8.11 REFERENCES

- Payne, M. (2014). *Modern Social Work Theory*. Palgrave Macmillan.
- Sheafor, B. W., & Horejsi, C. R. (2015). *Techniques and Guidelines for Social Work Practice*. Pearson.

- Zastrow, C. (2017). *Introduction to Social Work and Social Welfare*. Cengage Learning.

NOTE

8.12 EXERCISE

Part 1

A. Multiple choice questions:

1. In social work field practice, skills are best understood as: a) Natural personal traits b) Administrative abilities only c) Learned professional competencies d) Informal social behaviours
2. Active listening in social work primarily helps to: a) Control client behaviour b) Establish authority c) Build trust and understanding d) Reduce documentation work
3. Which theory views individuals as part of interconnected systems such as family, community, and society? a) Psychodynamic theory b) Behavioural theory c) Systems theory d) Cognitive theory
4. The strengths-based perspective in social work emphasizes: a) Client deficiencies b) Pathology and diagnosis c) Client capacities and resources d) Institutional control
5. Crisis intervention skills are most essential when: a) Routine case recording is required b) Clients face immediate threat or instability c) Long-term planning is undertaken d) Administrative reports are prepared

Correct Answers: 1-c, 2-c, 3-c, 4-c, 5-b

B. Small answer type question

1. What is meant by professional skill in social work field practice?
2. State any two basic skills required by a social work trainee in the field.
3. Define social work theory and state its importance.
4. What is the role of supervision in skill development during field practice?
5. Mention any two situations where advocacy skills are required in social work practice.

Part 2

C. Long answer type question (answer in 200 words)

1. Explain the meaning and importance of professional skills in social work field practice.
2. Discuss the different types of skills required in social work field practice, illustrating each with examples.

NOTE

3. Describe the role of social work theories in guiding professional field practice.

Part 3

D. Long answer type question (answer in 300 words)

Examine any three major social work theories and discuss their application in field practice settings.

Analyse the significance of integrating theory and skills in effective social work intervention.

Discuss the role of supervision and reflective practice in enhancing the professional competence of social work students.



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SLM FEEDBACK FORM

PROGRAMME : _____

COURSE : _____

BLOCK : _____

UNIT : _____

Dear Student,

While studying the units of this block, you may have found certain portions of the text difficult to comprehend. We wish to know your difficulties and suggestions, in order to improve the course. Therefore, we request you to fill up and send us the following questionnaire, which pertains to this block. If you find the space provided insufficient, kindly use a separate sheet.

Please mail to aisectcontent@aisect.org/ for online submission please scan QR code:

Questionnaire

1. Name : _____

2. Enrolment No. :

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3. How many hours did you need for studying the units? :

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4. Please give your reactions to the following items based on your reading of the block:

Items	Excellent	Very Good	Good	Poor	Give specific Examples (If poor)
Presentation Quality					
Language and Style					
Illustrations					
Used (diagrams, tables, etc.)					
Conceptual Clarity					
Check Your Progress Questions					
Suggested Readings - OER					

5. Any other comments:

BLOCK III:	SKILLS IN COMMUNITY ORGANIZATION	79-120
Unit-9	Social Legislation: Concept, Field and Need	81
Unit-10	Role Of Social Worker in Social Legislation	89
Unit-11	Policy Formulation, Planning, Budgeting, Financial Control, Communication and Coordination	97
Unit-12	Project Management – Identification, Monitoring and Evaluation	109

Block III develops essential **skills required for community organization and social welfare practice**. It begins with the concept, field and need for social legislation and explains its significance in protecting the rights and welfare of individuals and communities. The block highlights the important role of social workers in understanding, promoting and implementing social legislation. It further introduces key administrative and managerial functions such as policy formulation, planning, budgeting, financial control, communication and coordination. These functions are essential for the effective management of social welfare organizations and programmes. The block also covers project management, with emphasis on project identification, monitoring and evaluation. By studying these topics, learners develop practical knowledge and skills for planning welfare interventions, managing resources, coordinating with different stakeholders and assessing programme outcomes. The block strengthens the learner's capacity to participate effectively in community-based social development initiatives.

UNIT 9

SOCIAL LEGISLATION: CONCEPT, FIELD AND NEED

NOTE

STRUCTURE:

- 9.1 Introduction
 - 9.2 Objective
 - 9.3 Community Organization Skills
 - 9.3.1 Purpose of Community Organization Skills
 - 9.4 Interviewing in Community Work
 - 9.5 Counseling skills in Community Settings
 - 9.5.1 Types of Counseling
 - 9.5.2 Ethical Issues and Community Outcomes
 - 9.6 Recording and Reporting Skills
 - 9.7 Summary
 - 9.8 Glossary
 - 9.9 Answers to check your progress – possible one
 - 9.10 Suggested readings - OER
 - 9.11 Reference
 - 9.12 Exercise
-

9.1 INTRODUCTION

Social legislation constitutes one of the most significant instruments through which societies attempt to promote social justice, protect vulnerable populations, and regulate social relations. In modern welfare states, social legislation provides the legal foundation for social welfare policies and programmes. It reflects the collective will of society to address social problems such as poverty, inequality, exploitation, discrimination, and insecurity through enforceable laws.

For social work professionals, an understanding of social legislation is essential, as it directly influences practice, administration, advocacy, and policy intervention. This unit introduces the concept of social legislation, explores its scope and fields, and examines the need and importance of social legislation in the context of social welfare administration and social work practice.

9.2 OBJECTIVES

After completing this unit, the learner will be able to:

NOTE

- Understand the concept and significance of supervision in social work field practice
- Explain the meaning and purpose of social work supervision
- Identify various formats of supervision used in social work education
- Describe different methods of supervision and their applications
- Analyse the role of supervision in professional development and ethical practice
- Appreciate supervision as an educational, administrative, and supportive process

9.3 CONCEPT OF SOCIAL LEGISLATION

Social legislation refers to laws enacted by the state with the primary objective of promoting social welfare, protecting human rights, and ensuring social justice. Unlike general laws that regulate civil or criminal matters, social legislation specifically addresses social issues arising from economic, social, and cultural conditions.

Social legislation is rooted in the philosophy of the welfare state, which recognizes that the state has a responsibility to ensure minimum standards of living and protect citizens from social risks such as unemployment, sickness, disability, old age, and exploitation.

Definition of Social Legislation

Social legislation may be defined as:

“A body of laws designed to improve social conditions, protect disadvantaged groups, and promote social justice through state intervention.”

These laws are preventive, protective, and promotive in nature, aiming not only to remedy social problems but also to prevent their occurrence.

Characteristics of Social Legislation

Social legislation has certain distinct characteristics that differentiate it from other forms of law:

- It is **welfare-oriented**, focusing on human well-being rather than punishment.
- It is **protective in nature**, safeguarding the interests of vulnerable and marginalized groups.
- It is **dynamic**, evolving in response to changing social needs.
- It is **state-sponsored and enforceable**, carrying legal authority.
- It is **value-based**, reflecting principles of equity, justice, and human dignity.

NOTE

These characteristics highlight the close relationship between social legislation and social work.

The major objectives of social legislation include:

- Promoting social justice and equality
- Protecting the rights of vulnerable and disadvantaged groups
- Regulating labour and industrial relations
- Ensuring social security and social protection
- Improving living and working conditions
- Preventing exploitation, discrimination, and abuse
- Supporting social reform and development

Through these objectives, social legislation acts as an instrument of planned social change.

9.4 FIELD OF SOCIAL LEGISLATION

The field of social legislation is wide and covers multiple aspects of social life. It may be broadly classified into the following areas:

1 Labour Legislation

Labour legislation aims to protect workers from exploitation and ensure humane working conditions. It includes laws related to minimum wages, working hours, industrial safety, social security, and trade unions.

2 Social Security Legislation

These laws provide protection against social risks such as sickness, unemployment, disability, and old age. Examples include pension schemes, insurance laws, and welfare funds.

3 Women and Child Welfare Legislation

Social legislation in this field seeks to protect women and children from discrimination, exploitation, and abuse. It addresses issues such as maternity benefits, child labour, domestic violence, and child protection.

4 Legislation for Marginalized Groups

This includes laws aimed at Scheduled Castes, Scheduled Tribes, persons with disabilities, minorities, and other disadvantaged groups to promote equality and social inclusion.

5 Family and Personal Laws

These laws regulate marriage, divorce, adoption, guardianship, and inheritance, and have significant implications for social work practice.

NOTE**9.5 METHODS OF SOCIAL WORK SUPERVISION**

The need for social legislation arises from the complex social problems generated by industrialization, urbanization, economic inequality, and social stratification. Traditional social institutions often fail to address these challenges effectively, necessitating state intervention.

Addressing Social Inequality

Social legislation seeks to reduce disparities arising from caste, class, gender, and disability by ensuring equal rights and opportunities.

Protection of Vulnerable Groups

Children, women, workers, the aged, and persons with disabilities require legal protection against exploitation and neglect. Social legislation provides this protection.

Regulation of Industrial and Economic Relations

In industrial societies, unregulated economic activity can lead to exploitation. Labour and social security laws ensure fair treatment and social protection.

Promotion of Social Justice

Social legislation institutionalizes the principles of justice, fairness, and human dignity, making them enforceable through law.

Support to Social Welfare Administration

Social welfare administration relies on legislation for authority, legitimacy, and resources. Laws define responsibilities, procedures, and accountability mechanisms.

Social legislation is a powerful tool for social reform and transformation. Many progressive social changes—such as abolition of child labour, improvement in working conditions, and protection of women's rights—have been achieved through legislation.

Social legislation not only reflects existing social values but also shapes future social behaviour by setting norms and standards. It plays both a **reactive role** (addressing existing problems) and a **proactive role** (preventing future social issues).

9.5.1 Role of Social Work in Relation to Social Legislation

Although detailed discussion on the role of social workers will be covered in the next unit, it is important to note that social workers engage with social legislation as implementers, educators, advocates, and reformers. Knowledge of social legislation enables social workers to protect clients' rights, influence policy, and contribute to legal reform.

NOTE**9.6 CHALLENGES IN THE IMPLEMENTATION OF SOCIAL LEGISLATION**

Despite progressive laws, several challenges limit the effectiveness of social legislation:

- Lack of awareness among beneficiaries
- Weak enforcement mechanisms
- Administrative inefficiencies
- Inadequate coordination among agencies
- Socio-cultural resistance

Addressing these challenges requires strong administrative systems, professional social work intervention, and community participation.

Check your progress

1. What is social legislation?

2. Why is social legislation necessary?

9.7 SUMMARY

- Social legislation is a vital instrument for promoting social welfare and justice.
- It provides legal protection to vulnerable and disadvantaged groups.
- The field of social legislation includes labour, social security, women and child welfare, and marginalized groups.
- Social legislation supports social welfare administration and planned social change.
- Effective implementation requires awareness, coordination, and professional involvement.

9.8 GLOSSARY

- **Supervision** – Professional guidance and support in practice
- **Supervisee** – Student or practitioner receiving supervision
- **Process Recording** – Detailed documentation of practice interactions
- **Field Practice** – Practical training component of social work education

NOTE

- **Reflective Practice** – Critical examination of one's professional actions

9.9 ANSWERS TO CHECK YOUR PROGRESS

1. Social legislation refers to laws enacted to protect individuals and promote social justice, welfare, equality, and social security
2. Social legislation is necessary to protect rights, prevent exploitation, reduce inequality, and improve the social and economic wellbeing of people

9.10 SUGGESTED READINGS – OER

Sr. No.	Title	URL	QR Code
1	Social Welfare Administration and Legislation	http://books.aisectonline.com/User/UnitUrls?unitId=13695	

9.11 REFERENCES

- Kadushin, A., & Harkness, D. (2014). *Supervision in Social Work*. Columbia University Press.
- Munson, C. (2002). *Handbook of Clinical Social Work Supervision*. Haworth Press.
- Tsui, M. (2005). *Social Work Supervision: Contexts and Concepts*. Sage Publications.

9.12 EXERCISE**Part 1****A. Multiple choice questions:**

1. Social work supervision primarily aims to:
 - a) Evaluate institutional performance
 - b) Enhance professional competence and accountability
 - c) Replace classroom instruction
 - d) Control student behaviour
2. Which of the following best defines supervision in social work field practice?
 - a) Administrative monitoring of agencies
 - b) Informal guidance by senior staff
 - c) A structured educational process for professional development
 - d) Peer evaluation among students
3. The educational function of supervision focuses mainly on:

NOTE

- a) Record maintenance
- b) Skill development and knowledge integration
- c) Enforcement of discipline
- d) Organizational compliance
- 4. Which supervision format involves direct observation of the student's work?
 - a) Individual supervision
 - b) Group supervision
 - c) Live supervision
 - d) Administrative supervision
- 5. In social work field education, supervision is considered:
 - a) Optional
 - b) Supportive but non-essential
 - c) Central to professional socialisation
 - d) Applicable only in clinical settings

1. b) Enhance professional competence and accountability

Explanation: Supervision helps social work students develop professional skills, improve practice, receive guidance, and maintain accountability in fieldwork.

2. c) A structured educational process for professional development

Explanation: Supervision provides systematic guidance, learning, feedback, and support to develop students' professional knowledge, skills, attitudes, and practice competence.

3. b) Skill development and knowledge integration

Explanation: The educational function helps students develop practical skills and integrate theoretical knowledge with their fieldwork experiences effectively.

4. c) Live supervision

Explanation: Live supervision involves direct observation of students' practice, enabling supervisors to provide immediate feedback, guidance, and professional support.

5. c) Central to professional socialisation

Explanation: Supervision is central to professional socialisation because it develops professional values, ethical practice, skills, attitudes, and appropriate professional behaviour.

B. Small answer type question

1. Define social work supervision and explain its relevance in field practice.
2. Briefly describe the educational function of supervision.

NOTE

3. Distinguish between individual supervision and group supervision.
4. What is the significance of supervision in distance mode social work education?
5. List any four characteristics of effective social work supervision.

Part 2

C. Long answer type question (answer in 200 words)

1. Explain the concept and meaning of social work supervision. Discuss its importance in professional social work education with special reference to field work.
2. Describe in detail the major functions of supervision in social work practice. Illustrate how these functions support student learning.
3. Examine the various formats of supervision used in social work field practice. Highlight their advantages and limitations.

Part 3

D. Long answer type question (answer in 300 words)

1. Discuss the role of supervision in integrating theory and practice in social work education.
2. Analyse the challenges faced in providing effective supervision in distance education programmes and suggest measures to strengthen supervisory practices.
3. Critically evaluate the role of supervision in the professional development and ethical grounding of social work students.

UNIT 10

ROLE OF SOCIAL WORKER IN SOCIAL LEGISLATION

NOTE

STRUCTURE:

- 10.1 Introduction
- 10.2 Objectives
- 10.3 Social Work Research Methods
 - 10.3.1 Common Research Approaches in Community Settings
- 10.4 Program Planning in Community Organization
- 10.5 Policy Formulation and Advocacy Skills
 - 10.5.1 Advocacy Skills
- 10.6 Equitable Welfare and Resource Allocation
- 10.7 Summary
- 10.8 Glossary
- 10.9 Answers to check you progress – possible one
- 10.10 Suggested readings - OER
- 10.11 Reference
- 10.12 Exercise

10.1 INTRODUCTION

Social legislation constitutes a crucial instrument through which societies seek to promote social justice, protect vulnerable populations, and regulate relationships between individuals, groups, and institutions. While laws provide the formal framework for social protection and welfare, their effectiveness largely depends on interpretation, implementation, and advocacy. This is where the **social worker plays a pivotal role.**

Social workers act as a bridge between legislation and lived social realities. They are not merely implementers of laws but also educators, advocates, planners, and change agents who work to ensure that social legislation fulfills its intended objectives. Their role extends across policy formulation, implementation, monitoring, evaluation, and reform. In democratic societies, social workers contribute to strengthening the rule of law by ensuring that social justice principles embedded in legislation are realized at the grassroots level.

