Chapter - IV

Financial System, Supervision and Monitoring
A - FINANCIAL RESOURCES OF NSS

In 1969, when the National Service Scheme was started, an expenditure of Rs. 150/- per NSS student per annum was estimated. Out of this amount of Rs. 150/- an amount of Rs. 30/- per NSS student was to be spent by the Central Government on items like establishment expenditure on specialised institutions for research and evaluation, providing necessary training facilities through school of social work / institutions (now designated as training and orientation centres), organising refresher courses, establishment of NSS regional centres and maintaining a small pool of camp equipment and stores and a few vehicles for the camps. The remaining amount of Rs. 120/- per NSS student was to be utilised for NSS programmes and was to be shared between the central and state Government, the Central Government contributing Rs. 70/- and the state Govt. Rs. 50/- per NSS student per annum.

Whereas the central Government continues to meet the expenditure of upto Rs. 30/- per NSS student for items listed above, the pattern of expenditure for programmes under NSS has been revised more than twice, keeping in view the rise in the price of goods and services over the years.

At present two types of programmes are organised under NSS. These are regular NSS programmes taken up during week ends or
after college hours. "The activities taken up in these camps are such as can be completed during the limited time available with the students. Keeping in view the local needs and nature of projects, mini camps of upto 3-4 days can also be organised now. the other programmes taken up under NSS are those which are carried out during vacations / long holidays. During these camps some specific community projects are identified in advance for completion during the camp period of 10-15 days."

1- Regular NSS Programme:

Under the existing pattern of assistance, an expenditure of upto Rs. 80/- per NSS student enrolled per annum can be incurred under the regular NSS programme. This amount of Rs. 80/- per NSS student is shared between the central and state governments in ratio of 7:5 except in the case of state of Jammu and Kashmir and union territories without legislature, in whose case the entire expenditure is met by the central Government. Out of this amount of Rs. 80/- per NSS student, an amount of Rs. 3/-, Rs. 10/-, and Rs. 15/- can be retained for meeting administrative expenses at the state, university and college level respectively. The remaining amount of Rs. 52/- per NSS student per annum is for actual programme development. Detailed guidelines for utilising this amount of Rs. 80/- per NSS student per annum are given in department of youth affairs and sports letter No. F.1-11 / 84-ys. III dated the 18th June, 1984 in Appendix XIII.

The revised pattern of expenditure from 1991-92 on the regular
NSS programme is Rs. 120/- per volunteer enrolled per annum. This amount of Rs. 120/- per volunteer is shared between the central and state governments in the ratio of 7:5 except in the case of state of Jammu and Kashmir and union territories without legislature, in whose case the entire expenditure is met by the central Govt. Out of this amount of Rs. 120/- per volunteer, an amount of Rs. 15/- and Rs. 30/- can retained for meeting administrative expenses at the university, college and +2 levels respectively. An amount of Rs. 75/- per volunteer per annum is for programme development expenses. This amount is to be utilised on refreshment to volunteers for community visits during regular programmes, transportation and related expenses.

2 - Special Camping Programme:

Under the special camping programme, camps of generally 10 days duration are organised during vacations. Only 50% of the total NSS student strength in a university / college participates in these camps. Under the financial pattern operative from 1986-87 "an expenditure of upto Rs. 15/- per camper per day can be incurred on boardings lodging of the campers, transportation of campers to the venue of camp and some miscellaneous expenses." Instruction regarding financial pattern under the special camping programme are given in appendix-xiii.

"The revised pattern of expenditure which is operative from 1991-92 on the NSS special camping programme is Rs. 200/- per camper for 10 day camp i.e. Rs. 20/- per volunteer per day including boarding, lodging, transportation and miscellaneous expenses."
3 - Day Camps:

The general policy is that day camps should not be organised because it is not in keeping with the spirit of group living and collective experience sharing, expected of in a special camp. The effort is to avoid holding of such day camps. However, where it becomes absolutely unavoidable and the local situations so demand, such day camps for not more than 4 days have been organised. These camps are not treated as full fledged special camps. It is treated as part of the regular NSS activity. The pattern of expenditure for day camps has been revised from Rs. 4/- per person per day (till 1985-86) to Rs. 6/- per person per day from 1986-87 to 1990-91 as per guidelines. (For detail please see appendix - XIII) "Under the existing financial pattern operative from 1991-92 for day camps Rs. 8/- per volunteer per diem.""!