This unit examines the **multidimensional role of social workers in social legislation**, highlighting their responsibilities at various stages of the legislative and policy process, and emphasizing their ethical and professional commitments.

NOTE**10.2 OBJECTIVES**

After studying this unit, learners will be able to:

- Understand the concept and scope of the social worker's role in social legislation
- Explain the responsibilities of social workers in policy formulation and advocacy
- Describe the role of social workers in implementation and enforcement of social laws
- Analyze the contribution of social workers in monitoring and evaluation of legislation
- Appreciate the ethical and professional challenges faced by social workers in legal contexts

10.3 ONCEPT OF SOCIAL WORKER'S ROLE IN SOCIAL LEGISLATION

The role of the social worker in social legislation refers to the **professional functions and responsibilities undertaken by trained social workers** to ensure that laws aimed at social welfare, protection, and justice are effectively designed, implemented, and enforced.

Social workers approach legislation from a **human rights and social justice perspective**. Unlike legal professionals who focus primarily on legal interpretation, social workers emphasize the social consequences of laws, their accessibility to marginalized groups, and their impact on human well-being.

Their role is dynamic and extends across multiple levels:

- **Micro level:** Assisting individuals and families to access legal rights and entitlements
- **Mezzo level:** Working with communities and organizations to implement social laws
- **Macro level:** Participating in policy advocacy, law reform, and legislative planning

10.3.1 Role of Social Worker in Policy Formulation**Identifying Social Problems**

Social workers are often among the first professionals to recognize emerging social problems such as domestic violence, child abuse, substance abuse, homelessness, or discrimination. Through fieldwork, research, and community engagement, they gather evidence that highlights gaps in existing legislation or the need for new laws.

Participating in Policy Advocacy

NOTE

Social workers advocate for the formulation of progressive and inclusive social legislation. They engage with policymakers, legislators, and civil society organizations to:

- Represent the voices of marginalized and disadvantaged groups
- Advocate for rights-based and welfare-oriented laws
- Promote equity, inclusion, and social justice

Contribution to Drafting and Consultation

Many social workers contribute to drafting committees, expert panels, and consultative forums. Their professional insights help ensure that legislation is:

- Practically implementable
- Socially relevant
- Sensitive to cultural and socio-economic realities

10.4 ROLE OF SOCIAL WORKER IN IMPLEMENTATION OF SOCIAL LEGISLATION

Administrative and Programmatic Role

Social workers are directly involved in administering welfare programs and schemes derived from social legislation. They work in government departments, NGOs, and statutory bodies to translate laws into action.

Examples include:

- Implementation of child protection laws
- Execution of women's welfare and protection programs
- Administration of disability and labour welfare schemes

Facilitating Access to Legal Rights

Many beneficiaries remain unaware of their legal rights. Social workers play a critical role in:

- Educating individuals and communities about laws and entitlements
- Assisting in documentation and procedural requirements
- Facilitating access to legal aid and justice mechanisms

Coordination with Agencies

Effective implementation requires coordination among multiple stakeholders. Social workers collaborate with:

- Police and judiciary
- Health and education departments

NOTE

- Local governance institutions
- Voluntary and community-based organizations

10.5 ROLE IN MONITORING AND EVALUATION OF SOCIAL LEGISLATION

Monitoring Implementation

Social workers monitor how laws are applied on the ground. They identify issues such as:

- Administrative delays
- Corruption or misuse of power
- Exclusion of intended beneficiaries

6.2 Evaluation of Impact

Through research and field-based evaluation, social workers assess:

- The effectiveness of social legislation
- Its impact on target populations
- Unintended consequences or gaps

These evaluations contribute to policy revision and reform.

Role in Legal Aid and Social Justice

Social workers often function as **para-legal professionals**, especially in welfare and human rights contexts. Their role includes:

- Assisting clients in navigating legal systems
- Providing psychosocial support during legal proceedings
- Referring cases to legal professionals when necessary

They are particularly active in areas such as:

- Child welfare and juvenile justice
- Women's rights and domestic violence cases
- Labour and industrial disputes

10.5.1 Role in Law Reform and Social Change

Social legislation must evolve with changing social realities. Social workers contribute to:

- Identifying outdated or ineffective laws
- Advocating for amendments and reforms
- Supporting social movements that demand legal change

Their professional ethics compel them to challenge unjust laws and promote progressive reforms aligned with human rights principles.

NOTE

10.6 ETHICAL RESPONSIBILITIES AND CHALLENGES

Social workers face several ethical challenges in legislative contexts, including:

- Balancing legal mandates with client welfare
- Dealing with bureaucratic constraints
- Navigating conflicts between law and social justice

Professional values such as **confidentiality, dignity, self-determination, and social justice** guide social workers in resolving these challenges.

The role of the social worker in social legislation is comprehensive and indispensable. Social workers act as facilitators, advocates, implementers, monitors, and reformers within the legislative framework. Their professional engagement ensures that social legislation moves beyond written statutes to become a living instrument of social justice and human welfare.

Check your progress

1. What is the role of a social worker in social legislation.

2. How can social workers promote social legislation?

10.7 SUMMARY

- Administrative supervision ensures organizational efficiency and accountability
- Environmental factors significantly influence supervision and field practice
- Policies, procedures, and structures guide supervisory functions
- Supervisors mediate between agencies, students, and communities
- Cultural, legal, and economic contexts shape supervisory decisions
- Effective supervision balances control with flexibility and learning

10.8 GLOSSARY

Social Legislation: Laws enacted to promote social welfare and protect vulnerable groups

NOTE

Policy Advocacy: Efforts to influence policy decisions in favor of social justice

Implementation: Process of putting laws into practice

Monitoring: Continuous assessment of program or law execution

Evaluation: Systematic analysis of outcomes and impact of legislation

10.9 ANSWERS TO CHECK YOUR PROGRESS

1. A social worker creates awareness about laws, helps people access legal benefits, and supports vulnerable groups in protecting their rights.
2. Social workers promote social legislation through awareness programmes, advocacy, community participation, and assistance to people in accessing their legal rights

10.10 SUGGESTED READINGS – OER

Sr. No.	Title	URL	QR Code
1	Social Welfare Administration and Legislation	http://books.aisectonline.com/User/UnitUrls?unitId=13696	

10.11 REFERENCES

- Kadushin, A., & Harkness, D. (2014). *Supervision in Social Work*. Columbia University Press.
- Munson, C. E. (2002). *Handbook of Clinical Social Work Supervision*. Haworth Press.
- National Association of Social Workers (NASW). (2013). *Code of Ethics*.
- Government of India. *Social Welfare Policies and Programmes*.
- Desai, M. (2006). *Ideologies and Social Work*. Rawat Publications.

10.12 EXERCISE**Part 1****A. Multiple choice questions:**

1. The primary role of social workers in social legislation is to:
 - a) Enforce criminal law
 - b) Promote social justice through welfare laws
 - c) Conduct judicial trials
 - d) Draft constitutional amendments

NOTE

2. Social workers contribute to policy formulation mainly through:
 - a) Court judgments
 - b) Advocacy and research
 - c) Political campaigning
 - d) Law enforcement
3. Monitoring of social legislation helps in identifying:
 - a) Legal loopholes only
 - b) Administrative inefficiencies and gaps
 - c) Judicial misconduct
 - d) Constitutional violations only
4. Social workers assist clients in accessing:
 - a) Private contracts
 - b) Legal rights and entitlements
 - c) Criminal prosecution
 - d) Tax exemptions
5. Law reform refers to:
 - a) Abolishing all existing laws
 - b) Updating and improving legislation
 - c) Judicial review
 - d) Administrative restructuring

1. b) Promote social justice through welfare laws

Explanation: Social workers promote social justice by supporting welfare legislation that protects rights, provides entitlements, and addresses social inequalities.

2. b) Advocacy and research

Explanation: Social workers contribute to policy formulation through evidence-based research, advocacy, field experience, and recommendations addressing social issues.

3. b) Administrative inefficiencies and gaps

Explanation: Monitoring social legislation helps identify implementation problems, administrative inefficiencies, service gaps, and difficulties affecting beneficiaries' access to welfare provisions.

4. b) Legal rights and entitlements

Explanation: Social workers help clients understand and access their legal rights, welfare benefits, government schemes, and available social entitlements.

5. b) Updating and improving legislation

Explanation: Law reform involves reviewing, updating, and improving existing laws to address changing social conditions and emerging societal needs.

B. Small answer type question

1. Define the role of a social worker in social legislation.
2. Mention any two areas where social workers assist in legal aid.

NOTE

3. What is policy advocacy?
4. Why is monitoring of social legislation important?
5. State two ethical challenges faced by social workers in legislative practice.

Part 2

C. Long answer type question (answer in 200 words)

1. Discuss the administrative aspects of social work supervision in detail.
2. Examine the influence of environmental factors on field work supervision.
3. Analyse the relationship between organizational structure and supervisory roles.

Part 3

D. Long answer type question (answer in 300 words)

1. Explain the challenges faced in administrative supervision and suggest remedies.
2. Describe the relevance of administrative supervision in distance education field work.
3. Critically evaluate the role of supervisors in balancing administrative demands and professional values.

UNIT 11

POLICY FORMULATION, PLANNING, BUDGETING, FINANCIAL CONTROL, COMMUNICATION AND COORDINATION

NOTE

STRUCTURE:

- 11.1 Introduction
- 11.2 Objective
- 11.3 Fundamentals of Community Administration in Social Work
- 11.4 Committee Structures and Councils in Community Work
- 11.5 Documentation, Communication and Procedures of Reporting
 - 11.5.1 Documentation in Community Work
 - 11.5.2 Reporting Systems and Formats
- 11.6 Resource Management and Organizational Leadership
 - 11.6.1 Resource Management
 - 11.6.2 Organizational Leadership
- 11.7 Summary
- 11.8 Glossary
- 11.9 Answers to check your progress – possible one
- 11.10 Suggested readings - OER
- 11.11 Reference
- 11.12 Exercise

11.1 INTRODUCTION

Unit III focuses on the core administrative and managerial processes that guide the functioning of organisations, institutions, and development-oriented programmes, particularly in social welfare, public administration, and community-based organisations. Policy formulation, planning, budgeting, financial control, communication, and coordination together form an integrated framework through which organisational goals are translated into actionable programmes and measurable outcomes.

In the context of social development and welfare administration, these processes are not merely technical or procedural. They are deeply connected to values such as equity, accountability, transparency, participation, and efficiency. Sound policies ensure clarity of direction;

SOCIAL WELFARE ADMINISTRATION AND LEGISLATION

NOTE

effective planning provides a roadmap; budgeting allocates scarce resources; financial control safeguards public funds; communication enables understanding and participation; and coordination ensures harmony among multiple stakeholders.

This unit provides a comprehensive understanding of each of these components, their interrelationships, and their relevance in contemporary organisational and developmental settings.

11.2 OBJECTIVES

After studying this unit, the learner will be able to:

- Understand the concept and features of distance education in social work.
- Explain the significance of field work supervision in distance mode education.
- Describe the structure and functioning of field work supervision in distance education systems.
- Identify the roles and responsibilities of supervisors, institutions, and learners.
- Examine the challenges associated with distance supervision in social work field practice.
- Analyse strategies and best practices for effective supervision in distance education.
- Appreciate the relevance of distance education for expanding access to social work training.

11.3 POLICY FORMULATION

Meaning of Policy

A policy is a formally articulated statement of intent, principles, and guidelines that directs decisions and actions to achieve specific objectives. Policies serve as a framework within which plans are prepared, programmes are implemented, and resources are utilised. In public and social sectors, policies reflect societal values, political priorities, and developmental goals.

Policies may exist at different levels:

- National policies (e.g., education policy, health policy)
- State or regional policies
- Organisational or institutional policies
- Programme-specific policies

3.2.2 Objectives of Policy Formulation

The major objectives of policy formulation include:

- Providing clear direction and purpose
- Ensuring consistency in decision-making
- Addressing social problems systematically
- Promoting equity and social justice
- Guiding allocation and utilisation of resources
- Facilitating accountability and evaluation

3.2.3 Process of Policy Formulation

Policy formulation is a dynamic and systematic process involving multiple stages:

1. **Identification of Issues or Problems** Policies usually emerge in response to social needs, problems, or emerging challenges. These may be identified through research, public demand, advocacy, or political processes.
2. **Collection and Analysis of Data** Evidence-based policymaking requires reliable data, research findings, field reports, and expert opinions to understand the nature, causes, and implications of the problem.
3. **Setting Policy Goals and Objectives** Clear, realistic, and measurable goals are defined to address the identified issues.
4. **Formulation of Policy Alternatives** Multiple courses of action are explored, each with its potential costs, benefits, and consequences.
5. **Consultation and Participation** Stakeholders such as administrators, professionals, community members, and interest groups are consulted to ensure inclusiveness and feasibility.
6. **Policy Adoption** The final policy is approved by the competent authority such as the legislature, governing body, or board.
7. **Policy Communication** Once adopted, policies must be communicated effectively to implementers and beneficiaries.

3.2.4 Types of Policies

Policies can be classified in several ways:

- **Social Policies** – related to welfare, health, education, housing
- **Economic Policies** – related to employment, income, industry
- **Administrative Policies** – governing organisational functioning
- **Regulatory Policies** – controlling or regulating behaviour
- **Distributive Policies** – allocating resources or services

NOTE

NOTE**3.2.5 Role of Policy in Social and Developmental Administration**

In social work and development administration, policies:

- Define the scope of intervention
- Determine eligibility and access to services
- Shape programme priorities
- Influence professional roles and responsibilities
- Affect outcomes for vulnerable populations

11.4 PLANNING

Meaning of Planning

Planning is a systematic process of deciding in advance what is to be done, how it is to be done, when it is to be done, and by whom. It involves setting objectives, identifying activities, allocating resources, and establishing timelines to achieve desired goals.

Planning acts as a bridge between policy and action. Without effective planning, even well-formulated policies may fail in implementation.

Importance of Planning

Planning is essential because it:

- Provides direction and focus
- Reduces uncertainty and risk
- Ensures optimal use of resources
- Facilitates coordination and control
- Enhances efficiency and effectiveness
- Enables monitoring and evaluation

Levels of Planning

Planning may be undertaken at different levels:

1. **National Planning** – macro-level planning for economic and social development
2. **Sectoral Planning** – planning for specific sectors such as health or education
3. **Organisational Planning** – institutional or departmental planning
4. **Project Planning** – planning for specific programmes or projects

Types of Planning

- **Perspective or Long-term Planning** – spanning 10–20 years
- **Medium-term Planning** – usually 3–5 years

- **Short-term or Annual Planning** – operational plans
- **Strategic Planning** – focuses on mission, vision, and long-term direction
- **Operational Planning** – focuses on day-to-day activities

NOTE**Steps in the Planning Process**

1. Identification of needs and problems
2. Setting goals and objectives
3. Assessment of resources
4. Formulation of strategies and activities
5. Scheduling and time-frame allocation
6. Implementation planning
7. Monitoring and review

Planning in Social Welfare and Development Organisations

Planning in social organisations must be participatory, flexible, and responsive to community needs. It should incorporate:

- Community participation
- Gender and equity perspectives
- Sustainability considerations
- Local context and culture

11.5 BUDGETING

Meaning of Budget

A budget is a financial plan that estimates income and expenditure for a specific period, usually one year. It translates plans and programmes into monetary terms and serves as an instrument of financial planning and control.

Objectives of Budgeting

Budgeting aims to:

- Allocate financial resources according to priorities
- Ensure financial discipline
- Facilitate efficient utilisation of funds
- Provide a basis for financial control
- Enhance transparency and accountability

Types of Budgets

1. **Line-item Budget** – expenditures classified under specific heads

NOTE

2. **Performance Budget** – links expenditure to outputs and outcomes
3. **Programme Budget** – focuses on programmes and activities
4. **Zero-based Budget** – every item justified from scratch
5. **Outcome Budget** – emphasises results and impact

Budgeting Process

The budgeting process generally includes:

- Estimation of income
- Estimation of expenditure
- Prioritisation of activities
- Preparation of draft budget
- Approval by competent authority
- Execution of the budget

Budgeting in Social Sector Organisations

In social and non-profit organisations, budgeting must ensure:

- Alignment with organisational mission
- Cost-effectiveness
- Donor compliance
- Ethical use of funds
- Provision for monitoring and evaluation

1 Financial Control

Meaning of Financial Control

Financial control refers to the mechanisms and procedures used to ensure that financial resources are used efficiently, economically, and in accordance with approved plans and budgets. It is a critical aspect of good governance.

Objectives of Financial Control

The main objectives are:

- Preventing misuse and misappropriation of funds
- Ensuring compliance with rules and regulations
- Promoting financial discipline
- Enhancing accountability and transparency
- Supporting informed decision-making

Tools and Techniques of Financial Control

- Budgetary control
- Accounting systems
- Financial reporting
- Internal audit
- External audit
- Management information systems

NOTE**Internal and External Control**

- **Internal Control** involves procedures within the organisation such as checks, approvals, and audits.
- **External Control** is exercised by external agencies such as auditors, funding agencies, and regulatory bodies.

Importance of Financial Control in Public and Social Organisations

Strong financial control builds trust among stakeholders, ensures sustainability, and enhances organisational credibility.

11.5.2 Communication**Meaning of Communication**

Communication is the process of transmitting information, ideas, attitudes, and feelings from one person or group to another to achieve mutual understanding. It is a vital managerial function.

Objectives of Communication

- Sharing information
- Facilitating decision-making
- Motivating and guiding staff
- Promoting participation
- Resolving conflicts

Types of Communication

- **Formal Communication** – official channels
- **Informal Communication** – unofficial interactions
- **Vertical Communication** – upward and downward
- **Horizontal Communication** – among peers
- **Written Communication** – reports, notices
- **Oral Communication** – meetings, discussions

Barriers to Communication

- Physical barriers

NOTE

- Psychological barriers
- Semantic barriers
- Organisational barriers

3.6.5 Communication in Development and Social Work Settings

Effective communication ensures community participation, transparency, and responsiveness to beneficiary needs.

Coordination

Meaning of Coordination

Coordination is the process of harmonising activities of different individuals, departments, and organisations to achieve common objectives. It ensures unity of action.

Need for Coordination

Coordination is necessary to:

- Avoid duplication of efforts
- Reduce conflicts
- Ensure efficient use of resources
- Improve service delivery
- Achieve organisational goals

Types of Coordination

- Internal coordination
- External coordination
- Vertical coordination
- Horizontal coordination

Methods of Coordination

- Committees and meetings
- Rules and procedures
- Leadership and supervision
- Communication systems
- Planning and budgeting

Coordination in Social Welfare Administration

Social welfare programmes often involve multiple agencies. Effective coordination ensures comprehensive and integrated service delivery.

NOTE**11.6 INTERRELATIONSHIP AMONG POLICY, PLANNING, BUDGETING, FINANCIAL CONTROL, COMMUNICATION AND COORDINATION**

Distance education has become increasingly relevant in the context of globalization, digital transformation, and expanding social needs. It allows social work education to reach diverse populations and respond to emerging social challenges. Effective field work supervision ensures that distance education graduates are professionally competent, ethically grounded, and practice-ready.

These components are interdependent:

- Policies provide direction
- Planning translates policy into action
- Budgeting provides financial backing
- Financial control ensures accountability
- Communication enables understanding
- Coordination ensures collective effort

Weakness in any one component affects overall organisational performance.

Check your progress

1. What is policy formulation

2. Why are communication and coordination important in welfare administration?

11.7 SUMMARY

- Policy formulation provides the framework for action
- Planning bridges policy and implementation
- Budgeting converts plans into financial terms
- Financial control ensures proper use of funds
- Communication facilitates understanding and participation
- Coordination harmonises efforts of multiple stakeholders
- All components are interrelated and essential for effective administration

NOTE**11.8 GLOSSARY**

1. **Distance Education:** A mode of education where learners and teachers are geographically separated.
2. **Field Work Supervision:** Guided professional oversight of practical training.
3. **Self-Learning Material (SLM):** Structured study content designed for independent learning.
4. **Reflective Practice:** Critical self-evaluation of professional experiences.
5. **Field Agency:** Organization where social work practice is undertaken.
6. **Professional Competence:** Ability to perform social work roles effectively.
7. **Mediated Communication:** Use of technology to facilitate interaction.
8. **Contact Programme:** Periodic face-to-face academic sessions.
9. **Supervisory Feedback:** Guidance provided to improve learning and practice.
10. **Professional Ethics:** Standards governing social work conduct.

11.9 ANSWERS TO CHECK YOUR PROGRESS

1. Policy formulation is the process of developing policies and guidelines to address social problems and achieve specific welfare objectives
2. Communication and coordination ensure the smooth exchange of information and cooperation among departments, organizations, workers, and beneficiaries

11.10 SUGGESTED READINGS – OER

Sr. No.	Title	URL	QR Code
1	Social Welfare Administration and Legislation	http://books.aisectonline.com/User/UnitUrls?unitId=13697	

11.11 REFERENCES

- Kadushin, A., & Harkness, D. (2014). *Supervision in Social Work*. Columbia University Press.

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NOTE**11.12 EXERCISE****Part 1****A. Multiple choice questions:**

1. Policy formulation primarily aims at:
 - a) Daily supervision
 - b) Providing direction for action
 - c) Financial auditing
 - d) Staff recruitment
2. Which type of budget links expenditure with results?
 - a) Line-item budget
 - b) Zero-based budget
 - c) Performance budget
 - d) Surplus budget
3. Financial control is mainly concerned with:
 - a) Policy advocacy
 - b) Resource mobilization
 - c) Proper utilisation of funds
 - d) Staff motivation
4. Horizontal communication takes place between:
 - a) Superiors and subordinates
 - b) Different departments at the same level
 - c) Organisation and community
 - d) Government and NGOs
5. Coordination helps in:
 - a) Duplication of work
 - b) Conflict escalation
 - c) Unity of action
 - d) Resource wastage

1. b) Providing direction for action

Explanation: Policy formulation establishes clear goals, priorities, principles, and guidelines that provide direction for organizational and welfare actions.

2. c) Performance budget

Explanation: A performance budget links financial expenditure with specific activities, outputs, results, and performance objectives to assess effectiveness.

NOTE

3. c) Proper utilisation of funds

Explanation: Financial control ensures funds are used properly, efficiently, transparently, and according to approved budgets, rules, and organizational objectives.

4. b) Different departments at the same level

Explanation: Horizontal communication occurs between departments or employees at the same organizational level to facilitate information sharing and coordination.

5. c) Unity of action

Explanation: Coordination promotes unity of action by aligning activities, resources, responsibilities, and efforts toward achieving common organizational objectives.

B. Small answer type question

1. Define policy and explain its importance.
2. What is planning? State its objectives.
3. List the types of budgets.
4. Explain the concept of financial control.
5. What are barriers to communication?
6. Define coordination and state its need.

Part 2

C. Long answer type question (answer in 200 words)

1. Explain the concept of distance education in social work and discuss its relevance in professional training.
2. Describe the structure and functioning of field work supervision in distance education systems.
3. Discuss the roles and responsibilities of supervisors, learners, and institutions in distance field work supervision.

Part 3

D. Long answer type question (answer in 300 words)

1. Examine the challenges of supervising social work field practice in distance education and suggest remedial measures.
2. Analyse the methods of supervision used in distance education and assess their effectiveness.
3. Critically evaluate the role of distance education in strengthening social work practice in contemporary society.

UNIT 12

PROJECT MANAGEMENT – IDENTIFICATION, MONITORING AND EVALUATION

STRUCTURE:

- 12.1 Introduction
- 12.2 Objective
- 12.3 The Need for Strategic Orientation
 - 12.3.1 Strategic Thinking in Complex Contexts
- 12.4 Sense and Format of Community Organization
- 12.5 Models of Community Organization
 - 12.5.1 Rights based and Strengths based Approaches
- 12.6 Strategic Roles of the Community Organization Worker
- 12.7 Summary
- 12.8 Glossary
- 12.9 Answers to check you progress – possible one
- 12.10 Suggested readings - OER
- 12.11 Reference
- 12.12 Exercise
- 12.13 Feedback form

12.1 INTRODUCTION

Project management is a systematic approach to planning, implementing, monitoring, and evaluating activities undertaken to achieve specific objectives within a defined time frame and budget. In social welfare, development administration, and non-profit sectors, projects are the primary instruments through which policies and programmes are translated into concrete action. Effective project management ensures that limited resources are utilised efficiently, objectives are achieved, and intended beneficiaries receive meaningful and sustainable benefits.

Unit IV focuses on three critical phases of the project cycle—project identification, monitoring, and evaluation. These stages are central to ensuring relevance, effectiveness, accountability, and learning in project-based interventions. Understanding these components equips learners with the conceptual and practical knowledge required to design, implement, and assess development and social welfare projects.

NOTE**12.2 OBJECTIVES**

After studying this unit, the learner will be able to:

- Understand supervision as an integrative learning process in social work.
- Explain the relationship between supervision, theory, and practice.
- Analyse the role of supervision in professional skill development.
- Examine supervision as a tool for reflective and ethical practice.
- Understand how supervision contributes to professional identity formation.
- Appreciate the role of supervision in evaluation and competence building.
- Apply integrative supervision principles in field work settings.

12.3 CONCEPT AND MEANING OF PROJECT MANAGEMENT

Project management refers to the application of knowledge, skills, tools, and techniques to project activities in order to meet project objectives. A project is a time-bound, goal-oriented set of activities designed to address a specific problem or need.

Key characteristics of a project include:

- Clearly defined objectives
- Specific target group or beneficiaries
- Limited time frame
- Defined budget and resources
- Planned activities and outputs
- Measurable outcomes

In social and development contexts, project management is value-driven and emphasises participation, equity, sustainability, and accountability.

Project Cycle

The project cycle represents the sequential stages through which a project passes from conception to completion and review. Although models may vary, a typical project cycle includes:

1. Project identification
2. Project formulation and design
3. Project appraisal
4. Project implementation

5. Monitoring
6. Evaluation
7. Feedback and learning

This unit concentrates on project identification, monitoring, and evaluation, which are crucial for ensuring project relevance and effectiveness.

12.3.1 Project Identification

Meaning of Project Identification

Project identification is the process of recognising, analysing, and defining problems or needs that require intervention and can be addressed through a project. It is the foundation upon which the entire project rests. A poorly identified project may lead to ineffective interventions, wastage of resources, and minimal impact.

Objectives of Project Identification

The major objectives are:

- To identify genuine needs and problems
- To ensure relevance to target groups
- To align projects with policy and organisational goals
- To assess feasibility and sustainability
- To avoid duplication of efforts

Sources of Project Ideas

Project ideas may emerge from:

- Community needs assessments
- Government policies and plans
- Research studies and surveys
- Field experiences of professionals
- Reports of NGOs and agencies
- Donor priorities and funding guidelines

Methods of Project Identification

1. **Community Needs Assessment** Systematic assessment of community problems, resources, and priorities through surveys, interviews, and participatory techniques.
2. **Participatory Rural Appraisal (PRA)** Involves community members in identifying problems and solutions using tools such as mapping, ranking, and group discussions.

NOTE

- 3. Situational Analysis** Analysis of social, economic, cultural, and institutional factors influencing the problem.
- 4. Problem Tree Analysis** Identifies core problems, causes, and effects to understand the complexity of issues.
- 5. Stakeholder Analysis** Identifies key stakeholders, their interests, influence, and potential roles.

Criteria for Project Selection

Projects should be assessed based on:

- Relevance to needs and priorities
- Feasibility (technical, financial, organisational)
- Sustainability
- Cost-effectiveness
- Social acceptability
- Alignment with policy and funding norms

Importance of Project Identification in Social Development

Effective project identification ensures that interventions are people-centred, context-specific, and responsive to real needs. It enhances ownership, participation, and long-term impact.

12.4 PROJECT MONITORING

Meaning of Monitoring

Monitoring is a continuous and systematic process of collecting, analysing, and using information to track a project's progress toward its objectives. It focuses on inputs, activities, outputs, and immediate outcomes during implementation.

Objectives of Monitoring

Monitoring aims to:

- Ensure timely implementation of activities
- Track utilisation of resources
- Identify deviations from plans
- Provide early warning of problems
- Support corrective decision-making
- Enhance accountability

Types of Monitoring

- **Process Monitoring** – tracks implementation of activities
- **Input Monitoring** – tracks use of resources

NOTE

- **Output Monitoring** – tracks delivery of services and outputs
- **Outcome Monitoring** – assesses short-term results
- **Participatory Monitoring** – involves beneficiaries and stakeholders

Indicators for Monitoring

Indicators are measurable signs of progress. They may include:

- Input indicators (funds, staff, materials)
- Process indicators (activities conducted)
- Output indicators (services delivered)
- Outcome indicators (changes in behaviour or condition)

Indicators should be specific, measurable, achievable, relevant, and time-bound (SMART).

Tools and Techniques of Monitoring

- Progress reports
- Field visits and supervision
- Management Information Systems (MIS)
- Review meetings
- Checklists and observation schedules
- Community feedback mechanisms

Role of Monitoring in Project Management

Monitoring helps ensure efficiency, transparency, and accountability. It enables managers to make timely adjustments and improves project performance.

12.5 PROJECT EVALUATION

Meaning of Evaluation

Evaluation is a systematic and objective assessment of a project's design, implementation, outcomes, and impact. Unlike monitoring, evaluation is periodic and focuses on effectiveness, relevance, efficiency, sustainability, and impact.

Objectives of Evaluation

Evaluation seeks to:

- Assess achievement of objectives
- Measure outcomes and impact
- Determine cost-effectiveness
- Identify strengths and weaknesses

NOTE

- Promote learning and improvement
- Ensure accountability to stakeholders

Types of Evaluation

1. **Formative Evaluation** – conducted during implementation
2. **Summative Evaluation** – conducted at the end of the project
3. **Mid-term Evaluation** – assesses progress midway
4. **Impact Evaluation** – assesses long-term changes
5. **Internal Evaluation** – conducted by project staff
6. **External Evaluation** – conducted by independent experts

Criteria for Evaluation

Common evaluation criteria include:

- Relevance
- Effectiveness
- Efficiency
- Impact
- Sustainability

Methods and Tools of Evaluation

- Surveys and questionnaires
- Interviews and focus group discussions
- Case studies
- Observation
- Secondary data analysis
- Cost-benefit and cost-effectiveness analysis

Utilisation of Evaluation Findings

Evaluation findings should be used for:

- Improving future projects
- Policy and programme revision
- Accountability to donors and communities
- Organisational learning and capacity building

Monitoring and evaluation are interrelated and complementary processes. Monitoring provides ongoing data, while evaluation analyses this data to assess performance and impact. An integrated M&E system strengthens project management by promoting evidence-based decision-making.

12.5.1 Role of Project Management in Social Welfare and Development Administration

Project management enhances:

- Effective service delivery
- Optimal use of resources
- Community participation
- Transparency and accountability
- Achievement of development goals

In social work and development settings, project management must be ethical, participatory, and sensitive to social realities.

- Inadequate data and baseline information
- Limited capacity and skills
- Resource constraints
- Lack of stakeholder participation
- Resistance to evaluation
- Weak feedback mechanisms

Addressing these challenges requires capacity building, participatory approaches, and institutional support.

12.6 CHALLENGES IN INTEGRATIVE SUPERVISION

Despite its importance, integrative supervision faces several challenges, such as:

- Limited supervisory time.
- High student-supervisor ratios.
- Conflicting administrative and educational demands.
- Inadequate training of supervisors.
- Resistance to reflective practice.

Addressing these challenges requires institutional commitment and supervisor capacity building.

To enhance integration of supervision with learning and practice, the following strategies are recommended:

- Clear learning objectives for field work.
- Training programmes for supervisors.
- Structured reflective tools and journals.

NOTE

NOTE

- Regular feedback and evaluation mechanisms.
- Collaboration between academic institutions and agencies.

Such strategies strengthen the educational value of supervision.