Day camps which are being organised for completion of specific regular projects during the week ends of minimum 8 hours duration."
B - GRANTS AND ACCOUNTS

The programme of National Service Scheme can be successfully organised only if funds flow at various levels in time so that the programmes planned by National Service Scheme units could be undertaken in time. At times, the programmes suffer due to non-release of grant by the State Government (along with the Central share) to the universities and because of delays on the part of the universities to release the funds to the colleges. To ensure that the programme does not suffer in the absence of funds, following arrangements have been followed at various levels:

I - Grant for Special Camping Programme:

The first instalment of central share of grant for special camping programme have been released in January preceding the financial year in which the camps are to be organised. The state Govt. has released the grant to the universities (along with their matching share) by the 15th of March of the preceding financial year. The universities ensure that the funds are released to the colleges by 15th of April of the financial year in which camps are to be organised. As no deduction is to be made out of the special camping grant, it is possible for the state Governments and universities to release the camping grant to colleges by 15th April or even earlier. The programme coordinators of NSS in the universities send a certificate to the state Government, concerned NSS regional centre and youth affairs department, by 30th of April every year, that the entire grant (central and state share both) has been
released to the colleges by the stipulated time. As for as possible, separate accounts for NSS grant should be maintained in the universities so that the NSS funds are not utilised for any other purpose and the coordinator is also in a position to submit this certificate (indicating the amount) to all concerned in time. The second instalment of grant is released only on receipt of such a consolidated certificate from the state Government as also a receipt of accounts in respect of grants sanctioned upto the last two years. For instance, second instalment for 1997-98 was released on receipt of certificate from the state Government that all camping grants sanctioned upto 1996-97 (including the grant sanctioned in 1996-97 for 1997-98) have been released to the universities/colleges and accounts in respect of grants sanctioned upto 1995-96 grants released for regular and special camping programme doesn't mixed, as for as possible. (A comparative statement of release of grant to state/UTS for regular and special camping are given in Appendix XIII, Annuxure, I-II.

II - Grants for Regular NSS Activities:

The Central Government will release first instalment for regular NSS programme to the state governments either in January/February of the year preceding the financial year in which activities are to take place. In any case, the first instalment has been released in the first quarter of the concerned financial year. The state governments and universities ensure that the process of release of grant by the to the colleges (after deducting Rs. 3/- and Rs. 10/- per NSS student respectively for meeting administrative expenses) is completed within
one month and latest by 30th June so that immediately after colleges reopen, funds have utilised by the NSS units for regular NSS programmes. The second instalment of regular NSS grant is released by the central government on receipt of the following information:

1- A certificate to the effect that all grants (central and state share both) have been released by the state government to the universities and by the universities to the colleges; in case there is some amount remaining undisbursed, the same will reflect in the certificate along with reasons for its non-release; and

2- Accounts in respect of grants sanctioned upto two years before the year in which second instalment is to be released. As second instalment have been released on the basis of actual enrolment, a statement indicating the actual enrolment done by various universities / colleges in the state upto 30th September is also necessary. The names of the universities which failed to furnish this information to the state government is indicated in the statement so that proportional deduction is made and corrective measure taken to bring out improvements in the functioning of the programme. In this connection detailed guidelines, both with regard to release of grants for special camping programme and regular NSS activities are given in Appendix - IX.
C - SUPERVISION, AND MONITORING

Supervision:

Supervision is a technique of staff development and staff management. Latin meaning of the words ‘Supervision’ is “looking over.” In other words, supervision is superior vision. Supervision is face to face oversight of assigned tasks and responsibilities for the purpose of assuring proper and effective performance. It is not a negative aspect of finding fault but a positive method of staff development in order to render better quality of service. The principles of supervision are derived from the technique of social work and method of administration.

Concept of Supervision:

In the olden times, supervision meant inspection of a junior by the superior. It has been recognised that merely because a person is placed higher in the organisational structure, he is not necessarily superior. In other words, contribution of a person at the lower level is not in any way unimportant. Therefore, supervision has a positive aspect which includes counselling and guidance. It also involves mutual understanding.

Types of Supervision:

The supervision can be of the following categories:

(1) “Supervision of the technical person by administrative or
voluntary supervision.

(2) Supervision of the administrative person by voluntary or technical person.

(3) Organisational supervision. National to state, state to university and university to college.

(4) Financial supervision of and by people having knowledge of financial rules and regulations.

**Purposes and Functions of Supervision:**

Supervision has the following purposes and functions:

(i) To see that the work is carried out in accordance with the rules, instructions and requirement of the agency.

(ii) To educate and develop the volunteer.

(iii) To assist the supervisor in having a grasp of the work.

(iv) To bring out best service from the volunteer.

(v) To evaluate and assess the capacity and the performance of the volunteer.

(vi) To bring about harmony and team work among the employees.

(vii) To produce orderliness in procedure and to maintain and develop standards of performance.