In an increasingly complex social environment, social workers must be reflective, competent, and ethically grounded. Integrative supervision prepares learners to meet these demands by combining knowledge, skills, values, and self-awareness.

This approach ensures that supervision contributes not only to academic success but also to long-term professional effectiveness.

Check your progress

1. What is project identification

2. What is the purpose of monitoring and evaluation?

12.7 SUMMARY

- Projects are key instruments of development and welfare administration
- Project identification ensures relevance and feasibility
- Monitoring tracks progress and supports corrective action
- Evaluation assesses effectiveness, impact, and sustainability
- Integrated M&E strengthens accountability and learning
- Effective project management improves outcomes and impact

12.8 GLOSSARY

Integrative Supervision: Supervision that combines learning, practice, and reflection.

Reflective Practice: Critical analysis of professional experiences.

Professional Identity: Internalization of professional roles and values.

Skill Development: Acquisition of practical professional abilities.

Ethical Practice: Application of professional moral principles.

Field Work: Practical training in real social work settings.

Evaluation: Systematic assessment of learning and performance.

Use of Self: Conscious use of personality in professional practice.

Feedback: Constructive guidance for improvement.

Professional Competence: Ability to perform social work roles effectively.

NOTE**12.9 ANSWERS TO CHECK YOUR PROGRESS**

1. Project identification involves recognizing social needs or problems and determining suitable projects to address those needs
2. Monitoring tracks project progress, while evaluation assesses its effectiveness, outcomes, and achievement of objectives

12.10 SUGGESTED READINGS – OER

Sr. No.	Title	URL	QR Code
1	Social Welfare Administration and Legislation	http://books.aisectionline.com/User/UnitUrls?unitId=13698	

12.11 REFERENCES

- Kadushin, A., & Harkness, D. (2014). *Supervision in Social Work*. Columbia University Press.
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12.12 EXERCISE**Part 1****A. Multiple choice questions:**

1. The primary purpose of integrative supervision is to:
 - a) Enforce discipline
 - b) Replace classroom teaching
 - c) Link theory, practice, and learning
 - d) Reduce field work hours
2. Reflective practice in supervision helps learners to
 - a) Avoid responsibility
 - b) Critically analyse experiences
 - c) Follow rules blindly
 - d) Reduce documentation

NOTE

3. Professional identity formation is supported through:
 - a) Administrative control
 - b) Supervisory interaction
 - c) Informal learning only
 - d) Examination results
4. Ethical learning in supervision focuses on:
 - a) Legal compliance only b) Personal beliefs
 - c) Application of professional values d) Agency profitability
5. Evaluation in supervision should be:
 - a) Punitive b) Irregular
 - c) Developmental d) Optional

1. c) Link theory, practice, and learning

Explanation: Integrative supervision connects theoretical knowledge with practical experiences, helping learners understand concepts and apply them effectively in field practice.

2. b) Critically analyse experiences

Explanation: Reflective practice encourages learners to examine their experiences critically, identify learning, understand challenges, and improve future professional practice.

3. b) Supervisory interaction

Explanation: Supervisory interaction supports professional identity by developing confidence, professional values, ethical understanding, skills, and appropriate attitudes through guidance.

4. c) Application of professional values

Explanation: Ethical learning emphasizes applying professional values, principles, and ethical standards while making responsible decisions during social work practice.

5. c) Developmental

Explanation: Developmental evaluation identifies strengths and areas for improvement, providing constructive feedback that supports continuous professional learning and growth.

B. Small answer type question

1. What is integrative supervision?
2. How does supervision link theory and practice?
3. Explain reflective practice in supervision.
4. Why is supervision important for professional identity formation?
5. State two roles of supervision in skill development.

Part 2

C. Long answer type question (answer in 200 words)

Discuss supervision as an integrative learning process in social work education.

Explain the role of supervision in bridging theory and practice.

Analyse how supervision contributes to ethical and reflective practice.

Part 3

D. Long answer type question (answer in 300 words)

1. Examine the importance of supervision in professional identity formation.
2. Discuss the challenges in integrative supervision and suggest strategies to overcome them.
3. Critically evaluate the role of supervision in preparing students for professional social work practice.

NOTE



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SLM FEEDBACK FORM

PROGRAMME : _____

COURSE : _____

BLOCK : _____

UNIT : _____

Dear Student,

While studying the units of this block, you may have found certain portions of the text difficult to comprehend. We wish to know your difficulties and suggestions, in order to improve the course. Therefore, we request you to fill up and send us the following questionnaire, which pertains to this block. If you find the space provided insufficient, kindly use a separate sheet.

Please mail to aisectcontent@aisect.org/ for online submission please scan QR code:

Questionnaire

1. Name : _____

2. Enrolment No. :

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3. How many hours did you need for studying the units? :

--

4. Please give your reactions to the following items based on your reading of the block:

Items	Excellent	Very Good	Good	Poor	Give specific Examples (If poor)
Presentation Quality					
Language and Style					
Illustrations					
Used (diagrams, tables, etc.)					
Conceptual Clarity					
Check Your Progress Questions					
Suggested Readings - OER					

5. Any other comments:

BLOCK IV:	COMMUNITY DEVELOPMENT & SOCIAL ACTION	121-156
Unit-13	Personnel Policies and Human Resource Development – Concepts and Approaches	123
Unit-14	Human Resource Planning, Staff Development and Training	131
Unit-15	Employee Counselling and Welfare Measures	139
Unit-16	Role Of Ngos in Social Development, Rules, Regulations, Transparency and Government Aid	147

Block IV focuses on **community development, social action and human resource management** within social welfare organizations. It introduces the concepts and approaches of personnel policies and human resource development and explains their importance in building effective welfare organizations. Learners examine human resource planning, staff development and training as important processes for improving employee capabilities and organizational performance. The block also discusses employee counselling and welfare measures designed to promote employee well-being, motivation and satisfaction. Special emphasis is placed on the role of NGOs in social development, including their rules, regulations, transparency requirements and relationship with government assistance. Through these topics, learners understand how human resources and voluntary organizations contribute to community development and social change. The block provides a comprehensive understanding of managing people and organizations while promoting accountability, welfare and sustainable social development.

UNIT 13

PERSONNEL POLICIES AND HUMAN RESOURCE DEVELOPMENT – CONCEPTS AND APPROACHES

NOTE

STRUCTURE:

- 13.1 Introduction
 - 13.2 Objective
 - 13.3 Postcolonial Roots and Nation-Building Through Development
 - 13.4 Shifts in Development Philosophy
 - 13.4.1 From Welfare to Empowerment
 - 13.5 Community Development In India's Planning Frameworks
 - 13.6 Critiques and Contradictions in Community Development Practice
 - 13.7 Summary
 - 13.8 Glossary
 - 13.9 Answers to check you progress – possible one
 - 13.10 Suggested readings - OER
 - 13.11 Reference
 - 13.12 Exercise
-

13.1 INTRODUCTION

Human resources are the most valuable assets of any organisation. In social welfare, development administration, and non-governmental organisations, the effectiveness of programmes and services largely depends on the quality, commitment, and competence of personnel. Personnel policies and human resource development (HRD) provide the framework through which organisations recruit, manage, motivate, and develop their workforce.

This unit introduces learners to the concepts, principles, and significance of personnel policies and human resource development. It examines how systematic personnel policies contribute to organisational efficiency, employee satisfaction, and ethical administration, particularly in the social sector.

Personnel policies are formal guidelines and principles that govern decisions and actions related to the management of employees in an organisation. They provide direction to management in dealing with human resources in a consistent, fair, and systematic manner.

SOCIAL WELFARE ADMINISTRATION AND LEGISLATION

NOTE

Personnel policies cover various aspects such as recruitment, selection, promotion, transfer, compensation, discipline, leave, performance appraisal, and employee welfare. These policies ensure uniformity in decision-making and protect both organisational interests and employee rights.

13.2 OBJECTIVES

After studying this unit, the learner will be able to:

- Understand the meaning and concept of social work practice with individuals
- Explain the nature and scope of individual social work practice
- Describe the objectives and functions of practice with individuals
- Identify the core principles guiding individual social work practice
- Understand the process of social work intervention with individuals
- Appreciate the relevance of individual practice in contemporary social work
- Analyse the role of social workers in working with individuals across settings

13.3 CONCEPT AND MEANING OF SOCIAL WORK PRACTICE WITH INDIVIDUALS

Objectives of Personnel Policies

The major objectives of personnel policies include:

- Ensuring fair and equitable treatment of employees
- Providing clarity and consistency in personnel decisions
- Promoting efficiency and productivity
- Facilitating effective utilisation of human resources
- Maintaining harmonious employer–employee relations
- Protecting employee rights and dignity
- Supporting organisational goals and values

Characteristics of Sound Personnel Policies

Effective personnel policies should possess the following characteristics:

- **Clarity:** Policies should be clearly stated and easily understood
- **Consistency:** Policies should be applied uniformly
- **Flexibility:** Policies should allow scope for change

NOTE

- **Fairness:** Policies should promote equity and justice
- **Compliance:** Policies must conform to labour laws and regulations
- **Participation:** Policies should be framed with employee involvement
- **Transparency:** Policies should be openly communicated

13.4 TYPES OF PERSONNEL POLICIES

Personnel policies may be classified into:

1. **General Personnel Policies** – overall philosophy and approach towards employees
2. **Specific Personnel Policies** – recruitment, promotion, transfer, and termination
3. **Compensation Policies** – wages, salaries, incentives, and benefits
4. **Welfare Policies** – health, safety, leave, and social security
5. **Disciplinary Policies** – rules of conduct and disciplinary procedures

Personnel Policies in Social Welfare and Development Organisations

Personnel management in social sector organisations differs from that in profit-oriented enterprises. It emphasises service orientation, ethical conduct, commitment to social values, and participatory management. Personnel policies in such organisations must address issues such as:

- Motivation of staff despite limited financial incentives
- Retention of skilled professionals
- Balancing professionalism with voluntarism
- Gender sensitivity and inclusiveness
- Work-related stress and burnout

13.4.1 Human Resource Development (HRD): Meaning and Concept

Human Resource Development refers to the continuous and planned process of developing employee competencies, capabilities, and potential to enhance individual and organisational effectiveness. HRD goes beyond routine personnel administration and focuses on learning, growth, and empowerment.

NOTE

HRD includes activities such as training, education, career development, performance appraisal, counselling, and organisational development.

Objectives of Human Resource Development

The objectives of HRD are:

- Enhancing knowledge, skills, and abilities of employees
- Improving job performance and productivity
- Preparing employees for future roles
- Promoting personal growth and self-development
- Building a positive organisational culture
- Strengthening organisational capacity

13.5 SCOPE AND COMPONENTS OF HRD

The scope of HRD includes:

- Training and development
- Career planning and development
- Performance appraisal
- Employee counselling
- Organisational development
- Leadership development
- Motivation and morale building

Difference between Personnel Management and Human Resource Development

Personnel Management	Human Resource Development
Administrative and routine	Developmental and strategic
Focus on rules and procedures	Focus on people and potential
Short-term orientation	Long-term orientation
Reactive approach	Proactive approach

13.6 IMPORTANCE OF HRD IN SOCIAL SECTOR ORGANISATIONS

HRD plays a crucial role in social welfare and development organisations by:

- Enhancing professional competence
- Improving quality of services
- Strengthening community engagement
- Reducing staff turnover
- Promoting ethical and accountable practices
- Supporting innovation and adaptability

Management is responsible for:

- Framing and updating personnel policies
- Ensuring effective implementation
- Creating a supportive work environment
- Encouraging learning and development
- Addressing employee grievances
- Promoting participatory decision-making

Challenges in Personnel Policies and HRD

Common challenges include:

- Resistance to change
- Limited financial resources
- Inadequate training facilities
- Lack of professional HR expertise
- High workload and stress
- Policy–practice gaps

Addressing these challenges requires committed leadership and institutional support.

Check your progress

1. What are personnel policies

2. What is Human Resource Development

13.7 SUMMARY

- Social work practice with individuals is a core method of social work

NOTE

- It focuses on helping individuals improve social functioning
- The practice is professional, systematic, and value-based
- It addresses both personal and environmental factors
- The process involves assessment, planning, intervention, and evaluation
- Individual practice remains highly relevant in contemporary society

13.8 GLOSSARY

1. **Individual Social Work Practice:** Professional intervention aimed at helping individuals cope with personal and social problems
2. **Client:** An individual receiving social work services
3. **Assessment:** Systematic analysis of the client's situation
4. **Intervention:** Planned actions to address identified problems
5. **Self-Determination:** Client's right to make decisions about their life
6. **Professional Relationship:** Purposeful helping relationship between worker and client
7. **Social Functioning:** Ability to perform social roles effectively
8. **Confidentiality:** Ethical obligation to protect client information

13.9 ANSWERS TO CHECK YOU PROGRESS

1. Personnel policies are guidelines that regulate recruitment, selection, promotion, training, compensation, and employee relations within an organization
2. Human Resource Development is the process of improving employees' knowledge, skills, abilities, and overall potential

13.10 SUGGESTED READINGS – OER

Sr. No.	Title	URL	QR Code
1	Social Welfare Administration and Legislation	http://books.aisectonline.com/User/UnitUrls?unitId=13699	

NOTE**13.11 REFERENCES**

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- Kadushin, A. (2013). *Social Work with Individuals*. Columbia University Press.

13.12 EXERCISE**Part 1****A. Multiple choice questions:**

1. Social work practice with individuals primarily focuses on:
 - a) Community development b) Organizational management
 - c) Individual social functioning d) Policy formulation
2. Which principle emphasizes respect for client decisions?
 - a) Confidentiality b) Self-determination
 - c) Controlled emotional involvement d) Non-judgmental attitude
3. Assessment in individual practice involves:
 - a) Providing solutions immediately
 - b) Collecting and analysing client information
 - c) Ending the professional relationship
 - d) Administrative reporting
4. The professional relationship in social work is:
 - a) Personal and informal
 - b) Time-bound and purposeful
 - c) Permanent
 - d) Based on authority
5. Individual practice considers the client as part of:
 - a) A closed system b) A social environment
 - c) An isolated entity d) An economic unit

1. c) Individual social functioning

Explanation: Social work practice with individuals focuses on improving personal functioning, coping abilities, relationships, and adjustment to social and environmental challenges.

NOTE

2. b) Self-determination

Explanation: Self-determination respects clients' rights to make their own informed decisions and participate actively in matters affecting their lives.

3. b) Collecting and analysing client information

Explanation: Assessment involves systematically collecting and analysing information about the client's needs, strengths, problems, relationships, and social environment.

4. b) Time-bound and purposeful

Explanation: The professional relationship is established for specific goals, follows professional boundaries, and ends when the agreed objectives are achieved.

5. b) A social environment

Explanation: Individual practice considers clients within their social environment, including family, community, institutions, relationships, and broader social conditions.

B. Small answer type question

1. Define social work practice with individuals.
2. State two objectives of individual social work practice.
3. What is meant by professional relationship?
4. Mention any two principles of individual practice.
5. Why is assessment important in individual social work practice?

Part 2

C. Long answer type question (answer in 200 words)

1. Explain the concept and nature of social work practice with individuals.
2. Discuss the scope and relevance of individual social work practice in contemporary society.
3. Describe the process of social work intervention with individuals.

Part 3

D. Long answer type question (answer in 300 words)

1. Examine the principles guiding social work practice with individuals.
2. Analyse the role of the social worker in individual practice.
3. Discuss the relationship between individual social work practice and other methods of social work.

UNIT 14

HUMAN RESOURCE PLANNING, STAFF DEVELOPMENT AND TRAINING

NOTE

STRUCTURE:

- 14.1 Introduction
- 14.2 Objective
- 14.3 Components of Program Design
- 14.4 Governance Mechanisms
- 14.5 Coordination and Convergence in Program Implementation
- 14.6 Transparency, Inclusion and Accountability in Program Governance
- 14.7 Summary
- 14.8 Glossary
- 14.9 Answers to check your progress – possible one
- 14.10 Suggested readings - OER
- 14.11 Reference
- 14.12 Exercise

14.1 INTRODUCTION

Human Resource Planning (HRP), staff development, and training are critical components of effective human resource management, particularly in social welfare organisations, development agencies, and non-governmental organisations (NGOs). These institutions operate in complex social environments where human competence, commitment, and adaptability directly influence programme success. Unlike profit-oriented organisations, social sector organisations often work with limited resources, high community expectations, and diverse social problems, making systematic human resource planning and continuous staff development indispensable.

This unit examines the concepts, objectives, processes, and significance of human resource planning, staff development, and training. It highlights how planned human resource practices contribute to organisational effectiveness, professional growth, service quality, and sustainable development outcomes.

14.2 OBJECTIVES

After studying this unit, the learner will be able to:

NOTE

- Understand the concept and meaning of social work practice with families
- Explain the nature and scope of family social work practice
- Analyse the objectives and functions of working with families
- Understand the principles guiding family-based social work interventions
- Describe the process of social work practice with families
- Identify different family problems and areas of intervention
- Examine the role of social workers in strengthening family functioning
- Appreciate the relevance of family social work practice in contemporary society

14.3 MEANING AND CONCEPT OF HUMAN RESOURCE PLANNING

Human Resource Planning refers to the systematic process of forecasting an organisation's future human resource requirements and developing strategies to meet those needs. It ensures that the right number of people with the right skills, knowledge, and attitudes are available at the right time and place to achieve organisational goals.

HRP involves analysing current human resources, assessing future demands, identifying gaps, and planning actions such as recruitment, training, redeployment, or downsizing. In social sector organisations, HRP must also consider ethical responsibilities, community orientation, and long-term developmental objectives.

The major objectives of human resource planning are:

- To ensure optimum utilisation of human resources
- To forecast future manpower requirements
- To avoid shortages and surpluses of staff
- To support organisational growth and expansion
- To improve employee productivity and morale
- To provide a basis for recruitment, training, and development
- To ensure continuity and stability in organisational functioning

14.4 IMPORTANCE OF HUMAN RESOURCE PLANNING IN SOCIAL WELFARE ORGANISATIONS

Human resource planning is particularly important in social welfare and development organisations due to:

- Scarcity of trained and committed personnel

NOTE

- Dependence on donor funding and project-based employment
- High staff turnover and burnout
- Need for multidisciplinary skills
- Increasing professionalisation of social services

Effective HRP helps organisations align human resources with programme objectives, improve service delivery, and enhance accountability.

The process of human resource planning involves the following steps:

1. **Analysis of Organisational Objectives** Understanding organisational goals, policies, programmes, and future plans.
2. **Assessment of Current Human Resources** Evaluating existing staff in terms of number, skills, qualifications, experience, and performance.
3. **Forecasting Future Human Resource Requirements** Estimating future manpower needs based on expansion plans, new projects, and workload analysis.
4. **Estimating Human Resource Supply** Assessing internal and external sources of manpower.
5. **Identifying Gaps** Determining shortages or surpluses of personnel.
6. **Formulating HR Action Plans** Planning recruitment, training, promotion, transfer, or redeployment.
7. **Monitoring and Review** Periodic evaluation and revision of HR plans.

14.5 FACTORS AFFECTING HUMAN RESOURCE PLANNING

Human resource planning is influenced by several internal and external factors:

- Organisational objectives and policies
- Availability of skilled manpower
- Financial resources
- Labour laws and government regulations
- Technological changes
- Social and economic environment
- Donor priorities and funding patterns

Meaning and Concept of Staff Development

Staff development refers to a planned and continuous process of enhancing employees' professional competence, effectiveness, and

SOCIAL WELFARE ADMINISTRATION AND LEGISLATION

NOTE

career growth. It focuses not only on improving job performance but also on preparing employees for higher responsibilities and leadership roles.

Staff development includes activities such as orientation, in-service education, refresher courses, mentoring, supervision, career planning, and performance appraisal. In social organisations, staff development also addresses value orientation, ethical practice, and emotional resilience.

Objectives of Staff Development

The objectives of staff development are:

- To improve professional knowledge and skills
- To enhance job satisfaction and motivation
- To prepare staff for future roles and responsibilities
- To improve quality of service delivery
- To promote leadership and managerial capacity
- To reduce staff turnover

Staff development may be approached through:

- **On-the-job Development** – learning through experience, supervision, and mentoring
- **Off-the-job Development** – workshops, seminars, courses, and conferences
- **Individual Development Plans** – personalised learning and career planning
- **Team-based Development** – group learning and collaborative practices

Training: Meaning and Concept

Training is a systematic process of imparting specific knowledge, skills, and attitudes required to perform a particular job effectively. It is a core component of human resource development and focuses on improving current job performance.

Training differs from education in that it is job-oriented, short-term, and practical in nature. In social welfare organisations, training also includes sensitisation to social issues, community engagement, and ethical practice.

The main objectives of training are:

- To enhance job-related skills and competencies
- To improve efficiency and effectiveness

- To familiarise employees with organisational policies and procedures
- To promote adaptability to change
- To reduce errors and work-related stress
- To improve service quality and beneficiary satisfaction

NOTE

14.6 TYPES OF TRAINING

Training programmes may be classified as:

1. **Induction or Orientation Training** – for new employees
2. **In-service Training** – for existing staff
3. **Refresher Training** – to update knowledge and skills
4. **Skill-based Training** – technical and professional skills
5. **Managerial and Leadership Training** – supervisory and administrative skills
6. **Sensitivity Training** – gender, child protection, and ethical issues

Methods and Techniques of Training

Common training methods include:

- Lectures and presentations
- Group discussions
- Case studies
- Role play and simulations
- Workshops and seminars
- Field-based training
- E-learning and blended learning

Training Needs Assessment

Training needs assessment is the process of identifying gaps between existing and required competencies. It involves:

- Organisational analysis
- Job analysis
- Individual performance analysis

A systematic training needs assessment ensures relevance and effectiveness of training programmes.

Evaluation of Training Programmes

NOTE

Evaluation of training assesses the extent to which training objectives have been achieved. It may focus on:

- Reaction of participants
- Learning outcomes
- Behavioural changes
- Impact on organisational performance

Training evaluation helps in improving future programmes and justifying investments in training.

Significance of HR Planning, Staff Development and Training in Social Sector

These practices contribute to:

- Professionalisation of social work practice
- Improved programme implementation
- Enhanced accountability and transparency
- Staff motivation and retention
- Organisational sustainability

Challenges in HR Planning, Staff Development and Training

Common challenges include:

- Limited financial resources
- Lack of trained HR professionals
- High staff turnover
- Time constraints
- Resistance to learning
- Inadequate evaluation mechanisms

Check your progress

1. What is Human Resource Planning?

2. Why is staff training important??

14.7 SUMMARY

- Family social work focuses on the family as a unit of intervention
- It adopts a systemic and holistic approach

- The practice addresses relational, emotional, and social issues
- Professional principles guide ethical family intervention
- Social workers perform multiple roles in family practice
- Family social work remains crucial in contemporary society

NOTE**14.8 GLOSSARY**

1. **Family System:** Interrelated members forming a functional unit
2. **Family Social Work:** Professional practice aimed at strengthening families
3. **Assessment:** Systematic understanding of family dynamics
4. **Intervention:** Planned professional action
5. **Family Functioning:** Ability of a family to meet members' needs
6. **Systems Theory:** Framework viewing families as interconnected units

14.9 ANSWERS TO CHECK YOUR PROGRESS

1. Human Resource Planning involves determining an organization's present and future workforce requirements and planning accordingly.
2. Staff training improves employees' knowledge, skills, efficiency, and ability to perform their assigned responsibilities.

14.10 SUGGESTED READINGS – OER

Sr. No.	Title	URL	QR Code
1	Social Welfare Administration and Legislation	http://books.aisectionline.com/User/UnitUrls?unitId=13700	

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- Payne, M. (2014). *Modern Social Work Theory*. Oxford University Press.

14.12 EXERCISE**Part 1**

NOTE

A. Multiple choice questions:

1. Family social work primarily views the family as:
 - a) A collection of individuals b) An isolated unit
 - c) A dynamic system d) A legal entity
2. Which principle emphasizes family participation?
 - a) Confidentiality b) Self-determination
 - c) Client involvement d) Acceptance
3. Assessment in family social work focuses on:
 - a) Individual pathology b) Family interactions and dynamics
 - c) Legal documentation d) Institutional rules
4. Family systems theory emphasizes:
 - a) Individual behaviour only b) Interdependence among members
 - c) Economic status d) Social policy
5. One major role of a family social worker is:
 - a) Administrator b) Mediator
 - c) Supervisor d) Auditor

1. c) A dynamic system

Explanation: Family social work views the family as an interconnected and changing system where members influence one another continuously.

2. c) Client involvement

Explanation: Client involvement emphasizes active family participation in identifying problems, making decisions, planning interventions, and achieving desired outcomes.

3. b) Family interactions and dynamics

Explanation: Assessment examines communication, relationships, roles, patterns, strengths, conflicts, and interactions among family members rather than focusing solely on individuals.

4. b) Interdependence among members

Explanation: Family systems theory emphasizes that family members are interdependent, so changes in one member can affect the entire family system.

5. b) Mediator

Explanation: A family social worker acts as a mediator by helping members resolve conflicts, improve communication, and develop constructive relationships.

B. Small answer type question

1. Define social work practice with families.
2. State two objectives of family social work practice.
3. What is meant by family as a system?
4. Mention two family problems addressed by social workers.
5. Why is family practice important in social work?

Part 2

C. Long answer type question (answer in 200 words)

1. Explain the concept and nature of social work practice with families.
2. Discuss the scope and objectives of family social work practice.
3. Describe the process of social work intervention with families.

Part 3

D. Long answer type question (answer in 300 words)

1. Examine the principles guiding family social work practice.
2. Analyse the role of the social worker in strengthening family functioning.
3. Discuss the relevance of family social work practice in contemporary society.

NOTE

UNIT 15

EMPLOYEE COUNSELLING AND WELFARE MEASURES

NOTE

STRUCTURE:

- 15.1 Introduction
- 15.2 Objective
- 15.3 Principles and Frameworks of Program Evaluation
- 15.4 Tools and Indicators for Measuring Development Outcomes
 - 15.4.1 Tools for Quantitative and Qualitative Evaluation
 - 15.4.2 Ethical Use of Tools and Challenges
- 15.5 Participatory Monitoring, Social Audits and Feedback Systems
- 15.6 Institutional Learning, Adaptation and Data Justice
- 15.7 Summary
- 15.8 Glossary
- 15.9 Answers to check you progress – possible one
- 15.10 Suggested readings - OER
- 15.11 Reference
- 15.12 Exercise

15.1 INTRODUCTION

Employee counselling and welfare measures are integral components of human resource development, particularly in social welfare organisations, non-governmental organisations (NGOs), and development agencies. These organisations operate in challenging environments marked by emotional labour, community pressures, limited resources, and complex social problems. Employees often face stress, burnout, role conflict, and ethical dilemmas, making counselling and welfare support essential for maintaining their psychological well-being and work effectiveness.

This unit focuses on the meaning, objectives, principles, methods, and significance of employee counselling and welfare measures. It also examines the role of counselling in improving organisational climate, enhancing employee satisfaction, and promoting sustainable human resource development.

15.2 OBJECTIVES

After studying this unit, the learner will be able to:

- Understand the concept and meaning of social work practice with communities

NOTE

- Explain the nature and scope of community-based social work practice
- Identify the objectives and guiding principles of community practice
- Describe the process and methods involved in community intervention
- Analyse the role of the social worker in community practice
- Appreciate the relevance of community practice in contemporary social development
- Understand the relationship between community practice and other social work methods

15.3 CONCEPT AND MEANING OF SOCIAL WORK PRACTICE WITH COMMUNITIES

Employee counselling refers to a systematic process through which an organisation assists its employees in resolving personal, emotional, social, and work-related problems that may affect their performance and well-being. It is a professional helping relationship aimed at enabling individuals to understand themselves better, cope with stress, make informed decisions, and improve their adjustment to work and life situations.

In social sector organisations, employee counselling is not limited to corrective action but also includes preventive and developmental aspects. It supports employees in managing occupational stress, emotional exhaustion, interpersonal conflicts, and value-based challenges inherent in social work practice.

Objectives of Employee Counselling

The major objectives of employee counselling include:

- To help employees overcome personal and professional problems
- To reduce work-related stress, anxiety, and burnout
- To improve job satisfaction and morale
- To enhance interpersonal relationships at the workplace
- To improve performance and productivity
- To support emotional well-being and mental health
- To promote personal growth and self-awareness

Scope of Employee Counselling

The scope of employee counselling is wide and covers various aspects of employees' lives:

NOTE

- **Personal problems** such as family issues, financial stress, and emotional disturbances
- **Work-related problems** including role ambiguity, workload, and job dissatisfaction
- **Interpersonal conflicts** with colleagues, supervisors, or community members
- **Career-related issues** such as stagnation, lack of growth, and career planning
- **Psychological issues** including stress, anxiety, trauma, and burnout

In NGOs and social welfare organisations, counselling also addresses ethical dilemmas, exposure to human suffering, and challenges of working with vulnerable populations.

15.4 PRINCIPLES OF EMPLOYEE COUNSELLING

Effective employee counselling is based on the following principles:

- **Confidentiality:** Ensuring privacy and trust
- **Voluntariness:** Participation should be voluntary
- **Empathy and respect:** Understanding employees' feelings without judgement
- **Professional competence:** Counselling should be conducted by trained personnel
- **Individualisation:** Recognising individual differences
- **Non-directiveness:** Encouraging self-discovery and decision-making

Employee counselling may be classified into the following types:

1. **Directive Counselling** The counsellor plays an active role in guiding the employee towards solutions.
2. **Non-directive Counselling** The employee is encouraged to express feelings and find solutions independently.
3. **Participative Counselling** A collaborative approach where both counsellor and employee contribute.
4. **Preventive Counselling** Focuses on preventing problems through early intervention.
5. **Remedial Counselling** Addresses existing problems affecting performance and well-being.

15.4.1 Counselling Process

The counselling process generally involves the following stages:

NOTE

1. **Establishing Rapport** – Creating trust and comfort
2. **Problem Identification** – Understanding the nature of the issue
3. **Exploration and Analysis** – Examining causes and consequences
4. **Goal Setting** – Defining achievable counselling goals
5. **Intervention** – Applying appropriate counselling techniques
6. **Follow-up and Evaluation** – Assessing progress and outcomes

Role of Supervisors and Managers in Employee Counselling

Supervisors and managers play a crucial role in employee counselling, especially in organisations where professional counsellors may not be available. Their role includes:

- Identifying signs of stress and burnout
- Providing emotional support and guidance
- Referring employees to professional counsellors when needed
- Creating a supportive and non-threatening work environment
- Encouraging open communication

15.4.2 Employee Welfare: Meaning and Concept

Employee welfare refers to a range of services, benefits, and facilities provided by an organisation to promote the physical, mental, and social well-being of its employees. Welfare measures go beyond wages and salaries and aim at improving quality of work life and overall employee satisfaction.

In social welfare organisations, employee welfare has a moral and ethical dimension, reflecting the organisation's commitment to human dignity and social justice.

Objectives of Employee Welfare Measures

The main objectives of employee welfare measures are:

- To improve employees' standard of living
- To promote physical and mental health
- To enhance job satisfaction and morale
- To reduce absenteeism and turnover
- To create a positive organisational climate
- To improve efficiency and productivity

NOTE**15.5 TYPES OF EMPLOYEE WELFARE MEASURES**

The social worker plays multiple roles in community practice. As a **facilitator**, the worker encourages participation and dialogue among community members. As an **organizer**, the worker helps mobilize resources and coordinate activities. As an **educator**, the worker raises awareness and builds skills.

The social worker also acts as an **advocate**, representing community interests before authorities, and as a **change agent**, promoting social transformation and empowerment.