(viii) To get at weak spots in performance and to assist the supervisee in eliminating them.
(ix) To transmit the inspiration of the leader to members of the staff.

(x) To help the staff, volunteer and guide them.\textsuperscript{29}

**Conditions of Good Supervision:**

Supervision can be effective and useful provided certain conditions exist; some of these are:

1. Qualifications for different posts particularly of the supervisor and the supervised are laid down.

2. By virtue of his qualifications, experience and knowledge, the supervisor commands respect.

3. Well defined administrative structure with clear line of authority exists in the organisation. This also requires working out of job charts in the organisation.

4. Arrangements for orientation and refresher courses exist in the organisation.

5. There is proper atmosphere, complete absence of fear and suspicion for proper discipline and harmonious relationship.\textsuperscript{30}

**Methods and Techniques:**

There are a variety of methods and techniques of proper supervision, depending upon the situation of each case. Some of these methods are illustrated below:

1. Inspecting or visiting the supervisee if he is away from the
supervisor.

(2) Individual interview with supervisee.

(3) Staff meetings, conference.

(4) Presence of a supervisor at a meeting or a class or any other work situation taken up by the supervisee.

(5) The supervisor acts as a teacher or an advisor.

(6) The partnership concept and ‘let us do it’.

(7) Grant of incentives, awards and promotions.

In the process of supervision the following are certain dose which may be kept in mind:

(1) The supervisor should have the understanding of the human behaviour.

(2) The supervisor should build up a relationship with the staff which has "the element of impartiality, fair mindedness, objectivity, ability and willingness."

(3) The supervisor should encourage the supervisee when he has a difficult task or a problem to tackle by expressing his confidence in his ability to handle it.

(4) The supervisor should be praised warmly when he has done some good work.

(5) Any situation where a supervisee is disturbed or a problem, the supervisor should show sympathy and concern.
There are also some donts in the process of supervision. Some of these are illustrated below:

(1) The supervisor should not criticize, rebuke or humiliate the supervisee in the presence of others.

(2) A supervisor should not be compared with his other colleagues.

(3) The supervisor should not undermine the authority or status of the supervisee by encouraging his subordinates to carry tales against him or “to keep an eye on him.”

(4) The supervisor should not give the impression of having any favourites or showing prejudice against anyone.

(5) The supervisor should not insist or rigid application of the rules.

The officers of the state governments, officers of NSS regional centers, programme coordinators of NSS in the universities and principals of the colleges have visit as many as possible, both under the regular NSS as well as special camping programmes so that the programme officers and NSS students feel encouraged with the on-the-spot guidance and counselling for effective implementation of the programme. For this purpose it is necessary that each NSS units fixes some targets to be achieved during the year during regular NSS programmes, mini camps and special camps during vocations. Identifications of projects to be completed during the year within one month of the compilation of enrolment and intimated to programme
coordinator of NSS in the concerned university, the concerned NSS regional centre and the state government. The NSS regional centres will keep the state government and central government apprised of the projects for the purpose of monitoring and supervision.

**Monitoring:**

For effective implementation of the programme, it is necessary that the programme is constantly monitored through periodical reports, field visit and otherwise so that where necessary, corrective measures could be taken. The experience has shown that the universities have not been able to send the periodical report either due to lack of staff or due to non-availability of information regarding expenditure on the programmes from the colleges. Keeping in view the difficulties faced by the universities, column relating to expenditure on programme has been detailed. In case the programme coordinators and programme officers consider it necessary, they can deploy one or two NSS students in preparation of the report, and to treat the period spent by them towards 120 hours of social service expected to be rendered by them under regular NSS programme. The periodicity of the report has also been reduced from quarterly to half yearly and a new proforma for half yearly report has been evolved. (Detailed guidliness for periodical reporting and proforma for half-yearly report is at appendix-IV). It is the responsibility of the programme coordinator of NSS in the universities and concerned NSS regional centre to ensure that half-yearly reports for period ending 30th September and 31st March every year are sent to all concerned by 31st October and 30th April respectively positively.
Footnotes


2. Ibid. P. 43.


5. Ibid, P. 44.


8. Ibid - P. 12, 13.


12. NSS Manual, Govt. of India, Ministry of Human Resource


16. Ibid - P. 44.


22. Ibid - P. 47.


27. Ibid - P. 65.


34. NSS Manual, Govt. of India, Ministry of Human Resource
35. Ibid - P. 52.

36. Ibid - P. 52.

37. NSS Information Booklet, Scheme of Assistance to Voluntary Organisations Working in the Field of Youth, Govt. of India, Ministry of Human Resource Development, Department of Youth Affairs & Sports, Shastri Bhawan, New Delhi, 1991, P. 4.

38. Ibid - P. 5.