15.6 RELEVANCE OF COMMUNITY SOCIAL WORK PRACTICE IN CONTEMPORARY SOCIETY

Employee welfare measures may be classified as:

Statutory Welfare Measures

These are mandated by law and include:

- Health and safety provisions
- Working hours and leave benefits
- Social security measures
- Maternity and child welfare benefits

Non-Statutory Welfare Measures

These are voluntarily provided by organisations and include:

- Medical and health services
- Counselling and mental health support
- Housing and transport facilities
- Recreational and cultural activities
- Educational assistance

Employee Welfare Measures in Social Welfare Organisations

In social sector organisations, welfare measures often include:

- Flexible working arrangements
- Field safety measures
- Stress management programmes
- Support during crises and emergencies
- Opportunities for professional development

Such measures help retain committed staff and ensure continuity of services.

Relationship Between Counselling and Employee Welfare

Employee counselling and welfare measures are interrelated. Counselling addresses psychological and emotional needs, while welfare measures address physical, social, and economic needs. Together, they

NOTE

contribute to holistic employee well-being and organisational effectiveness.

Importance of Employee Counselling and Welfare in NGOs

The importance of counselling and welfare measures in NGOs includes:

- Managing emotional labour and compassion fatigue
- Preventing burnout and stress-related illnesses
- Enhancing commitment to organisational mission
- Improving quality of service delivery
- Promoting ethical and humane work practices

Challenges in Providing Counselling and Welfare Measures

Common challenges include:

- Limited financial and human resources
- Lack of trained counsellors
- Stigma associated with counselling
- Heavy workloads and time constraints
- Inadequate organisational policies

Strategies for Strengthening Employee Counselling and Welfare

Strategies include:

- Integrating counselling into HR policies
- Training supervisors in basic counselling skills
- Establishing referral networks
- Promoting a supportive organisational culture
- Allocating resources for employee welfare

Check your progress

1. What is employee counselling

2. What are employee welfare measures?

15.7 SUMMARY

- Community social work focuses on collective well-being
- It emphasizes participation and empowerment
- The practice addresses structural social problems
- Social workers play facilitative and advocacy roles
- Community practice promotes sustainable development

NOTE

15.8 GLOSSARY

Employee Counselling: Professional assistance to address personal and work-related issues

Burnout: Emotional and physical exhaustion due to prolonged stress

Employee Welfare: Facilities and benefits for employee well-being

Directive Counselling: Counsellor-led problem solving approach

Non-directive Counselling: Client-centred counselling approach

15.9 ANSWERS TO CHECK YOUR PROGRESS

1. Employee counselling is a supportive process that helps employees address work-related, personal, or professional problems.
2. Employee welfare measures are facilities and services provided to promote employees' health, safety, comfort, and wellbeing.

15.10 SUGGESTED READINGS – OER

Sr. No.	Title	URL	QR Code
1	Social Welfare Administration and Legislation	http://books.aisectionline.com/User/UnitUrls?unitId=13701	

15.11 REFERENCES

Estrella, M., & Gaventa, J. (1998). *Who Counts Reality? Participatory Monitoring and Evaluation: A Literature Review*. IDS.

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World Bank. (2004). *Monitoring & Evaluation: Some Tools, Methods, and Approaches*. Washington, DC.

15.12 EXERCISES**Part 1**

NOTE

A. Multiple choice questions:

1. Community social work primarily focuses on: a) Individual counselling b) Collective action c) Clinical treatment d) Administrative work
2. Which principle emphasizes active involvement of community members? a) Confidentiality b) Participation c) Authority d) Neutrality
3. Community practice mainly addresses: a) Personal pathology b) Structural social issues c) Medical problems d) Legal disputes
4. The social worker's role as a facilitator involves: a) Giving orders b) Encouraging dialogue c) Enforcing rules d) Supervising staff
5. Community practice aims at: a) Short-term relief only b) Sustainable social development c) Individual therapy d) Organizational control

Answers: 1–b, 2–b, 3–b, 4–b, 5–b

B. Small answer type question

1. Define social work practice with communities.
2. State two objectives of community social work practice.
3. What is meant by community participation?
4. Mention two roles of a community social worker.
5. Why is community practice important in social work?

Part 2

C. Long answer type question (answer in 200 words)

1. Explain the concept and nature of social work practice with communities.
2. Discuss the scope and objectives of community social work practice.
3. Describe the process of community social work intervention.

Part 3

D. Long answer type question (answer in 300 words)

1. Examine the principles guiding community social work practice.
2. Analyse the role of the social worker in community development.
3. Discuss the relevance of community social work practice in contemporary society.

UNIT 16

ROLE OF NGOS IN SOCIAL DEVELOPMENT, RULES, REGULATIONS, TRANSPARENCY AND GOVERNMENT AID

STRUCTURE:

- 16.1 Introduction
- 16.2 Objective
- 16.3 Concept and Features of Social Action
- 16.4 Scope and Application of Social Action
- 16.5 Social Action and Implementation of Social Legislation
 - 16.5.1 Strategies for Legal Empowerment and Role of Judiciary and PIL
- 16.6 Summary
- 16.7 Glossary
- 16.8 Answers to check you progress – possible one
- 16.9 Suggested readings - OER
- 16.10 Reference
- 16.11 Exercise
- 16.12 Feedback form

16.1 INTRODUCTION

Non-Governmental Organisations (NGOs) play a crucial role in social development, particularly in countries like India where the state alone cannot address the diverse and complex socio-economic problems of society. NGOs complement governmental efforts by working at the grassroots level, mobilising communities, innovating welfare interventions, and reaching marginalised populations. Their effectiveness, however, depends not only on commitment and vision but also on sound organisational systems, adherence to rules and regulations, transparency in functioning, and appropriate utilisation of government aid.

This unit examines the role of NGOs in social development and analyses the regulatory framework governing their functioning. It highlights the importance of rules, regulations, transparency, accountability, and government assistance in ensuring ethical, efficient, and sustainable NGO operations.

NOTE**16.2 OBJECTIVES**

After studying this unit, the learner will be able to:

1. Understand the concept and scope of social work practice with organizations.
2. Explain the objectives and principles guiding organizational social work practice.
3. Identify the various roles performed by social workers in organizational settings.
4. Analyse organizational structures and their impact on service delivery.
5. Understand the significance of human resource development and staff welfare in organizations.
6. Examine policy formulation, planning, monitoring, and evaluation in organizations.
7. Recognize ethical issues and challenges faced in organizational social work practice.

16.3 MEANING AND CONCEPT OF NON-GOVERNMENTAL ORGANISATIONS

- **Meaning and Concept of Non-Governmental Organisations**
- A Non-Governmental Organisation is a voluntary, non-profit organisation that is independent of government control and is established to work for social welfare, development, advocacy, or humanitarian causes. NGOs may operate at local, regional, national, or international levels and are often formed by individuals or groups committed to social change.
- NGOs are characterised by voluntary participation, service orientation, autonomy, non-profit motive, and commitment to social justice and human rights. In the context of development, NGOs act as intermediaries between the state and the community.

Objectives of NGOs in Social Development

The objectives of NGOs engaged in social development include:

- Promoting social justice and equality
- Empowering marginalised and vulnerable groups
- Providing basic services such as health, education, and livelihood support
- Enhancing community participation and self-reliance

- Advocating for policy change and social reforms
- Supporting sustainable and inclusive development

NOTE

16.4 ROLE OF NGOS IN SOCIAL DEVELOPMENT

NGOs perform multiple roles in the process of social development:

Service Delivery

NGOs provide essential services in areas such as education, healthcare, nutrition, sanitation, housing, and disaster relief, particularly in underserved regions.

Community Mobilisation and Empowerment

NGOs mobilise communities to identify their needs, participate in decision-making, and develop local leadership. This promotes self-help, collective action, and empowerment.

Advocacy and Awareness Generation

Many NGOs engage in advocacy to raise awareness about social issues, human rights, gender equality, environmental protection, and policy reforms.

Capacity Building

NGOs build capacities of individuals, groups, and institutions through training, skill development, and organisational strengthening.

Innovation and Experimentation

NGOs often serve as laboratories for innovative development approaches, pilot projects, and alternative models that can later be scaled up by the government.

Types of NGOs

NGOs may be classified based on their orientation and level of operation:

- Welfare-oriented NGOs
- Development-oriented NGOs
- Advocacy and rights-based NGOs
- Community-based organisations (CBOs)
- National and international NGOs

16.5 RELATIONSHIP BETWEEN NGOS AND GOVERNMENT

The relationship between NGOs and government is complex and dynamic. NGOs may act as:

- Partners in development
- Implementing agencies for government programmes

NOTE

- Watchdogs and critics of government policies
- Advocates for citizen rights and accountability

Effective collaboration between NGOs and government enhances service delivery and governance.

Rules and Regulations Governing NGOs

NGOs are governed by various legal frameworks depending on their registration and area of operation. Common laws include:

- Societies Registration Act, 1860
- Indian Trusts Act, 1882
- Companies Act, 2013 (Section 8 Companies)
- Foreign Contribution (Regulation) Act (FCRA), 2010

These laws regulate registration, management, financial reporting, and accountability of NGOs.

Importance of Rules and Regulations

Rules and regulations are essential for:

- Ensuring legal identity and legitimacy
- Preventing misuse of funds
- Protecting donor and public interest
- Promoting accountability and ethical functioning
- Enhancing credibility and public trust

16.5.1 Transparency and Accountability in NGOs

Transparency refers to openness in organisational functioning, decision-making, and financial management. Accountability implies responsibility towards donors, beneficiaries, government, and the public.

Key aspects of transparency and accountability include:

- Proper maintenance of accounts and records
- Regular audits and annual reports
- Disclosure of activities and financial information
- Participatory decision-making
- Monitoring and evaluation of programmes

Mechanisms to Ensure Transparency

Mechanisms to promote transparency include:

- Financial audits and social audits
- Annual reports and impact assessments
- Internal controls and checks

- Code of ethics and governance policies
- Use of information technology for disclosure

NOTE

Government Aid to NGOs: Meaning and Forms

Government aid refers to financial and non-financial assistance provided by the government to NGOs for implementing welfare and development programmes. Government support may take various forms:

- Grants-in-aid
- Project-based funding
- Capacity-building support
- Training and technical assistance
- Provision of land, buildings, or equipment

Objectives of Government Aid to NGOs

The objectives of providing government aid to NGOs are:

- Extending the reach of welfare programmes
- Utilising NGO expertise and grassroots presence
- Encouraging community participation
- Promoting innovation and efficiency
- Strengthening civil society

Procedure for Availing Government Aid

The general procedure includes:

- Registration and legal compliance
- Submission of project proposals
- Approval by competent authorities
- Signing of agreements or MoUs
- Utilisation of funds as per guidelines
- Submission of utilisation certificates and reports

Utilisation and Monitoring of Government Funds

Proper utilisation and monitoring of government funds are crucial to ensure effectiveness and prevent misuse. This involves:

- Adherence to sanctioned budgets
- Periodic reporting and audits
- Field inspections and reviews
- Outcome and impact assessment

Challenges Faced by NGOs

NGOs face several challenges, including:

- Funding constraints and dependency
- Increasing regulatory requirements
- Capacity limitations
- Maintaining transparency and accountability

NOTE

- Political and social pressures

Strengthening NGO Effectiveness

Strategies to strengthen NGOs include:

- Professional management and HR practices
- Capacity building and training
- Strong governance and leadership
- Collaboration and networking
- Adoption of transparent systems

Check your progress

1. What is the role of NGOs in social development

2. Why are transparency and government aid important for NGOs?

16.6 SUMMARY

- Social work practice with organizations focuses on improving institutional effectiveness and service delivery.
- Organizations play a critical role in social welfare and development.
- Social workers perform multiple roles including administrator, manager, advocate, and planner.
- Organizational structure, policy, and human resource development influence service outcomes.
- Ethical practice and accountability are central to organizational social work.
- Organizational interventions contribute to sustainable and equitable social development.

16.7 GLOSSARY

1. **Organization:** A structured system of roles and relationships designed to achieve specific goals.
2. **Organizational Practice:** Professional social work intervention aimed at improving institutional functioning.
3. **Human Resource Development:** Planned activities to enhance staff skills, knowledge, and performance.
4. **Accountability:** Responsibility of organizations to stakeholders for actions and outcomes.

5. **Evaluation:** Systematic assessment of programmes and services to determine effectiveness.
6. **Advocacy:** Efforts to influence policies and practices in favour of clients and communities.

NOTE

16.9 ANSWERS TO CHECK YOUR PROGRESS

1. NGOs support social development by providing services, creating awareness, empowering communities, and addressing social and developmental problems.
2. Transparency ensures proper use of funds, while government aid provides financial support for implementing welfare and development programmes.

16.10 SUGGESTED READINGS – OER

Sr. No.	Title	URL	QR Code
1	Social Welfare Administration and Legislation	http://books.aisectonline.com/User/UnitUrls?unitId=13702	

16.11 REFERENCES

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16.12 EXERCISES

Part 1

A. Multiple choice questions:

1. NGOs are primarily characterised by: a) Profit motive b) Government control c) Voluntary and non-profit nature d) Political power

NOTE

2. Transparency in NGOs refers to: a) Secrecy in operationsb) Open and accountable functioningc) Political alignmentd) Profit sharing
3. FCRA regulates: a) Domestic donationsb) Foreign contributionsc) Employee welfared) Registration of companies
4. Government aid to NGOs aims to: a) Control NGOsb) Replace government programmesc) Strengthen welfare deliveryd) Eliminate NGOs
5. Social audit is a tool for: a) Recruitmentb) Transparency and accountabilityc) Wage fixationd) Promotion

Answers: 1–c, 2–c, 3–c, 4–b, 5–b

B. Small answer type question

1. Define social work practice with organizations.
2. State any two objectives of organizational social work practice.
3. Mention two roles of a social worker in an organizational setting.
4. What is meant by organizational structure?
5. Why is staff welfare important in social work organizations?

Part 2

C. Long answer type question (answer in 200 words)

1. Explain the concept and scope of social work practice with organizations.
2. Discuss the objectives and principles guiding organizational social work practice.
3. Describe the various roles played by social workers in organizational settings.

Part 3

D. Long answer type question (answer in 300 words)

1. Examine the importance of human resource development and staff welfare in social work organizations.
2. Discuss the role of planning, monitoring, and evaluation in organizational practice.
3. Analyse the ethical issues and challenges faced by social workers in organizational settings.



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SLM FEEDBACK FORM

PROGRAMME : _____

COURSE : _____

BLOCK : _____

UNIT : _____

Dear Student,

While studying the units of this block, you may have found certain portions of the text difficult to comprehend. We wish to know your difficulties and suggestions, in order to improve the course. Therefore, we request you to fill up and send us the following questionnaire, which pertains to this block. If you find the space provided insufficient, kindly use a separate sheet.

Please mail to aisectcontent@aisect.org/ for online submission please scan QR code:

Questionnaire

1. Name : _____

2. Enrolment No. :

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3. How many hours did you need for studying the units? :

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4. Please give your reactions to the following items based on your reading of the block:

Items	Excellent	Very Good	Good	Poor	Give specific Examples (If poor)
Presentation Quality					
Language and Style					
Illustrations					
Used (diagrams, tables, etc.)					
Conceptual Clarity					
Check Your Progress Questions					
Suggested Readings - OER					

5. Any other comments:

BLOCK V:	METHODS AND PROCEDURES OF COMMUNITY ORGANIZATION	157-184
Unit-17	Social Legislation and the Indian Constitution: Dpsp, Fundamental Duties, Social Justice, Civil and Human Rights	159
Unit-18	Social Protection and Social Security Legislations in India	167
Unit-19	Disability-Related and Health-Related Legislations in India	175

Block V provides an understanding of **social legislation, constitutional provisions and social protection measures in India**. It explains the relationship between social legislation and the Indian Constitution, with particular attention to the Directive Principles of State Policy, Fundamental Duties, social justice, civil rights and human rights. The block further examines important social protection and social security legislations that seek to safeguard vulnerable and disadvantaged sections of society. Learners are also introduced to disability-related and health-related legislations in India and their role in ensuring equality, protection, access to services and social welfare. The block highlights the importance of legal and constitutional mechanisms in addressing social inequalities and protecting individual and community rights. Overall, it enables learners to understand the legal framework supporting social welfare, social security, human rights and inclusive development in India.

UNIT 17

SOCIAL LEGISLATION AND THE INDIAN CONSTITUTION: DPSP, FUNDAMENTAL DUTIES, SOCIAL JUSTICE, CIVIL AND HUMAN RIGHTS

STRUCTURE:

- 17.1 Introduction
 - 17.2 Objective
 - 17.3 Concept and Features of Social Action
 - 17.4 Scope and Application of Social Action
 - 17.5 Social Action and Implementation of Social Legislation
 - 17.5.1 Strategies for Legal Empowerment and Role of Judiciary and PIL
 - 17.6 Summary
 - 17.7 Glossary
 - 17.8 Answers to check your progress – possible one
 - 17.9 Suggested readings - OER
 - 17.10 Reference
 - 17.11 Exercise
-

17.1 INTRODUCTION

Social legislation and constitutional provisions form the foundation of social justice and welfare in India. The Indian Constitution is not merely a political document but a social charter aimed at transforming a deeply unequal society into one based on justice, liberty, equality, and fraternity. Through its provisions, the Constitution seeks to protect vulnerable groups, promote social and economic equity, and ensure human dignity.

This unit introduces learners to the relationship between the Constitution of India and social legislation, with special emphasis on the Directive Principles of State Policy (DPSP), Fundamental Duties, the concept of social justice, and the framework of civil and human rights. These elements collectively guide the formulation of social policies, welfare laws, and development programmes in India.

17.2 OBJECTIVES

After studying this unit, the learner will be able to:
SOCIAL WELFARE ADMINISTRATION AND LEGISLATION

NOTE

1. Understand the concept and scope of social work practice with organizations.
2. Explain the objectives and principles guiding organizational social work practice.
3. Identify the various roles performed by social workers in organizational settings.
4. Analyse organizational structures and their impact on service delivery.
5. Understand the significance of human resource development and staff welfare in organizations.
6. Examine policy formulation, planning, monitoring, and evaluation in organizations.
7. Recognize ethical issues and challenges faced in organizational social work practice.

17.3 MEANING AND CONCEPT OF SOCIAL LEGISLATION

Social legislation refers to laws enacted by the state to promote social welfare, protect disadvantaged groups, regulate social relationships, and ensure social justice. Such legislation addresses issues arising from poverty, inequality, exploitation, discrimination, ill-health, disability, and marginalisation.

Unlike general laws that regulate civil or criminal matters, social legislation is purposive and reform-oriented. It seeks to bring about planned social change and improve the quality of life of individuals and communities. Examples include labour laws, child protection laws, laws related to women, persons with disabilities, and social security legislation.

Relationship Between Social Legislation and the Constitution

The Constitution of India provides the philosophical and legal basis for social legislation. The values enshrined in the Preamble—justice, liberty, equality, and fraternity—serve as guiding principles for the enactment of welfare laws. Fundamental Rights, Directive Principles of State Policy, and Fundamental Duties together create a constitutional framework for social reform.

Social legislation derives legitimacy from constitutional mandates and aims to translate constitutional ideals into concrete policies and programmes. Courts have also played a significant role in interpreting constitutional provisions to expand the scope of social justice and human rights.

Directive Principles of State Policy (DPSP)

NOTE

The Directive Principles of State Policy, enshrined in Part IV of the Indian Constitution (Articles 36–51), are guidelines for the state to follow in governance. Although not justiciable, they are fundamental in the governance of the country and aim to establish a welfare state.

The DPSPs reflect the socio-economic goals of the Constitution and provide direction for policy-making, legislation, and administrative action.

17.4 OBJECTIVES AND IMPORTANCE OF DPSP

The main objectives of the Directive Principles are:

- To promote social and economic justice
- To reduce inequalities in income and status
- To ensure adequate means of livelihood for all citizens
- To provide social security and public assistance
- To promote education, health, and welfare
- To protect the environment and cultural heritage

The DPSPs play a vital role in shaping welfare legislation and development policies in India.

Classification of Directive Principles of State Policy

The Directive Principles may be classified into the following categories:

Socialistic Principles

These aim to achieve social and economic justice by reducing inequalities. They include provisions related to equal pay for equal work, adequate means of livelihood, and protection of workers' rights.

Gandhian Principles

Inspired by Gandhian philosophy, these principles promote village self-governance, cottage industries, prohibition of intoxicants, and promotion of moral values.

Liberal-Intellectual Principles

These focus on individual freedoms, international peace, environmental protection, and scientific temper.

Fundamental Duties

Fundamental Duties are enshrined in Part IVA of the Constitution under Article 51A. Introduced by the 42nd Constitutional Amendment Act, 1976, these duties emphasise the responsibilities of citizens towards the nation and society.

NOTE

While Fundamental Rights focus on individual entitlements, Fundamental Duties highlight collective responsibility and civic consciousness.

17.5 SIGNIFICANCE OF FUNDAMENTAL DUTIES

The importance of Fundamental Duties lies in:

- Promoting discipline and civic responsibility
- Strengthening national unity and integrity
- Encouraging respect for the Constitution and national symbols
- Promoting harmony and brotherhood
- Protecting the environment and public property

Fundamental Duties support the achievement of social justice and democratic governance.

Concept of Social Justice

Social justice refers to the equitable distribution of resources, opportunities, and privileges within society. It seeks to eliminate discrimination, exploitation, and oppression and ensure dignity and equal opportunities for all individuals.

In the Indian context, social justice is closely linked to the eradication of caste-based discrimination, gender inequality, poverty, and social exclusion.

16.5.1 Constitutional Basis of Social Justice in India

The Constitution provides a strong foundation for social justice through:

- The Preamble
- Fundamental Rights (Articles 14–18, 21)
- Directive Principles of State Policy
- Special provisions for Scheduled Castes, Scheduled Tribes, women, and minorities

Judicial activism has further strengthened the interpretation of social justice.

Civil Rights: Meaning and Scope

Civil rights are basic rights that protect individuals from discrimination and ensure equality before the law. These include the right to equality, freedom, and protection against exploitation.

Civil rights are essential for safeguarding individual liberty and democratic participation.

NOTE**Human Rights: Meaning and Characteristics**

Human rights are universal, inalienable, and indivisible rights inherent to all human beings by virtue of being human. They include civil, political, economic, social, and cultural rights.

Human rights are recognised at both national and international levels, including through instruments such as the Universal Declaration of Human Rights (UDHR).

Relationship Between Civil Rights and Human Rights

Civil rights form an essential part of the broader framework of human rights. While civil rights are legally enforceable within a state, human rights have a universal moral and legal dimension.

In India, many human rights are constitutionally guaranteed as Fundamental Rights.

Role of Judiciary in Protecting Rights

The judiciary plays a crucial role in protecting civil and human rights through:

- Judicial review
- Public Interest Litigation (PIL)
- Expansive interpretation of Article 21
- Enforcement of socio-economic rights

Challenges in Realising Social Justice and Rights

Despite constitutional safeguards, challenges remain:

- Persistent poverty and inequality
- Social discrimination and exclusion
- Limited awareness of rights
- Weak implementation of laws
- Administrative and institutional constraints

Check your progress

1. What are Directive Principles of State Policy (DPSP)?

2. What is the importance of Fundamental Duties??

NOTE**17.6 SUMMARY**

- Social work practice with organizations focuses on improving institutional effectiveness and service delivery.
- Organizations play a critical role in social welfare and development.
- Social workers perform multiple roles including administrator, manager, advocate, and planner.
- Organizational structure, policy, and human resource development influence service outcomes.
- Ethical practice and accountability are central to organizational social work.
- Organizational interventions contribute to sustainable and equitable social development.

17.7 GLOSSARY

1. **Organization:** A structured system of roles and relationships designed to achieve specific goals.
2. **Organizational Practice:** Professional social work intervention aimed at improving institutional functioning.
3. **Human Resource Development:** Planned activities to enhance staff skills, knowledge, and performance.
4. **Accountability:** Responsibility of organizations to stakeholders for actions and outcomes.
5. **Evaluation:** Systematic assessment of programmes and services to determine effectiveness.
6. **Advocacy:** Efforts to influence policies and practices in favour of clients and communities.

17.8 ANSWERS TO CHECK YOUR PROGRESS

1. DPSPs are constitutional guidelines that direct the state to promote social, economic, and political justice and public welfare
2. Fundamental Duties promote responsible citizenship by encouraging individuals to respect the Constitution, national values, public property, and social harmony

17.9 SUGGESTED READINGS – OER

Sr. No.	Title	URL	QR Code
1	Social Welfare Administration and Legislation	http://books.aisectonline.com/User/UnitUrls?unitId=13703	

NOTE**17.10 REFERENCES**

Friedlander, W. A. (1974). *Concepts and Methods of Social Work*. Prentice-Hall.

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Baviskar, A. (2005). *In the Belly of the River: Tribal Conflicts over Development in the Narmada Valley*. Oxford University Press.

Goetz, A. M., & Jenkins, R. (2005). *Reinventing Accountability: Making Democracy Work for Human Development*. Palgrave Macmillan.

17.11 EXERCISES**Part 1****A. Multiple choice questions:**

1. NGOs are primarily characterised by: a) Profit motive b) Government control c) Voluntary and non-profit nature d) Political power
2. Transparency in NGOs refers to: a) Secrecy in operations b) Open and accountable functioning c) Political alignment d) Profit sharing
3. FCRA regulates: a) Domestic donations b) Foreign contributions c) Employee welfare d) Registration of companies
4. Government aid to NGOs aims to: a) Control NGOs b) Replace government programmes c) Strengthen welfare delivery d) Eliminate NGOs
5. Social audit is a tool for: a) Recruitment b) Transparency and accountability c) Wage fixation d) Promotion

Answers: 1–c, 2–c, 3–c, 4–b, 5–b

B. Small answer type question

1. Define social work practice with organizations.
2. State any two objectives of organizational social work practice.
3. Mention two roles of a social worker in an organizational setting.
4. What is meant by organizational structure?
5. Why is staff welfare important in social work organizations?

NOTE

Part 2

C. Long answer type question (answer in 200 words)

1. Explain the concept and scope of social work practice with organizations.
2. Discuss the objectives and principles guiding organizational social work practice.
3. Describe the various roles played by social workers in organizational settings.

Part 3

D. Long answer type question (answer in 300 words)

1. Examine the importance of human resource development and staff welfare in social work organizations.
2. Discuss the role of planning, monitoring, and evaluation in organizational practice.
3. Analyse the ethical issues and challenges faced by social workers in organizational settings.

UNIT 18

SOCIAL PROTECTION AND SOCIAL SECURITY LEGISLATIONS IN INDIA

NOTE

STRUCTURE:

- 18.1 Introduction
- 18.2 Objective
- 18.3 Concept and Features of Social Action
- 18.4 Scope and Application of Social Action
- 18.5 Social Action and Implementation of Social Legislation
 - 18.5.1 Strategies for Legal Empowerment and Role of Judiciary and PIL
- 18.6 Summary
- 18.7 Glossary
- 18.8 Answers to check your progress – possible one
- 18.9 Suggested readings - OER
- 18.10 Reference
- 18.11 Exercise
- 18.12 Feedback form

18.1 INTRODUCTION

Social protection and social security constitute the backbone of the welfare state. In a country like India, marked by vast socio-economic inequalities, informal employment, poverty, disability, old age vulnerability, and health risks, social protection measures play a crucial role in ensuring human dignity and social justice. Social security legislations aim to protect individuals and families against contingencies such as sickness, unemployment, maternity, disability, old age, and death, which may result in loss of income or increased expenditure.

This unit examines the conceptual foundations of social protection and social security, traces their constitutional basis in India, and critically analyses major social security legislations and schemes. The unit also highlights the role of the state, employers, and civil society in implementing social protection measures.

18.2 OBJECTIVES

After studying this unit, the learner will be able to:

NOTE

1. Understand the concept and scope of social work practice with organizations.
2. Explain the objectives and principles guiding organizational social work practice.
3. Identify the various roles performed by social workers in organizational settings.
4. Analyse organizational structures and their impact on service delivery.
5. Understand the significance of human resource development and staff welfare in organizations.
6. Examine policy formulation, planning, monitoring, and evaluation in organizations.
7. Recognize ethical issues and challenges faced in organizational social work practice.

18.3 MEANING AND CONCEPT OF SOCIAL PROTECTION

Concept and Meaning of Social Protection

Social protection refers to a set of public and private measures designed to reduce poverty, vulnerability, and inequality by providing support to individuals and households facing economic and social risks. It aims to ensure minimum living standards and safeguard people from life-cycle risks and social contingencies.

Social protection includes policies and programmes that address:

- Income insecurity
- Health risks
- Unemployment and underemployment
- Old age dependency
- Disability and chronic illness
- Social exclusion

According to the International Labour Organization (ILO), social protection encompasses policies designed to reduce poverty and vulnerability through efficient labour markets, reduced exposure to risks, and enhanced capacity to manage economic and social risks.

18.4 CONCEPT AND MEANING OF SOCIAL SECURITY

Social security is a narrower but legally structured component of social protection. It refers to statutory or institutional arrangements that provide income maintenance and medical care in times of need. Social security is primarily concerned with protecting workers and their

families against loss of income due to contingencies beyond their control.

The ILO defines social security as “the protection which society provides for its members through a series of public measures against economic and social distress.”

Social security is usually provided through:

- Social insurance
- Social assistance
- Universal social services

Objectives of Social Protection and Social Security

The major objectives include:

- Ensuring minimum standards of living
- Reducing poverty and inequality
- Providing income security during contingencies
- Promoting social inclusion and human dignity
- Protecting vulnerable and marginalised groups
- Supporting economic stability and productivity

18.5 CONSTITUTIONAL BASIS OF SOCIAL SECURITY IN INDIA

Although the Indian Constitution does not explicitly use the term “social security,” it strongly supports the concept through the Directive Principles of State Policy (DPSP).

Relevant constitutional provisions include:

- **Article 38:** Promotion of welfare of the people
- **Article 39:** Right to adequate means of livelihood
- **Article 41:** Right to work, education, and public assistance
- **Article 42:** Provision for just and humane conditions of work and maternity relief
- **Article 43:** Living wage and decent standard of life
- **Article 47:** Duty of the state to improve public health

These articles impose a moral obligation on the state to establish social security systems for its citizens.

18.5.1 Types of Social Security

Social Insurance

Social insurance schemes are contributory in nature, where employees and employers contribute to a common fund. Benefits are provided as a matter of right.

NOTE

Examples:

- Employees' State Insurance Scheme (ESIS)
- Employees' Provident Fund (EPF)

Social Assistance

Social assistance schemes are non-contributory and financed by the state. They target economically weaker sections.

Examples:

- Old age pension schemes
- Disability pensions
- Widow pensions

Social Services

These include health, education, housing, and nutrition services provided by the state.

Major Social Security Legislations in India

Employees' State Insurance Act, 1948

The Employees' State Insurance Act provides medical care and cash benefits to employees in cases of sickness, maternity, disablement, and death due to employment injury.

Key features:

- Applies to factories and notified establishments
- Covers employees earning below a prescribed wage limit
- Provides sickness benefit, maternity benefit, disablement benefit, and dependent benefit

Employees' Provident Funds and Miscellaneous Provisions Act, 1952

This Act ensures financial security after retirement through compulsory savings.

Components:

- Provident Fund
- Pension Scheme
- Deposit Linked Insurance Scheme

Payment of Gratuity Act, 1972

This Act provides for payment of gratuity to employees on termination of employment after continuous service.

Eligibility:

- Minimum five years of service

- Payable on retirement, resignation, death, or disablement

Maternity Benefit Act, 1961

The Act protects the employment of women during maternity and entitles them to maternity benefits.

Amendments:

- Extended maternity leave to 26 weeks
- Introduced creche facilities

8. Social Security for Unorganised Sector

A large proportion of India's workforce is employed in the unorganised sector, lacking formal social security coverage.

Unorganised Workers' Social Security Act, 2008

The Act aims to provide social security benefits to unorganised workers.

Features:

- Registration of unorganised workers
- Health and maternity benefits
- Old age protection

Code on Social Security, 2020

The Code consolidates multiple labour laws and extends coverage to gig and platform workers.

9. Social Assistance Schemes in India

Major schemes include:

- National Social Assistance Programme (NSAP)
- Indira Gandhi National Old Age Pension Scheme
- Indira Gandhi National Widow Pension Scheme
- Indira Gandhi National Disability Pension Scheme

These schemes aim to provide minimum income support to vulnerable groups.

10. Role of Government and NGOs

The government is the primary provider of social security through legislation and schemes. NGOs play a complementary role by:

- Creating awareness
- Facilitating access to benefits
- Advocating for policy reforms
- Monitoring implementation

11. Challenges in Social Protection and Social Security

- Limited coverage of informal sector
- Administrative inefficiencies

NOTE

NOTE

- Lack of awareness
- Financial constraints
- Regional disparities

12. Conclusion

Social protection and social security legislations are essential instruments for achieving social justice and inclusive development in India. While significant progress has been made, challenges remain in extending coverage and ensuring effective implementation. Strengthening institutional mechanisms, increasing public awareness, and adopting inclusive policies are necessary to realise the constitutional vision of a welfare state.

Check your progress

1. What is social protection?

2. What is social security legislation?

18.6 SUMMARY

- Social work practice with organizations focuses on improving institutional effectiveness and service delivery.
- Organizations play a critical role in social welfare and development.
- Social workers perform multiple roles including administrator, manager, advocate, and planner.
- Organizational structure, policy, and human resource development influence service outcomes.
- Ethical practice and accountability are central to organizational social work.
- Organizational interventions contribute to sustainable and equitable social development.

18.7 GLOSSARY

1. **Organization:** A structured system of roles and relationships designed to achieve specific goals.
2. **Organizational Practice:** Professional social work intervention aimed at improving institutional functioning.
3. **Human Resource Development:** Planned activities to enhance staff skills, knowledge, and performance.

NOTE

4. **Accountability:** Responsibility of organizations to stakeholders for actions and outcomes.
5. **Evaluation:** Systematic assessment of programmes and services to determine effectiveness.
6. **Advocacy:** Efforts to influence policies and practices in favour of clients and communities. j j j j j j j j j j j j n h n h m

18.9 ANSWERS TO CHECK YOUR PROGRESS

1. Social protection refers to policies and programmes that protect individuals and families from poverty, unemployment, illness, disability, and other social risks.
2. Social security legislation provides legal protection and benefits to individuals against risks such as old age, sickness, disability, and employment-related contingencies

18.10 SUGGESTED READINGS – OER

Sr. No.	Title	URL	QR Code
1	Social Welfare Administration and Legislation	http://books.aisectonline.com/User/UnitUrls?unitId=13704	

18.11 REFERENCES

1. Friedlander, W. A. (1974). *Concepts and Methods of Social Work*. Prentice-Hall.
2. Dubey, S. M. (1973). *Social Work Methods*. ICSSR.
3. Dey, A. (2014). *Social Action: A Development Approach for Empowerment*. New Delhi: Deep & Deep.
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6. Goetz, A. M., & Jenkins, R. (2005). *Reinventing Accountability: Making Democracy Work for Human Development*. Palgrave Macmillan.

18.12 EXERCISES

Part 1

A. Multiple choice questions:

NOTE

1. NGOs are primarily characterised by: a) Profit motiveb) Government controlc) Voluntary and non-profit natured) Political power
2. Transparency in NGOs refers to: a) Secrecy in operationsb) Open and accountable functioningc) Political alignmentd) Profit sharing
3. FCRA regulates: a) Domestic donationsb) Foreign contributionsc) Employee welfare d) Registration of companies
4. Government aid to NGOs aims to: a) Control NGOsb) Replace government programmesc) Strengthen welfare deliveryd) Eliminate NGOs
5. Social audit is a tool for: a) Recruitmentb) Transparency and accountabilityc) Wage fixationd) Promotion

Answers: 1-c, 2-c, 3-c, 4-b, 5-b

B. Small answer type question

1. Define social work practice with organizations.
2. State any two objectives of organizational social work practice.
3. Mention two roles of a social worker in an organizational setting.
4. What is meant by organizational structure?
5. Why is staff welfare important in social work organizations?

Part 2

C. Long answer type question (answer in 200 words)

1. Explain the concept and scope of social work practice with organizations.
2. Discuss the objectives and principles guiding organizational social work practice.
3. Describe the various roles played by social workers in organizational settings.

Part 3

D. Long answer type question (answer in 300 words)

1. Examine the importance of human resource development and staff welfare in social work organizations.
2. Discuss the role of planning, monitoring, and evaluation in organizational practice.
3. Analyse the ethical issues and challenges faced by social workers in organizational settings.

UNIT 19

DISABILITY-RELATED AND HEALTH-RELATED LEGISLATIONS IN INDIA

NOTE

STRUCTURE:

- 19.1 Introduction
- 19.2 Objective
- 19.3 Concept and Features of Social Action
- 19.4 Scope and Application of Social Action
- 19.5 Social Action and Implementation of Social Legislation
 - 19.5.1 Strategies for Legal Empowerment and Role of Judiciary and PIL
- 19.6 Summary
- 19.7 Glossary
- 19.8 Answers to check your progress – possible one
- 19.9 Suggested readings - OER
- 19.10 Reference
- 19.11 Exercise
- 19.12 Feedback form

19.1 INTRODUCTION

Disability-related and health-related legislations are critical components of the welfare framework of a modern democratic state. In India, a large section of the population faces health vulnerabilities due to poverty, malnutrition, disability, occupational hazards, environmental degradation, and limited access to healthcare services. Disability and ill health not only affect individuals physically and mentally but also have serious social and economic consequences, including exclusion from education, employment, and community life.

Recognising these realities, the Indian state has enacted a range of legislations to protect the rights of persons with disabilities and to ensure access to healthcare services for all citizens. These laws are rooted in constitutional principles of equality, dignity, and social justice. This unit examines the concept of disability and health as social concerns, the constitutional and international framework, and major disability-related and health-related legislations in India.

19.2 OBJECTIVES

After studying this unit, the learner will be able to:

SOCIAL WELFARE ADMINISTRATION AND LEGISLATION

NOTE

1. Understand the concept and scope of social work practice with organizations.
2. Explain the objectives and principles guiding organizational social work practice.
3. Identify the various roles performed by social workers in organizational settings.
4. Analyse organizational structures and their impact on service delivery.
5. Understand the significance of human resource development and staff welfare in organizations.
6. Examine policy formulation, planning, monitoring, and evaluation in organizations.
7. Recognize ethical issues and challenges faced in organizational social work practice.

19.3 CONCEPT OF DISABILITY

Disability is a complex and multidimensional concept. Traditionally, disability was viewed through a medical lens, focusing on physical or mental impairments of the individual. Contemporary approaches, however, recognise disability as a social construct shaped by environmental, attitudinal, and institutional barriers.

According to the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD), persons with disabilities include those who have long-term physical, mental, intellectual, or sensory impairments which, in interaction with various barriers, may hinder their full and effective participation in society on an equal basis with others.

Disability can be broadly classified into:

- Physical disability
- Sensory disability (visual and hearing impairment)
- Intellectual disability
- Mental illness
- Multiple disabilities

3. Concept of Health and Public Health

Health is not merely the absence of disease but a state of complete physical, mental, and social well-being. This holistic definition was provided by the World Health Organization (WHO). Public health focuses on preventing disease, prolonging life, and promoting health through organised efforts of society.

Health-related legislations aim to:

NOTE

- Prevent the spread of diseases
- Regulate health institutions and professionals
- Ensure access to healthcare services
- Protect vulnerable populations
- Promote environmental and occupational health

19.4 CONSTITUTIONAL AND INTERNATIONAL FRAMEWORK

4.1 Constitutional Provisions

The Indian Constitution provides a strong foundation for disability and health-related welfare through Fundamental Rights and Directive Principles of State Policy.

Relevant provisions include:

- **Article 14:** Equality before law
- **Article 15:** Prohibition of discrimination
- **Article 21:** Right to life and personal liberty (interpreted to include right to health)
- **Article 41:** Public assistance in cases of disability
- **Article 42:** Just and humane conditions of work
- **Article 47:** Duty of the state to improve public health

4.2 International Framework

India is a signatory to several international conventions, including:

- United Nations Convention on the Rights of Persons with Disabilities (UNCRPD)
- Universal Declaration of Human Rights
- International Covenant on Economic, Social and Cultural Rights

These instruments have influenced disability and health policies in India.

19.5 MAJOR DISABILITY-RELATED LEGISLATIONS IN INDIA

5.1 Rights of Persons with Disabilities Act, 2016

The Rights of Persons with Disabilities (RPwD) Act, 2016 replaced the Persons with Disabilities Act, 1995 and marked a paradigm shift from a welfare-based approach to a rights-based approach.

Key features:

- Recognises 21 categories of disabilities
- Guarantees equality and non-discrimination
- Reservation in education and employment

NOTE

- Right to accessibility in physical and digital environments
- Special provisions for women and children with disabilities
- Establishment of Central and State Advisory Boards

5.2 National Trust Act, 1999

The National Trust for Welfare of Persons with Autism, Cerebral Palsy, Mental Retardation and Multiple Disabilities Act, 1999 focuses on protecting the rights of persons with specific disabilities.

Objectives:

- Enable independent living
- Support guardianship
- Promote community-based care

5.3 Mental Healthcare Act, 2017

The Mental Healthcare Act, 2017 aims to provide mental healthcare services and protect the rights of persons with mental illness.

Salient features:

- Right to access mental healthcare
- Decriminalisation of suicide attempts
- Regulation of mental health establishments
- Emphasis on informed consent and confidentiality

19.5.1 Health-Related Legislations in India

Epidemic Diseases Act, 1897

This Act empowers the government to take special measures during outbreaks of dangerous epidemic diseases.

Clinical Establishments (Registration and Regulation) Act, 2010

The Act aims to regulate clinical establishments to ensure minimum standards of healthcare services.

National Medical Commission Act, 2019

This Act replaced the Medical Council of India and seeks to improve the quality and accessibility of medical education and healthcare.

Food Safety and Standards Act, 2006

The Act ensures availability of safe and wholesome food for human consumption by regulating food safety standards.

Health Insurance and Social Health Protection

Health insurance is an important instrument of social health protection. Government-sponsored schemes aim to reduce out-of-pocket expenditure and improve access to healthcare.

NOTE

Major schemes include:

- Ayushman Bharat – Pradhan Mantri Jan Arogya Yojana (PM-JAY)
- Employees’ State Insurance Scheme
- Central Government Health Scheme (CGHS)

Role of Government and NGOs

The government plays a primary role in policy formulation, legislation, and service delivery. NGOs complement government efforts by:

- Advocacy for disability rights
- Awareness generation
- Service delivery and rehabilitation
- Community-based rehabilitation programmes

9. Challenges in Implementation

- Lack of awareness of rights
- Inadequate infrastructure and accessibility
- Shortage of trained professionals
- Regional and rural–urban disparities
- Stigma and discrimination

10. Conclusion

Disability-related and health-related legislations are essential for building an inclusive and humane society. While India has made significant progress in adopting rights-based laws and health reforms, effective implementation remains a challenge. Strengthening institutional capacity, promoting community participation, and adopting inclusive development strategies are necessary to realise the constitutional vision of social justice and human dignity.

Check your progress

1. Why are disability-related legislations important?

2. What is the purpose of health-related legislation?

19.6 SUMMARY

- Social work practice with organizations focuses on improving institutional effectiveness and service delivery.

NOTE

- Organizations play a critical role in social welfare and development.
- Social workers perform multiple roles including administrator, manager, advocate, and planner.
- Organizational structure, policy, and human resource development influence service outcomes.
- Ethical practice and accountability are central to organizational social work.
- Organizational interventions contribute to sustainable and equitable social development.

19.7 GLOSSARY

1. **Organization:** A structured system of roles and relationships designed to achieve specific goals.
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3. **Human Resource Development:** Planned activities to enhance staff skills, knowledge, and performance.
4. **Accountability:** Responsibility of organizations to stakeholders for actions and outcomes.
5. **Evaluation:** Systematic assessment of programmes and services to determine effectiveness.
6. **Advocacy:** Efforts to influence policies and practices in favour of clients and communities.

19.9 ANSWERS TO CHECK YOUR PROGRESS

1. Disability-related legislations protect the rights of persons with disabilities and promote equality, accessibility, inclusion, and participation in society.
2. Health-related legislation protects public health, regulates healthcare services, ensures patient rights, and promotes access to essential healthcare facilities.

19.10 SUGGESTED READINGS – OER

Sr. No.	Title	URL	QR Code
1	Social Welfare Administration and Legislation	http://books.aisectonline.com/User/UnitUrls?unitId=13705	

19.11 REFERENCES

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19.12 EXERCISES**Part 1****A. Multiple choice questions:**

1. NGOs are primarily characterised by:
 - a) Profit motive
 - b) Government control
 - c) Voluntary and non-profit nature
 - d) Political power
2. Transparency in NGOs refers to:
 - a) Secrecy in operations
 - b) Open and accountable functioning
 - c) Political alignment
 - d) Profit sharing
3. FCRA regulates:
 - a) Domestic donations b) Foreign contributions
 - c) Employee welfare d) Registration of companies
4. Government aid to NGOs aims to:
 - a) Control NGOs
 - b) Replace government programmes
 - c) Strengthen welfare delivery
 - d) Eliminate NGOs
5. Social audit is a tool for:
 - a) Recruitment

NOTE

NOTE

- b) Transparency and accountability
- c) Wage fixation
- d) Promotion

1. c) Voluntary and non-profit nature

Explanation: NGOs generally operate voluntarily without profit motives, focusing on social welfare, development, community support, and public service activities.

2. b) Open and accountable functioning

Explanation: Transparency means NGOs openly disclose their activities, finances, decisions, and use of resources to stakeholders and beneficiaries.

3. b) Foreign contributions

Explanation: The Foreign Contribution Regulation Act regulates the acceptance and utilization of foreign contributions by eligible individuals and organizations in India.

4. c) Strengthen welfare delivery

Explanation: Government aid helps NGOs expand services, implement welfare programmes, reach beneficiaries, and strengthen social development and service delivery.

5. b) Transparency and accountability

Explanation: Social audit promotes transparency and accountability by enabling stakeholders and communities to review programmes, resources, activities, and outcomes.

B. Small answer type question

1. Define social work practice with organizations.
2. State any two objectives of organizational social work practice.
3. Mention two roles of a social worker in an organizational setting.
4. What is meant by organizational structure?
5. Why is staff welfare important in social work organizations?

Part 2

C. Long answer type question (answer in 200 words)

1. Explain the concept and scope of social work practice with organizations.
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Part 3

D. Long answer type question (answer in 300 words)

1. Examine the importance of human resource development and staff welfare in social work organizations.
2. Discuss the role of planning, monitoring, and evaluation in organizational practice.
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NOTE

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SLM FEEDBACK FORM

PROGRAMME : _____

COURSE : _____

BLOCK : _____

UNIT : _____

Dear Student,

While studying the units of this block, you may have found certain portions of the text difficult to comprehend. We wish to know your difficulties and suggestions, in order to improve the course. Therefore, we request you to fill up and send us the following questionnaire, which pertains to this block. If you find the space provided insufficient, kindly use a separate sheet.

Please mail to aisectcontent@aisect.org/ for online submission please scan QR code:

Questionnaire

1. Name : _____

2. Enrolment No. :

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3. How many hours did you need for studying the units? :

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4. Please give your reactions to the following items based on your reading of the block:

Items	Excellent	Very Good	Good	Poor	Give specific Examples (If poor)
Presentation Quality					
Language and Style					
Illustrations					
Used (diagrams, tables, etc.)					
Conceptual Clarity					
Check Your Progress Questions					
Suggested Readings - OER					

5. Any other comments:
