Every human activity requires organized effort for its effective accomplishment. State and society are best human organizations. Early sociologists and social philosophers used the term 'Organization' with reference to societies. Later usage applies it to groups of all sizes. According to Gould and Kolb, organization denotes both a structure and a process. As structure, an organization is any stable pattern of interrelation among component parts which forms a whole having characteristics not manifest in the separate parts. As process, it is used to refer to the manner in which these entities are formed.

Organisation has been viewed differently by different scholars. It has been described as a system of communication, a means of problem-solving, and a means of facilitating decision-making. Some regard it as assemblages of interacting human beings, while others view it as an arrangement of tasks. To some, it is the process of identifying and grouping the work to be performed, defining and delegating authority, and making the best use of the skill of members. To others, it is the pattern of ways which lead

to conscious, systematic establishment and accomplishment of mutually agreed purposes. Some opinions support one another; others are in direct conflict and yet, says Litterer 'all profess to be talking about organisations'.

The importance of organisation increases in case of voluntary agencies as they can make a better use of human efforts and resources only by carving a well-knit structure. Chester I Barnard's view that 'informal organisations always arise in formal organisations', seems to be true of voluntary agencies operating in India. These agencies, usually, don't follow the formal blue-print but work through human relations and mutual co-ordination. The organisational set up of women welfare agencies included in this study has been examined in the following pages.

THE ASSOCIATION FOR SOCIAL HEALTH IN INDIA (ASHI)

The activities of the ASHI are carried out through three main bodies: the General Body, the Executive Committee, and the Home Committee. The General Body comprises all members, and is a deliberative organ, the Executive Committee consists of eleven members.

11. ASHI (Jalandhar branch), Memorandum and Rules and Regulations (n.d.), Art.I(b), p. 3.
office-bearers, and an equal number of social workers who can devote time and energy to the cause of women,\textsuperscript{12} and the Home Committee is made up of two office-bearers of the ASHI and five to seven other members.\textsuperscript{13}

The General Body meets once a year to discuss the budget and the annual report, to evaluate its past programmes, and to chalk out plans for future action. Besides, it elects office-bearers for the forthcoming term, and also discusses such other matters as are included in the agenda.\textsuperscript{14}

The Executive Committee makes bye-laws for its working, delegates powers to office-bearers, and fixes up the annual meeting of the General Body. It has the authority to nominate either the Chairman or the General Secretary of the district branch to the governing body of the state branch. It appoints an Office Secretary to carry out various jobs, and fixes the honorarium for him.\textsuperscript{15} It also sanctions applications for membership\textsuperscript{16} and elects honorary members who have the aptitude for social work.\textsuperscript{17}

\begin{enumerate}
\item Ibid., p. 7.
\item ASHI (Jalandhar branch), 'Short Stay Home-Rules and Regulations', (typed copy), p. 6.
\item ASHI, Memorandum and Rules and Regulations, op. cit., Art. 10, p. 5; Art. 11, pp. 5-6.
\item Ibid., p. 7.
\item Ibid., Art. 5, p. 4.
\item Ibid., Art. 4, pp. 3-4.
\end{enumerate}
Chart 4.1

Organizational Structure of the ASHI

<table>
<thead>
<tr>
<th>General Body (All members of the ASHI)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Committee</td>
</tr>
<tr>
<td>A) Office-bearers (11)</td>
</tr>
<tr>
<td>i) President (1)</td>
</tr>
<tr>
<td>ii) Vice-President (2)</td>
</tr>
<tr>
<td>iii) Chairman (1)</td>
</tr>
<tr>
<td>iv) Vice-Chairman (2)</td>
</tr>
<tr>
<td>v) General Secretary (1)</td>
</tr>
<tr>
<td>vi) Treasurer (1)</td>
</tr>
<tr>
<td>vii) Joint Secretary (3)</td>
</tr>
</tbody>
</table>

| Members (7)                           |

| Home Committee                        |
| A) Office-bearers (2)                 |
| i) Chairman                           |
| ii) Secretary                         |

| Members (5-7)                          |
| i) Representative of Ministry of Social Welfare |
| ii) Psychiatrist                       |
| iii) Medical Practitioner              |
| iv) Journalist                        |
| v) Lawyer                             |
| vi) Voluntary social worker           |
| vii) Professional social worker       |

Source:
1. ASHI (Jalandhar branch) Memorandum and Rules and Regulations (n.d.)
2. ASHI (Jalandhar branch) 'Short Stay Home - Rules and Regulations' (n.d.)
The Executive Committee examines the progress of various programmes and prepares the annual report. It keeps a link, internally with the whole group and individual members, and externally with donors, social workers, and the district administration so as to remove impediments in the implementation of its programmes.

The Home Committee of the ASHI which is constituted annually manages the administrative affairs of the short stay home named Sanjeevani. Appointed by the Executive, its Chairman is either the President of the district branch or a member of the state branch of the ASHI. If a non-member of exceptional brilliance is appointed as Chairman, he is required to enrol himself as a member of the state branch at the earliest. The Ministry of Social Welfare has also a representative on the Committee. 18

Voluntary social workers, psychiatrists, medical practitioners, journalists, lawyers, and professional social workers, are also associated with the Home Committee. Each member is assigned a specific task depending upon his interest and competency in the field, and is required to visit the Home at least once a week. The Home Committee meets once a month to plan as well as review its works and activities. 19

The ASHI has eleven office-bearers - a President, two Vice-Presidents, a Chairman, two Vice-Chairmen, one General Secretary, three Joint Secretaries and one Treasurer. No election is held

19. Ibid., p. 7.
for the post of the President. The wife of the Deputy Commissioner of the district is given this honourable place, so that she may exercise her personal influence for the smooth functioning of the Association. She presides over the General Body and the Executive Committee, approves the agenda for meetings, and permits discussion on matters put up by the members. She has the right to exercise a casting vote in case of a tie. She can sanction funds and decide about other matters in consultation with the General Secretary.

The post of the Chairman is reserved for the wife of the Senior Superintendent of Police of the district. Her main job is to exercise personal influence in securing police help in matters which cannot be otherwise solved. In the absence of the President, she enjoys all powers of the President except the ones concerning finances.

The posts of Vice-Presidents are invariably occupied by the wife of the Additional Deputy Commissioner, and an active social worker. The Vice-Presidents have not been assigned any role by the memorandum, and hence their posts seem to be as ornate superfluous.

The Vice-Chairmen are elected from among prominent educationists and social workers of the city. They are expected to involve the youth in social welfare programmes, hold seminars on character building and social evils, and collect donations.

21. Ibid., Art. 11, pp. 5-6.
22. ASHI (Jalandhar branch), Annual Reports, 1978-85.
24. Ibid., Art. 11, p. 6.
Among all office-bearers, the General Secretary holds a pivotal position. Elected for two years by the General Body, she can contest again. The common experience is that members always prefer a smart, young, educated and resourceful lady who can manage the work most efficiently. She exercises such powers and is responsible for all such acts as are required for the proper conduct of administrative affairs. The General Secretary convenes the meetings of the Executive Committee, ensures co-ordination among members, and conducts all correspondence on behalf of the ASHI. She supervises the work of the paid staff and voluntary social workers, makes contacts with the elite of the city and represents the ASHI in state and national conferences on social work.25

Although bank accounts of the ASHI are operated jointly by the General Secretary and the President, the former can sign payment bills alone if the amount does not exceed Rs. 300/-. In all financial matters, the General Secretary and the President are assisted by the treasurer who is elected by the General Body.26

The ASHI has five types of members: patrons, life members, ordinary members, associate members, and honorary members. Since it deals with a number of social issues such as immoral trafficking among women and dowry deaths, it cannot work without the active co-operation of the district authorities. Hence, it always nominates the Deputy Commissioner of the district as its chief patron.27 Donors contributing Rs. 500/- and Rs. 200/- are taken as patrons and life members respectively, without any fuss.28 However, applications for

25. Ibid., pp. 6-8.
26. Based on personal interviews with Mrs. Parminder Berry, General Secretary, ASHI.
27. Memorandum and Rules and Regulations, op. cit., p. 3.
28. Ibid., Art. 2(b), Art. 3, p. 3.
Chart 4.2

Membership of the ASHI

Chief Patron
(Deputy Commissioner of the District)

Patrons
(Contributing Rs 500/- in lump sum)

Life Members Honorary Members Associate Members Ordinary Members
(Contributing Rs 200/- in lump sum)
(Elected by the Executive Committee) (Contributing Rs 5/- annually) (Contributing Rs 15/- annually)

Source: ASHI (Jalandhar branch), Memorandum and Rules and Regulations (n.d.)
ordinary membership are approved by the Executive Committee. Such
members must be adults, and are required to pay yearly subscription
of K. 15/- .29 Honorary members are elected by the Executive Committee
on the basis of their standing in the field of social work.30 They
neither have the right to vote nor can they contest elections.31

All members except the honorary ones must pay their
subscription in time. Those who fail to do so, cease to enjoy the
right to vote. Even if a member intends to resign, he is expected to pay all his dues before his request is
accepted. If a member does anything in contravention to the policies
of the ASHI, he can be suspended for three months provided two third
members of the Executive Committee are convinced with the charges.32

Our study revealed that no member was ever expelled, even though
charges of deliberate favouritism in marital disputes were levelled
against some of them during the period under study. It further
became known that some members were not at all serious in paying
their subscription, despite timely reminders. These were usually
paid on the eve of elections of office-bearers.

The most important wheel in the official machinery of the ASHI
is the Office Secretary. He is required to perform a number of duties,
namely, to keep a record of minutes and proceedings of all meetings,
maintain accounts, prepare documents for drawing grants from

29. Ibid., Art. 5, p. 4.
30. Ibid., Art. 4, pp. 3-4.
31. Ibid., Art. 6, p. 4.
32. Ibid., Art. 6-9, p. 4.
Chart 4.3
Staffing Pattern of the AShI

Office Secretary

<table>
<thead>
<tr>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Superintendant (Sanjeevani)</td>
</tr>
<tr>
<td>Matron (Sanjeevani)</td>
</tr>
<tr>
<td>Case Worker (Sanjeevani)</td>
</tr>
<tr>
<td>Instructor (Production Unit)</td>
</tr>
<tr>
<td>Instructor (Sewing Centre)</td>
</tr>
<tr>
<td>Instructor (Craft Centre)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leon (1)</td>
</tr>
<tr>
<td>Chowkidar (1)</td>
</tr>
<tr>
<td>Gatekeeper (1)</td>
</tr>
</tbody>
</table>

the central, state, and local governments, and other welfare agencies, verify bills of expenditure, and deal with all correspondence. He makes arrangements for the weekly meetings of the Family Counselling Centre on every Friday and of the Short Stay Home on every Wednesday. He helps the General Secretary in preparing the agenda and the annual reports both of the ASHI and the Sanjeevani, assists the President in general administration, and supervises the working of different units in the short stay home.

The administrative control of Sanjeevani rests with a resident Superintendent. The Home prefers a bachelor, widow, or a divorsee holding a Master's degree in social work or psychology to work on this post. Apart from admitting and discharging girls, she checks the accounts and the stores, and provides case work services to inmates. She is assisted by a matron in maintaining discipline and supervising the kitchen in the Home. The qualifications for the post of the Case Worker are the same as that of the Resident Superintendent. She is responsible for maintaining case registers, case files, and giving counselling, and family life classes.

Another important paid worker is the women counsellor in the Family Counselling Centre. She assists the Centre in handling different types of cases like family discord, marital maladjustment, wife-beating, or dowry death. She prepares a separate file for each case, and submits a monthly and an annual report of all cases to the state branch of the ASHI and the CSWB. Each vocational unit

33. Based on personal interviews with J. Kapoor, Office Secretary of the ASHI.
34. 'Short Stay Home-Rules and Regulations', op.cit., p. 2.
35. CSWB, Guidelines For the Family Counselling Centre (New Delhi, 1985), p. 2.
of the ASHI is headed by an instructor who holds a diploma in his respective field, and is competent to handle work independently.36

BHARTIYA GRAMIN MAHILA SAMITI (BGMS)

The BGMS is governed by two main bodies: the General Body and the Executive Committee. The General Body consists of four office-bearers and thirty-seven other members which include block development and panchayat officers, sarpanches and social workers. Like the ASHI, the General Body of the BGMS meets once a year to discuss the annual budget, and to decide about the opening of new centres.37

The Executive Committee which controls the administrative and managerial affairs of different centres has seven members in all.38 Normally, it meets once a month, but it can hold emergency meetings to settle important matters. One peculiar thing about the BGMS is that it does not hold elections for different posts. It is the Chairman who nominates everyone.39

The wife of the Deputy Commissioner occupies the office of the Chairman. She supervises the affairs of the Samiti, appoints Gramsevikas, balsevikas, Craft teachers, ayahs and helpers as per the requirement of different centres, and nominates block development and panchayat officers and sarpanches as members to seek their assistance in rural areas. The Chairman approves the agenda and minutes of meetings, reviews the working of all centres, and is

36. Based on personal observations.
37. Based on personal interviews with Mrs. Swaran Kakkar, Supervisor, BGMS.
38. The seven members are: Chairman, Vice Chairman, Honorary Secretary, Treasurer, Supervisor, and two BDPOs of Jalandhar East and Jalandhar West.
39. Based on interviews with Mrs. Kakkar.
Organizational Structure of the BGMS

General Body
(All members of the BGMS)

Executive Committee

A) Office-bearers (4)
   i) Chairman
      (Wife of Deputy Commissioner)
   ii) Vice-Chairman
      (A social worker)
   iii) Honorary Secretary
        (Lady Circle Supervisor)
   iv) Treasurer
        (Sarpanch of a village panchayat)

B) Members (3)

Supervisor
(BGMS Jalandhar branch)

BDPO
(Jalandhar East)

BDPO
(Jalandhar West)

Source: BGMS (Jalandhar branch), 'List of Activities' (n.d.)
instrumental in getting donations from industrialists, District Red Cross and other sources. In financial matters, the Chairman of the BGMS is more powerful than the President of the ASHI, as she can sign all cheques independently. The Vice-Chairman who is always a social worker of repute, discharges the functions of the Chairman, in her absence. 40

Another important office-bearer of the BGMS is the Honorary Secretary who is either the District Development Officer or the Lady Circle Supervisor. So far as the Jalandhar district is concerned, the latter has always acted as the Honorary Secretary because of two reasons. Firstly, the BGMS used the premises of the Lady Circle Supervisor for a number of years, and hence sought her active association in all its activities. Secondly, the Lady Circle Supervisor herself has been engaged in the task of women welfare in twelve blocks of the Jalandhar district, and can greatly help the BGMS in launching its programmes in the said areas. 41 Our field study has revealed that she has been conducting the monthly meetings of gramsevikas, balsevikas, craft teachers and ayahs to know the progress of different centres.

While in other voluntary agencies under study, the post of treasurer goes to a social worker, it is occupied by the Sarpanch of a village Panchayat in the BGMS. He is required to attend the meetings of the General Body and the Executive Committee, visit the office of the Samiti at least once a month to check the accounts of all centres, and to see that funds are utilised. 42

40. Ibid.
41. Based on an interview with Mrs. Vidya Wati, Honorary Secretary, BGMS.
42. Based on interviews with Mrs. Kakkar.
Chart 4.5

Staffing Pattern of the BGMS

Supervisor

<table>
<thead>
<tr>
<th>Gram Sevika/Bal Sevika</th>
<th>Gram Laxmi</th>
<th>Clerk cum Accountant</th>
<th>Sweeper</th>
</tr>
</thead>
<tbody>
<tr>
<td>(11)</td>
<td>(1)</td>
<td>(1)</td>
<td>(1)</td>
</tr>
</tbody>
</table>

Source: BGMS Pay Registers (1973-85)
At the apex of staffing pattern of the BOMS is the Supervisor who handles most of the work. It would be pertinent to mention that this post exists only in the Jalandhar district, the reason being that the Jalandhar Samiti is comparatively more active in organizing balwadis, creches, craft centres and nutrition programme centres. The Supervisor attends the office at the district headquarters in Jalandhar every Monday and Tuesday to manage routine affairs of different centres, and does field work during the remaining days. She informs the Chairman about the urgent needs of women and children benefitting from various programmes, and makes efforts to fulfil them. She makes arrangements for the monthly meetings of the staff and collects the progress reports of all centres to be sent to the state branch of the BOMS.143

The Supervisor acts as a link between the Chairman and the staff on the one hand, and between different staff members in various centres on the other.

Balwadis and nutrition programme centres are managed by balsevikas and gramsevikas. They are required to do a number of jobs, namely to hold classes for children and illiterate women with a view to teaching them the rudiments of vernacular languages, to provide adequate nutrition to children, to organize Mahila Mandalas, and to train rural women in the art of preserving foodgrains and maintaining kitchen gardens.144

43. Based on personal observations of the working of the BOMS (Jalandhar branch).
44. BOMS (Jalandhar branch), 'List of Activities', (typed copy), (n.d), p. 1.
At the grassroot level, bal wadis and nutrition programme centres are handled by six _svaha_ and ten _helpera_. The former prepare refreshment for children, the latter look after infants during balwadi hours. Besides, they assist craft teachers and _balsevikas_. In the village Bulandpur, a handicapped woman known as _gram larmi_ has been helping the _Samiti_ in running a creche, a balwadi and a craft centre on an honorary basis.45

**NARI NIKETAN**

On the face of it, the organizational structure of Nari Niketan seems to fall into two phases - the period before 1980, when as a registered body, it was being governed by set rules and regulations; and the period after 1980, when it came to be managed by a Trust. Despite the change in the names of governing bodies, the same persons remained in saddle, and continued to operate in virtually the same way.

Before 1980, the administration of the Niketan was controlled by a Managing Committee which comprised of philanthropists, educationists, industrialists, and prominent members of the general public. Its task was to review the working of the Niketan, examine the financial statements of the preceding year, sanction budget estimates, and form an Executive Committee through election. Unlike the governing bodies in other voluntary agencies under study, it could extend the term of office-bearers from one to five years by

Chart 4.6
Organizational Structure of Nari Niketan

Before 1980 ............................................................ After 1980

Managing Committee (all members of Nari Niketan)

Executive Committee: (13) 

Trustees: (5)  Advisory Committee: (13-23)

Office-bearers: (3)  Members: (8)

Office-bearers: (3)  Other Trustees: (2)

i) President
ii) Vice-President
iii) Honorary General Secretary
iv) Joint Secretary
V) Treasurer

Other Trustees: (3)  Members: (10-20)

Source:
1  Nari Niketan Rules and Regulations (Jalandhar 1960)
2  'Trust Deed of Nari Niketan' (July 1980)
3  Proceeding Book of the Niketan Trust (October 1980 onwards)
4  Meeting Minutes Book (August 1972 onwards)
passing a resolution to that effect. According to the prescribed rules and regulations the Committee was to have a President, a Vice-President, an Honorary General Secretary, a Joint Secretary, and a Treasurer. They were all to work on an honorary basis.

The Executive Committee consisted of all office-bearers and eight other members who were elected for the purpose in a special general meeting every year. The Committee was comparatively more powerful than other agencies. For example, the entire control and management of the moveable and immovable property of the ASHI was vested in the General Body, but it remained with the Executive Committee in the case of Nari Niketan. Again, while the rules and regulations of the ASHI could be altered, amended or deleted by the General Body, the same was done by the Executive Committee in the Niketan.

The Executive Committee held the reigns of administrative and organisational affairs. It could co-opt three honorary members for a year, and fill a vacancy in case of the resignation, death, or removal of an office-bearer. If any member wanted to regain his membership, he was required to make a request for the same to the Executive Committee, and pay the arrears of subscription. It gave an

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47. Ibid., Art. 3-4, pp. 1-2.


opportunity to issueless couples to adopt illegitimate or destitute children received by the Niketan. It took care of others in the Shishu Griha, and found suitable partners for them when they grew up.\textsuperscript{51} It could also use the funds of the Niketan subject to the supervision of the Managing Committee. It sanctioned money for purchases, and verified the expenditure made by the President and the Honorary General Secretary. It could open up new units or close old ones that had lost their utility. In the former case, it framed policy for their working, opened separate bank accounts, and allocated funds for their functioning. In the latter case, it took charge of their liabilities and assets.\textsuperscript{52}

As in other voluntary agencies, the President and the Honorary General Secretary held a prominent place in the Niketan. While the former performed some ornamental functions such as conducting the meetings of the Managing Committee and the Executive Committee, the latter bore the onus of looking after forlorn female children and elderly women. Although the rules and regulations inferred that the Vice-President could not preside over a meeting in the absence of the President, and that a Chairman will have to be elected for the said purpose, there is at least one instance to show that the Vice-President did preside over a meeting on 13 February 1978.\textsuperscript{53}

\textsuperscript{51} Mari Niketan, \textit{Rules and Regulations, op. cit.}, Art. 7(iv-viii), p. 4.
\textsuperscript{52} \textit{Ibid.}, Art. 6(iv-v), p. 3; Art. 7(x-xl), pp. 4-5.
\textsuperscript{53} \textit{Ibid.}, Art. 5(viii), p. 2; cf., Meeting Minutes Book (1972 onwards).
Another conspicuous point in the organisational structure of the Niketan before 1980 was that it had a permanent Honorary General Secretary since its inception, despite the fact that other office-bearers were elected according to the set rules and regulations. It may also be noted that the Honorary General Secretary enjoyed greater powers as compared to his counterparts in other voluntary agencies. While in the ASHI, the special meeting of the General Body could be called only by the Executive Committee, the same could be convened by the Honorary General Secretary of the Niketan, either of her own, or at the written request of seven members, by giving three days notice. Again, the Honorary General Secretary of the Niketan had, practically speaking, full control over all financial transactions, while in other agencies, it remained virtually in the hands of the treasurer. The reason for this was quite obvious. The Honorary General Secretary of the Niketan, besides being a dedicated social worker, happened to be the wife of the founder of this institution.

The Honorary General Secretary was required to defend all legal suits, sign documents, or swear affidavits in the name of the Niketan. In case a judicial degree was passed in favour of the institution she was competent to get it executed, and receive payment against receipts. She was authorised to compromise, or to refer to arbitration any action which required early settlement. She could engage a counsel and incur necessary expenses for the said purpose. She was also responsible for publishing the annual report.

of the Niketan. In this task, she was assisted by the Joint Secretary and the Manager.\(^55\)

Unlike the ASHI, the Niketan did not have any associate member. But it did have patrons, life members, honorary members, and ordinary members. Membership fee for patrons was the same as in the ASHI, i.e. Rs.500/-. However, there was a slight difference in subscription fee in the case of life members and ordinary members. While it was Rs.200/- and Rs.15/- respectively in the ASHI, it was Rs.150/- and Rs.12/- in the Niketan. Again, while honorary members were elected by the Executive Committee in the ASHI, they were co-opted in the Niketan.\(^56\)

The change of administrative control of the Niketan from a Managing Committee to a Trust in 1980, more or less, brought about a nominal alteration in its day-to-day working. The proposal for the creation of a Trust was made in a meeting of the Managing Committee of the Niketan on 14 October 1979. However, as is usually the case, the motive behind it was not explicitly stated. This is evident from the Meeting Minutes Register of the Niketan which makes a brief mention about it. Later, the Annual Report of the Niketan for the years 1979-80 and 1980-81, stated that the Trust was formed 'to make it a unique institution'.\(^57\)

The Trust deed of Nari Niketan signed on 7 July 1980 declared, inter alia:

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\(^55\) Based on personal interviews with Mrs. Pushpa Gujral, Honorary General Secretary of the Niketan. See also Nari Niketan, Rules and Regulations, op. cit., Art.7 (ii-iii), pp. 3-4.

\(^56\) Ibid., Art.2, p. 1.

(1) That the number of trustees shall not be more than five 
or less than three;\textsuperscript{58}

(2) That in case of a vacancy caused by death, resignation, 
removal, or any other cause, the donor, and after her death the 
remaining trustees, shall appoint one or more trustee or 
trustees;\textsuperscript{59}

(3) That trustees may frame the rules and regulations for the 
management of the Niketan;\textsuperscript{60}

(4) That Trustees may give any part of the land or building of 
Niketan, to any person or persons from year to year, or for any 
term of years at such rent and subject to such conditions 
and covenant as they think fit, and the rents received upon any 
such lease shall be put in the general fund of the Niketan.\textsuperscript{61}

(5) That the receipt of trustees for any money payable upon 
any sale, exchange or mortgage shall be sufficient discharge 
for the same to any purchaser, mortgagee, leaser or other 
person dealing with the trustees. \textsuperscript{62}

At its first meeting held on 29 October 1980, the Nari 
Niketan Trust unanimously elected three office-bearers from among 
its five members. These were the Chairman, the Treasurer, and the 
Honorary General Secretary. It was further decided that the bank 
account could be operated by any two office-bearers.\textsuperscript{63} In a 

\textsuperscript{58} Vide Trust Deed of Nari Niketan (Jalandhar, 1980), 
Provision 7, p. 4.
\textsuperscript{59} Ibid., p. 4.
\textsuperscript{60} Ibid., Provision 4, p. 2.
\textsuperscript{61} Ibid., Provision 5, p. 4.
\textsuperscript{62} Ibid., Provision 6, p. 4.
\textsuperscript{63} Vide Proceeding Book of the Niketan Trust.
subsequent meeting it was resolved that an advisory committee would be formed to carry out the day-to-day working of the institution. The Honorary General Secretary was authorized to nominate ten members for one year to work on honorary basis. Later, the number of members was increased to sixteen by passing a resolution to that effect. In actual practice, however, members were taken in liberally. 

Strangely enough, the Niketan Trust did not frame its new rules and regulations up to 1985, and even though these were presented and passed in supersession of the old rules on 1st June 1986, it had not published them till December 1987, for the knowledge of the general public. The question may arise at this stage how the Niketan Trust had been administering the affairs of the institution in the absence of written rules and regulations. Regular visits to the Niketan have revealed the fact that it was still being governed in the old fashion with a few minor changes here and there.

The Proceeding Book of the Niketan Trust shows that the trustees did take a number of decisions for running the day-to-day

64. Vide the Resolution passed by trustees on 6 June 1981. Ibid.
65. Vide the Resolution passed by trustees on 24 August 1984, Ibid.
administration, and to give financial stability to the institution. The Honorary General Secretary was given the authority to spend up to Rs. 5,000/- on a single item. She could also claim petrol expenses for doing official work. A doll-making centre was to be opened. The President was asked to arrange the investment of fixed deposits with institutions in government undertakings. Loans against fixed deposits were taken in 1983, as grant from the Social Welfare Department had not been sanctioned. Two schemes were introduced to cope with financial problems - to look for permanent monthly donors, and to construct shops in the premises of the Niketan for regular rent.

The paid staff of the Niketan remained the same as before. The lady Superintendent continues to be a permanent resident of the Niketan. It is her duty to provide for the upkeep of inmates, and to make sure that they maintain discipline and help one another. She is expected to instruct them in the true art of living, provide them a feeling of security, and fulfil their basic necessities of life. While performing her duties, she is assisted by the Deputy Superintendent who is also a permanent resident. It needs to be mentioned that the Deputy Superintendent does a lot more than her

68. Ibid., 3 June 1982.
69. Ibid.
70. Ibid., 24 October 1982.
71. Ibid.
72. Ibid., 4 June 1983.
73. Ibid., 24 August 1984.
### Chart 4.7

**Staffing Pattern of Nari Niketan**

- **Superintendent**
- **Manager**
- **Deputy Superintendent**

<table>
<thead>
<tr>
<th>Position</th>
<th>Number</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headmaster</td>
<td></td>
<td>(A.N. Gujral Memorial High School)</td>
</tr>
<tr>
<td>Teachers (10)</td>
<td></td>
<td>(A.N.)</td>
</tr>
<tr>
<td>Lady cook (1)</td>
<td></td>
<td>(A.N. Gujral Memorial High School)</td>
</tr>
<tr>
<td>Mistress (Rosary unit)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mistress (Knitting unit)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mistress (Tailoring unit)</td>
<td></td>
<td>(A.N. Gujral Memorial High School)</td>
</tr>
<tr>
<td>Deputy superintendent</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deputy superintendent</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staffing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Washman-Woman (1)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Midwife (1)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ajah (1)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lady cook (1)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Watchman (2)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Source:** Nari Niketan, Pay Registers (1978-85)
assigned duties. For example, she prepares salary bills of the staff and helps the Manager in keeping the daily account of income and expenditure.\textsuperscript{74}

The overall responsibility for conducting the affairs of the Niketan lies with the Manager. He deals with all correspondence, keeps a record of minutes and proceedings, and helps the Honorary General Secretary in preparing the annual report. He attends the meetings of the SSWAB ( Pb.) on behalf of the institution, and represents the case of Niketan for grants. The Manager keeps an eye on the working of craft units, maintains accounts, deals with issueless couples intending to adopt children, makes arrangements for the marriage ceremonies of inmates, and organizes functions for highlighting the activities of the Niketan. \textsuperscript{75}

The Niketan School has eleven members on its teaching staff with the headmaster as the primus inter pares. Each vocational unit of the Niketan such as hosiery, knitting, and tailoring, is managed by a mistress. Besides, there is a band of helpers, viz. a washer-woman, a mid-wife, an ayah, a lady cook, and two watchmen, to assist the Superintendent in conducting the affairs of the Niketan.

\textbf{SEWA SADAN}

A study of the Memorandum of Shrimati Kusum Trivedi Refugee Relief Fund Society (now Seva Sadan) gives the impression that the

\textsuperscript{74} Based on personal interviews with Mrs. Leela Watl and Mrs. Savitri Shama, the Superintendent and the Deputy Superintendent of the Niketan.

\textsuperscript{75} Based on personal interviews with C.D. Trehan, Manager of
Chart 4.8
Organizational Structure of Sewa Sadan

<table>
<thead>
<tr>
<th>Managing Committee</th>
<th>Sub-Committee (Number not exceeding ten)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(14)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Office-bearers (4) :</th>
<th>Members (10): (Social workers)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) President/Chairman</td>
<td>1) President/Chairman (Same as in the Managing Committee)</td>
</tr>
<tr>
<td>ii) Vice-President</td>
<td>ii) Vice-President*</td>
</tr>
<tr>
<td>iii) Secretary</td>
<td>iii) Secretary (Same as in the Managing Committee)</td>
</tr>
<tr>
<td>iv) Treasurer</td>
<td>iv) Treasurer</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Office-bearers (4) :</th>
<th>Members (5-6):</th>
</tr>
</thead>
<tbody>
<tr>
<td>A) Social workers (3-4)</td>
<td></td>
</tr>
<tr>
<td>B) Ex-Officio</td>
<td></td>
</tr>
<tr>
<td>i) Deputy Commissioner**</td>
<td></td>
</tr>
<tr>
<td>ii) Directoress of Relief and Rehabilitation Department**</td>
<td></td>
</tr>
<tr>
<td>iii) Superintendent of Sewa Sadan</td>
<td></td>
</tr>
</tbody>
</table>

* This post is not always filled.
** No longer taken as a member.

Source: 1) Sewa Sadan, 'Memorandum of the Association' (n.d.).
2) Sewa Sadan, Proceeding Register (September 1977 to October 1989).
The organization of this agency is quite different from others.
In fact it is not so. While the ASHI and the BOMS have a General Body and an Executive Committee, the Sedan (like Niketan before 1980) has a Managing Committee and a sub-Committee to conduct its affairs. The difference between them is not, in any way, functional but only in name.

The Managing Committee is composed of four office-bearers and ten other members. It meets once a year (often in April or May) at the residence of the permanent President to review official matters, elect its office-bearers, prepare budget for the forthcoming year, decide about the revision of salaries to its staff, and sanction major items of expenditure involving expansion, repair or renovation of the Sedan's building.

The Managing Committee appoints a Sub-Committee to conduct the affairs of the Children Home and the hostels, and to carry on day-to-day administration. Although the Sub-Committee is formed every year, its term can be extended if need be. The members of the Sub-Committee and all the elected office-bearers continue to be members and office-bearers till the Society elects new members and office-bearers. As per rules, the Sub-Committee must meet at least once a month. But, in actual practice, it meets only when there is some important matter to be discussed.

76. Based on the Meeting Suhana Register of Sswa Sedan.
78. Ibid., p. 1.
79. Nine monthly meetings were held in 1978, six in 1979, five each in 1980 and 1981, one in 1982, four in 1983, three in 1984 and two in 1985. When the construction of Working Women Hostel was going on, two special meetings were held both in 1978 and 1979. A special meeting was again held in 1981. See the Register containing the proceedings of Sswa Sedan, 1977-85.
Memorandum states that 'the society shall, from time to time, fix the number of members of the Sub-Committee', the convention is that it should not exceed ten in any case. Four out of these are office-bearers. The Chairman and the Secretary of the Sub-Committee are the same as those of the Managing Committee. While quorum for the meetings of the Managing Committee is fixed at five, it is three in case of the Sub-Committee. Of the three ex-officio members of the Society - the Deputy Commissioner, the Directoress of the Relief and Rehabilitation Department, and the lady Superintendent - the last is invariably accommodated in the Sub-Committee. Apart from implementing the decisions of the Managing Committee and supervising the working of different units of the Sadan, the Sub-Committee enjoys some financial powers as well.

The President of Sewa Sadan is a permanent office-bearer. The memorandum provides that 'Shrimati Kusum Trivedi, the founder of the fund is the life President of the Society, and shall continue to hold office unless she, of her own accord, retires. After her the Society will elect a President to hold office till the next general meeting of the Society but she will be eligible for re-election'. The proceedings of the Sadan show that Mrs. Trivedi

80. They are: President, Vice-President, Secretary, and Treasurer.
81. The provision of keeping the D.C. and the Directress as ex-officio members prevailed before the sixties but is currently not in vogue.
82. 'Copy of the Memorandum of the Association', op. cit., p. 1.
83. Ibid., p. 1.
remained President till she left her mortal frame in 1981. After her, Mrs. Prem Wati Thapar stepped into her feet. However, she was not designated as President of the Sedan but as its Chairman. The Memorandum states that the members of the Sub-Committee may also elect one or more Vice-Presidents. In common practice, it has been observed that the Sedan never had more than one Vice-President to act in the absence of the President, and even that occasion never arose till 1985.

The general administration of the Sedan is controlled by the Secretary. She prepares the agenda for the meetings of the Managing Committee and the Sub-Committee, and keeps a record of minutes, proceedings and relevant correspondence with the state and central governments. The Memorandum authorises any two of the office-bearers — the President, the Secretary and the Treasurer — to operate bank accounts. It has been observed that the President, being a resident of Delhi, cannot handle bank transactions in Jalandhar, with the result that the Secretary and the treasurer sign all cheques. However, they are not authorised to deal with the current accounts of the Sedan which are handled by the lady Superintendent.

Mrs. Prem Wati Thapar was the Vice-President of Sewa Sedan when Mrs. Trivedi died. From 1981 to 1983 she merely acted as the Chairman of the Annual Meetings of the Sedan. Towards the middle of 1983, she was unanimously elected to the post of the President. See Proceedings of the Annual Meetings of Sewa Sedan held in New Delhi on 3 August 1981 and 7 June 1983.

Copy of the Memorandum of the Association', op. cit., p. 1.
Copy of the Memorandum of the Association', op. cit., p. 2.
Based on personal interviews with Mrs. Pushpa Soni, Superintendent of Sewa Sedan.
The Memorandum of the Sadan gives the treasurer the responsibility to keep an accurate account of income and expenditure. It also authorises her to invest money or capital for profitable returns, if a resolution for the same is passed by the Sub-Committee. Besides, it is her duty to prepare the annual financial statements of different units of the Sadan, and follow all procedures for getting financial aid from the central and state governments. In this task, she is assisted by the Superintendent and staff members.  

The Memorandum of the Sadan gives the treasurer the responsibility to keep an accurate account of income and expenditure. It also authorises her to invest money or capital for profitable returns, if a resolution for the same is passed by the Sub-Committee. Besides, it is her duty to prepare the annual financial statements of different units of the Sadan, and follow all procedures for getting financial aid from the central and state governments. In this task, she is assisted by the Superintendent and staff members.  

The overall responsibility of work of the Sadan lies with the Superintendent who is a permanent resident. As stated earlier, she is an ex-officio member of the Managing Committee and the Sub-Committee. It is her duty to see that children are properly looked after in the Home, and girl residents in the Hostels. She gets sanction from the Sub-Committee for different items of expenditure. She assists the Secretary in preparing the annual report, and the Sub-Committee in crystallising certain objectives and providing for their fulfilment.

89. 'Copy of the Memorandum of the Association', op. cit., p. 2.
90. Based on an interview with Dr. (Mrs.) Vidya Wati, Secretary of the Sadan.
Chart 4.9
Staffing Pattern of Sewa Sadan

Superintendent

Warden (3)

Accountant (1)

Headmistress (2)

Children Home
Girls Hostel

Working Women Hostel

Model Industrial School

Teachers (6)

Model School

Industrial School

(3)

Cook (3)

Gardener (1)

Watchman (4)

Sweeper (4)

Peon (1)

Source: Sewa Sadan, Pay Registers (1978-85)
The Sedan has three wardens, one each for the Children Home, the Girls Hostel and the Working Women Hostel, to help the Superintendent in maintaining discipline, and for doing other jobs. The wardens are, in turn, assisted by a house-mother, an ayah and a helper. The Children Home and the Girls Hostel have three cooks; the Model School and the Industrial School have one headmistress and three teachers each. Besides, the Sedan has, for its maintenance and security, one gardener, four sweepers, four watchmen, and one peon.91

Membership of Sewa Sedan is subject to the decision of the Managing Committee. There is no membership fee, nor is anyone bound to give donations. What is expected of them all is that they should actively engage themselves in the working of the Sedan.

In order to understand the actual working of these organizations and to know the opinions of respondents about the related matters, they were asked a number of questions. Since voluntary action does not normally attract very many people, they were asked as to how they entered the arena of social work. The responses were as shown in Table 4.1 which is self explanatory.

91. Based on interviews with Mrs. Pushpa Soni, Superintendent of the Sedan.
Table 4.1
Motivation for Social Work

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Desire to Serve Others</th>
<th>To fulfil Economic Needs</th>
<th>To Kill Time</th>
<th>Just By Chance</th>
<th>Don't Know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office-holders</td>
<td>15</td>
<td>—</td>
<td>2</td>
<td>3</td>
<td>—</td>
<td>20</td>
</tr>
<tr>
<td>Social workers</td>
<td>38</td>
<td>—</td>
<td>4</td>
<td>3</td>
<td>5</td>
<td>50</td>
</tr>
<tr>
<td>Staff members</td>
<td>9</td>
<td>13</td>
<td>6</td>
<td>2</td>
<td>—</td>
<td>30</td>
</tr>
</tbody>
</table>

n = 100

The study further revealed that the respondents had been working for one welfare agency or another for a period ranging between one to more than twenty years. In three individual cases, those of Mrs. Pushpa Gujral and Mrs. Leela Wati of Nari Niketan, and Mrs. Pushpa Soni of Saws Sadan, it was observed that they had served the cause of women for more than four decades. Table 4.2 depicts how long the respondents had been engaged in the field of social work.

Table 4.2
Linkage with Social Work

<table>
<thead>
<tr>
<th>Period</th>
<th>No. of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than one year</td>
<td>14</td>
</tr>
<tr>
<td>More than one year</td>
<td>14</td>
</tr>
<tr>
<td>More than two years</td>
<td>8</td>
</tr>
<tr>
<td>More than five years</td>
<td>25</td>
</tr>
<tr>
<td>More than ten years</td>
<td>36</td>
</tr>
<tr>
<td>Twenty years or above</td>
<td>3</td>
</tr>
</tbody>
</table>

n = 100
Decision-making is most important for any agency as it affects policy-making and its implementation. The respondents were asked about the real decision-making authority in the voluntary agencies under study. Their views differed from agency to agency, and even within each agency, as shown in Table 4.3.

Table 4.3
Perceptions Regarding the Real Decision-Making Authority

<table>
<thead>
<tr>
<th>Name of the Organisation</th>
<th>General Body/Managing Committee/Trust</th>
<th>Executive Committee/Sub-Committee/Advisory Committee</th>
<th>President/Chairman</th>
<th>General Secretary</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASHI</td>
<td>-</td>
<td>19(55.88)</td>
<td>8(23.53)</td>
<td>7(20.59)</td>
</tr>
<tr>
<td>BGMS</td>
<td>-</td>
<td>5(19.23)</td>
<td>21(80.77)</td>
<td>-</td>
</tr>
<tr>
<td>Nari Niketan</td>
<td>4(20.00)</td>
<td>3(15.00)</td>
<td>2(10.00)</td>
<td>11(55.00)</td>
</tr>
<tr>
<td>Sewa Sadan</td>
<td>3(15.00)</td>
<td>12(60.00)</td>
<td>-</td>
<td>5(25.00)</td>
</tr>
</tbody>
</table>

n = 100  \hspace{1cm}  (Figures in parentheses show percentages)

Table 4.3 shows that majority of the respondents from the ASHI (55.88%) described the Executive Committee as the real decision-making authority. However, the remaining 44.12% believed to the contrary. Eight (23.53%) of them regarded the President, and seven (20.59%) regarded the General Secretary as wielding conclusive sway over administrative decisions. One can see that the Chairman in the BGMS, the General Secretary in Nari Niketan, and the Sub-Committee in Sewa Sadan, enjoyed commanding powers in
matter of taking decision. None of the respondents from the ASHI and the BGMS thought the General Body to be the supreme seat of decision-making. However, 25% of the respondents from Seva Sadan and 20% from Nari Niketan regarded the Managing Committee and the Trust respectively as the real decision-making body because they held that financial powers rested with these bodies.

There are bound to be differences among functionaries on one point or another. Surprisingly, when the respondents were asked about internal squabbles, 64% of them stated that there were none. The remaining 36%, however, did not agree. According to them, differences arose not on policy matters, but on who will get the maximum credit for their implementation. While ego clashes among the wives of officers and business magnets were not uncommon, they seldom made them public.

The respondents were further asked as to how they compared the working of their organisation with similar welfare agencies. Table 4.4 reveals their responses. As it was expected, majority of the respondents belonging to different agencies claimed that their organisation was better than others. Only a negligible number of functionaries - 2 in BGMS and 1 in Nari Niketan - painted a somewhat negative picture of their organisation. About one third of the functionaries felt that there was virtually no difference between different welfare agencies.
### Table 4.4

**Functionaries' Assessment of Other Welfare Agencies**

<table>
<thead>
<tr>
<th>Agency</th>
<th>Responses</th>
<th>Better</th>
<th>Worse</th>
<th>No Difference</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASHI</td>
<td></td>
<td>23</td>
<td>-</td>
<td>11</td>
<td>34</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(67.65)</td>
<td></td>
<td>(32.35)</td>
<td></td>
</tr>
<tr>
<td>BGMS</td>
<td></td>
<td>16</td>
<td>2</td>
<td>8</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(61.54)</td>
<td>(7.69)</td>
<td>(30.77)</td>
<td></td>
</tr>
<tr>
<td>Nari Niketan</td>
<td></td>
<td>13</td>
<td>1</td>
<td>6</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(65.00)</td>
<td>(5.00)</td>
<td>(30.00)</td>
<td></td>
</tr>
<tr>
<td>Seva Sadan</td>
<td></td>
<td>15</td>
<td>-</td>
<td>5</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(75.00)</td>
<td></td>
<td>(25.00)</td>
<td></td>
</tr>
</tbody>
</table>

n=100

(Figures in parentheses show percentages)

The success of an organization depends as much on the quality of its policies, and financial resources to back them up as on social workers who have the onerous task of implementing them. The activities of social workers are largely determined by the strategies and officially designated functions of the agencies in which they work. They have a unique contribution to make, and should not be regarded, in established services, as a substitute for professional staff. It may be noted that the concept of inserting trained personnel in voluntary agencies has


not so far gained much ground in India although there does exist a class of paid employees. One important reason for this is the poor terms and conditions of work and the lack of security of service in a voluntary agency.

Proper co-ordination between power and responsibility is a prerequisite to effective job performance. The study revealed that social workers of all the welfare agencies under study, were not only, by and large, satisfied with the authority enjoyed by them but were also happy with the attitude of office-bearers. Table 4.5 and Table 4.6 delineate their responses.

Table 4.5

Social Workers' Authority vis-a-vis Assigned Duties

<table>
<thead>
<tr>
<th>Agency</th>
<th>To a Great Extent</th>
<th>To Some Extent</th>
<th>Not at All</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASHI</td>
<td>14(70)</td>
<td>4(20)</td>
<td>2(10)</td>
<td>20</td>
</tr>
<tr>
<td>BOMS</td>
<td>6(60)</td>
<td>2(20)</td>
<td>2(20)</td>
<td>10</td>
</tr>
<tr>
<td>Nari Niketan</td>
<td>6(60)</td>
<td>3(30)</td>
<td>1(10)</td>
<td>10</td>
</tr>
<tr>
<td>Sewa Sadan</td>
<td>7(70)</td>
<td>2(20)</td>
<td>1(10)</td>
<td>10</td>
</tr>
</tbody>
</table>

n = 50

(Figures in parentheses show percentages)
Table 4.5 shows that 66% of the respondents regarded the authority wielded by them as commensurate, to a great extent, with their duties. Twenty-two percent of them felt that their authority and responsibilities were in tune only to some extent, while the remaining 12% gave a totally negative opinion. When asked to state the reason for their dissatisfaction, they observed that whatever authority they wielded was negligible as they could never hope to have the final word in any matter. According to them the office-holders assigned the work to them without ever bothering whether it could have legal implications.

The study further revealed (Table 4.6) that 62% of the respondents were greatly satisfied, 26% partly satisfied, and the

Table 4.6
Social Workers' Level of Satisfaction

<table>
<thead>
<tr>
<th>Agency</th>
<th>Greatly Satisfied</th>
<th>Satisfied</th>
<th>Partly Satisfied</th>
<th>Not at All</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASHI</td>
<td>11(55)</td>
<td>4(20)</td>
<td>3(15)</td>
<td>2(10)</td>
<td>20</td>
</tr>
<tr>
<td>BGMS</td>
<td>6(60)</td>
<td>2(20)</td>
<td>-</td>
<td>2(20)</td>
<td>10</td>
</tr>
<tr>
<td>Nari Niketan</td>
<td>7(70)</td>
<td>1(10)</td>
<td>1(10)</td>
<td>1(10)</td>
<td>10</td>
</tr>
<tr>
<td>Seva Sadan</td>
<td>7(70)</td>
<td>2(20)</td>
<td>-</td>
<td>1(10)</td>
<td>10</td>
</tr>
</tbody>
</table>

n = 50

(Figures in parentheses show percentages)
remaining 12% were not satisfied at all with the attitude of office-bearers. During personal interviews, they let off their steam by observing that some of them were rude, while others made them do their private work viz, buying kitchen items, leaving their children in the school and bringing them back home, and handling similar thankless jobs.

It was also considered appropriate to seek the views of the office-holders regarding the ability and attitude of social workers in their respective organizations. Their responses were as shown in Tables 4.7 and 4.8. It can be seen that the office-holders stated that social workers could often do the thankless work. The office-holders of the DMS and Secondary described the attitude of social workers as casual and careless. However, none of the office-bearers totally denied their ability to handle jobs.

Table 4.7
Attitude of Social Workers

<table>
<thead>
<tr>
<th>Office-Holders</th>
<th>Responses</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Casual and</td>
<td>Serious and</td>
</tr>
<tr>
<td></td>
<td>Careless</td>
<td>Sincere</td>
</tr>
<tr>
<td>ASHI</td>
<td>2(25)</td>
<td>6(75)</td>
</tr>
<tr>
<td>BGMS</td>
<td>1(25)</td>
<td>3(75)</td>
</tr>
<tr>
<td>Nari Niketan</td>
<td>-</td>
<td>3(75)</td>
</tr>
<tr>
<td>Sews Sadan</td>
<td>1(25)</td>
<td>2(50)</td>
</tr>
</tbody>
</table>

n = 20

(Figures in parentheses show percentages)
Table 4.8
Ability of Social Workers to Handle Jobs

<table>
<thead>
<tr>
<th>Office-Holders</th>
<th>Responses</th>
<th>Quite Often</th>
<th>Often</th>
<th>Sometime</th>
<th>Never</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASHI</td>
<td></td>
<td>-</td>
<td>6(75)</td>
<td>2(25)</td>
<td>-</td>
<td>8</td>
</tr>
<tr>
<td>BGMS</td>
<td></td>
<td>-</td>
<td>3(75)</td>
<td>1(25)</td>
<td>-</td>
<td>4</td>
</tr>
<tr>
<td>Nari Niketan</td>
<td>3(75)</td>
<td>-</td>
<td></td>
<td>1(25)</td>
<td>-</td>
<td>4</td>
</tr>
<tr>
<td>Sewa Sadan</td>
<td>3(75)</td>
<td>1(25)</td>
<td>-</td>
<td></td>
<td>-</td>
<td>4</td>
</tr>
</tbody>
</table>

(Figures in parentheses show percentages)

All the respondents were further asked to identify the hindrances faced by them in their job performance. The responses were as shown in Table 4.9. Excessive work-load was described as totally responsible by 55%, moderately by 31%, and slightly by 14% of the respondents. A good number of respondents (62%) considered the lack of funds as a major impediment in the task of social welfare. The remaining 38% regarded this factor as moderately significant. Lack of public support was reported to be totally and moderately responsible by 37% and 42% respectively, while others (21%) thought that it had slight effect. A majority among the respondents (69%) stated that political interference could be of little consequence but a few others (31%) recognised its potential as a negative factor. All the respondents agreed that inadequate salary to the staff had a total (30%), moderate (61%), or slight influence (9%) on job performance. Lack of incentives to social workers was regarded as another significant factor which hampered the smooth functioning of an agency.
### Table 4.9

**Hinderances in Job Performance**

<table>
<thead>
<tr>
<th>Factors</th>
<th>Totally Responsible</th>
<th>Moderately</th>
<th>Slightly</th>
<th>Not at All</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Excessive work-load</td>
<td>55</td>
<td>31</td>
<td>14</td>
<td>-</td>
</tr>
<tr>
<td>2. Lack of funds</td>
<td>62</td>
<td>26</td>
<td>12</td>
<td>-</td>
</tr>
<tr>
<td>3. Lack of Public Support</td>
<td>37</td>
<td>42</td>
<td>21</td>
<td>-</td>
</tr>
<tr>
<td>4. Political interference</td>
<td>-</td>
<td>15</td>
<td>16</td>
<td>69</td>
</tr>
<tr>
<td>5. Inadequate salary to the staff</td>
<td>30</td>
<td>61</td>
<td>9</td>
<td>-</td>
</tr>
<tr>
<td>6. Lack of incentives to social workers</td>
<td>7</td>
<td>58</td>
<td>35</td>
<td>-</td>
</tr>
<tr>
<td>7. Any other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

n = 100

What were the factors which accentuated the problems of women? Table 4.10 shows that all the hundred respondents among functionaries of voluntary agencies regarded their problems as the cumulative outcome of a number of factors. Ingrained prejudices against women were regarded as totally responsible by 42 respondents, considerably by 18, moderately by 24, and slightly by 16. Likewise, the biological weakness of women was reported to be greatly responsible by 38 respondents, and considerably or moderately by thirty-three. However, seven among them felt to the contrary.
One can further notice that factors such as male chauvinism, lack of proper education to women, economic dependence on men, women's ignorance about their legal rights and the prevalence of social practices like dowry, early marriage, etc., were regarded by the majority as greatly responsible for the problems of women. Seventy respondents blamed the mothers-in-law either greatly or considerably. Out of the remaining 30, only 8 denied the charge, while others adhered to the above version either moderately or slightly. Two third of the respondents did not find fault with the state legislation on women. But others did not quite agree with them. As regards women's bellicosity towards members of their own sex, the majority of respondents felt that it was a key factor in aggravating the problems of women. While 68 among them felt that it was either greatly or considerably responsible, 27 kept a moderate tone, and the remaining 5 felt that the said factor was not significant at all.

Table 4.11 shows that a number of solutions were suggested to cope with the problems of women. How could the age-old prejudices against them be shattered? The majority of respondents expressed that the media could be of great (62%) or considerable help (23%), while the remaining (15%) argued that it could be only of moderate or trivial significance. Fifty-three percent among the respondents stated that the training of women in martial arts could greatly or considerably help them to overcome their biological weakness vis-a-vis men. However, 16% of them expressed a moderate opinion while the remaining 31% reported that it was only slightly consequential (22%), or not consequential at all (9%). The majority of respondents favoured the establishment of family
Table 4.10
Functionaries' Perceptions of Women's Problems

<table>
<thead>
<tr>
<th>Responses</th>
<th>Greatly Responsible</th>
<th>Considerably</th>
<th>Moderately</th>
<th>Slightly</th>
<th>Not at All</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deep-rooted prejudices against the fair sex.</td>
<td>42</td>
<td>18</td>
<td>24</td>
<td>16</td>
<td>-</td>
</tr>
<tr>
<td>Physical vulnerability.</td>
<td>38</td>
<td>16</td>
<td>17</td>
<td>22</td>
<td>7</td>
</tr>
<tr>
<td>Male Chauvinism.</td>
<td>57</td>
<td>15</td>
<td>13</td>
<td>11</td>
<td>4</td>
</tr>
<tr>
<td>Attitude of mother-in-law.</td>
<td>38</td>
<td>32</td>
<td>15</td>
<td>17</td>
<td>8</td>
</tr>
<tr>
<td>Lack of proper education.</td>
<td>52</td>
<td>23</td>
<td>10</td>
<td>11</td>
<td>4</td>
</tr>
<tr>
<td>Economic dependence on men.</td>
<td>55</td>
<td>15</td>
<td>18</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>Loopholes in state legislation.</td>
<td>4</td>
<td>6</td>
<td>8</td>
<td>7</td>
<td>75</td>
</tr>
<tr>
<td>Ignorance about legal rights.</td>
<td>71</td>
<td>12</td>
<td>6</td>
<td>9</td>
<td>2</td>
</tr>
<tr>
<td>Social practices like dowry, early marriage, etc.</td>
<td>65</td>
<td>11</td>
<td>10</td>
<td>12</td>
<td>2</td>
</tr>
<tr>
<td>Women's bellicosity towards members of their own sex.</td>
<td>46</td>
<td>22</td>
<td>11</td>
<td>16</td>
<td>5</td>
</tr>
</tbody>
</table>

n = 100

courts and women panchayats (63%), and made a plea for family-life education (66%), free education in schools and colleges (74%), reservation of jobs (75%) and seats for them in legislative
councils (64%). Again, the majority maintained that women should be made aware about their legal rights (73%) and the problems of other women (53%). It was further reported that the legislation on women must be strictly adhered to as there existed a wide gap between theory and practice. Only 7% of the respondents felt that this would have little effect on the position of women in society. Surprisingly, two respondents argued that women should not be made conscious about their legal rights. In personal interviews they expressed that this would make them somewhat 'militant' both at home and outside, and create disharmony in society.

Whether women were ready to come out of their traditional roles? Sixty-five percent of the respondents answered that they were willing to a great extent, 28% of them believed that they were inclined to some extent only. The remaining 7% reported that they were not as yet ready.

How about the general attitude of the district administration towards the welfare agencies under study? Interestingly enough, fifty-four percent of functionaries described it as co-operative and 46% as very co-operative. None of them had anything to say against the authorities even in personal interviews. Our study revealed that the involvement of the wives of district personnel in the working of the ASHI and the BOMS was an important factor. The spouses of the Deputy Commissioner, the Additional Deputy Commissioner and the Superintendent of Police were holding the posts of the Joint Secretary and the Deputy Commissioner. It has been observed that most of them did not want to be the appendages of their husbands,
and tried to assert their identity by associating themselves with social welfare organisations. Wives of high officials usually know how to handle their husbands especially when they seek favours, not for themselves, but for a social cause. They also seem to be aware that they will lose respect among other functionaries if they failed to achieve their

<table>
<thead>
<tr>
<th>Responses</th>
<th>Greatly Help</th>
<th>Considerably Help</th>
<th>Moderately Help</th>
<th>Slightly Help</th>
<th>Not at All</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shattering age-old prejudices against women through the media.</td>
<td>62</td>
<td>23</td>
<td>8</td>
<td>7</td>
<td>—</td>
</tr>
<tr>
<td>Training them in martial arts like Judo and Karate.</td>
<td>40</td>
<td>13</td>
<td>16</td>
<td>22</td>
<td>9</td>
</tr>
<tr>
<td>Establishment of family courts and women panchayats.</td>
<td>63</td>
<td>17</td>
<td>13</td>
<td>6</td>
<td>1</td>
</tr>
<tr>
<td>Giving them family-life education.</td>
<td>66</td>
<td>13</td>
<td>15</td>
<td>6</td>
<td>—</td>
</tr>
<tr>
<td>Providing them free education.</td>
<td>74</td>
<td>14</td>
<td>12</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Reserving jobs for them.</td>
<td>75</td>
<td>17</td>
<td>8</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Making them aware about their legal rights.</td>
<td>73</td>
<td>12</td>
<td>6</td>
<td>7</td>
<td>2</td>
</tr>
<tr>
<td>Strict adherence to legislation on women.</td>
<td>81</td>
<td>12</td>
<td>—</td>
<td>7</td>
<td>—</td>
</tr>
<tr>
<td>Making women conscious of the problems of other women.</td>
<td>53</td>
<td>20</td>
<td>9</td>
<td>13</td>
<td>5</td>
</tr>
</tbody>
</table>

n = 100
objective. No one knows what pressures did they exert at home to get their work done.

The positive attitude of the district administration towards some voluntary agencies was also due to the association of government personnel with them. The Deputy Commissioner, for example, remained the chief patron of the ASHI. Likewise, the block development officers were taken on the Executive of the BGMS, and the Lady Circle Supervisor nominated its Honorary Secretary, throughout the period under study. Even in Sewa Sedan and Nari Niketan where government officials or their wives were not directly involved, it was found that the attitude of district administration remained co-operative. This was because of two reasons. First, the long standing of Mrs. Pushpa Gujral, General Secretary of Nari Niketan, and Mrs. Pushpa Soni, Superintendent of Sewa Sedan, in the field of social work, their ability to establish a rapport with high dignitaries, and their personal aura which fascinated one and all, and made everyone support their cause. Secondly, by helping these agencies, the government officials did not stand to lose anything; rather they gained reputation among the public by associating themselves with social work.

A comparative study of organisations of the four voluntary agencies under study showed that they were all having a legal status. Except Nari Niketan which became a trust in 1980 under the Indian Trusts Act, others were registered under the Societies Registration Act of 1860. None of these agencies had any fixed
educational qualifications for its members. Nor was there any age-bar for them. However, in the case of some paid social workers, as, for example, in the Family Counselling Centre and the Short Stay Home of the ASHI, necessary skills had been prescribed according to the nature and requirements of different jobs.

The tasks of programme - implementation, fund-raising or general supervision remained with different bodies or individuals — with the Executive Committee and the Sub-Committee respectively in the ASHI and Seva Sadan, and the Chairman and the General Secretary respectively in the BGMS and Nari Niketan. This did not, however, mean that other office-holders did not have any say in administration. But it was, nevertheless, true that they found themselves eclipsed because of a number of reasons. Being the wife of the Deputy Commissioner, the Chairman of the BGMS could assert her powers over other members like BDPCs, Sarpanches and the Lady Circle Supervisor, who owed allegiance to her husband. But the same lady, in her position as the President of the ASHI, could not always use her discretion since she was faced with a comparatively bigger Executive Committee which consisted not merely of the subordinates of her husband but also others viz. educationists and social workers, who were in a position to express their independent opinion without the fear of being penalised for giving a dissenting note. Although the President had an edge over others, the Executive Committee remained, by and large, the supreme deliberative and executive body. Likewise, the Sub-Committee of Seva Sadan was comparatively more powerful than the Managing Committee because the former functioned from Jalandhar itself.
while the latter operated from New Delhi. There is no doubt that the Managing Committee took important decisions but as it met only once a year, it could not exercise overall influence on day-to-day administration, or give a verdict on issues that needed immediate attention. The Honorary General Secretary of the Niketan held the reigns of administration because of her being a social worker of long standing as also the spouse of the late founder of the institution.

It may further be noted that the ASHI alone had a provision for the posts of the President and the Chairman. Other agencies either had the President or the Chairman as their administrative head. However, a look at their annual reports or proceeding books showed that they often used these terms interchangeably, with complete disregard of constitutional provisions. The reason why the ASHI had two such posts was that it required the services of both the wives of the Deputy Commissioner and the Superintendent of Police, for performing certain unsavoury tasks viz. restoration of dowry articles to the girl or her parents in a family dispute, punishing the culprits or getting them arrested in bride-burning cases, sending groups outside the houses of those who torture their daughters-in-law, using pressure tactics to frighten drunkards or drug addicts who beat up their family members. Although the wives of high-ups did not have any legal authority to use the powers actually wielded by their husbands, they acted as psychological props to other social workers, and made use of their position as and when called for.

Nari Niketan and Sawa Sadan could do without the spouses of high-ups because these agencies did not deal with family or marital disputes, or the problems of morally depraved, emotionally
disturbed and socially discarded women. The BGMS, too, did not require the services of the wife of the Superintendent of Police. But it could not afford to function without the active assistance of the wife of the Deputy Commissioner who was instrumental in establishing new centres in villages, and caring for the old ones.

For obvious reasons, the wife of the Deputy Commissioner was the automatic incumbent for the post of the President in the ASHI and the BGMS, but not so in Nari Niketan and Sewa Sadan, which did not, that badly, need her services. Our study revealed that the functioning of the ASHI and the BGMS depended, to a great extent, on the nature and temperament of the wives of district officials. During the period under study, these agencies were lucky to have kind and compassionate ladies at their helm of affairs. Elections for the posts of Presidents in the BGMS and the ASHI were not held because of two reasons: first, because their constitutions did not have any such provision; and secondly, because the wives of high officials would not like to enter the political fray, and rather prefer to be selected in absentia.

Once elected, the President of Sewa Sadan retired of her own accord. But this was not so in other agencies. The President of the ASHI and the BGMS left when her husband was transferred, and that of Nari Niketan gave charge when he completed his term.

The Secretary figured prominently in different agencies with different epithets but with almost same functions. The task of General Secretary in the ASHI was the same as that of the Honorary General Secretary in the Niketan, Honorary Secretary in the BGMS, or the Secretary in Sewa Sadan. It appeared that the vast
majority of members of these agencies did not quite understand the meaning of such terms as 'general' or 'honorary'. As far as the post of Joint Secretary was concerned, the ASHI had a provision for three, the reason being that it intended to associate the wives of business magnets and landlords who could provide financial succour to the agency from time to time. Although the tendency to serve others is innate in all human beings in varying degrees, it is difficult to ascertain how many Joint Secretaries were genuinely interested in social work when they were offered that post. It has, however, been observed that they donated liberally, sometime in competition with other members, sometime to attract attention and gain popularity in the public, sometime in support of a cause, and perhaps also to get rebate in income tax.

Nari Niketan used to have a Joint Secretary before it was converted into a Trust. The BGMS and Sewa Sadan never had a Joint Secretary during the period under study, as there was no such provision in their constitutions. Experience has shown that they could manage their work without that post.

Election of office-bearers other than those who got the posts automatically was seriously taken by all members of the ASHI. On the other hand, Sewa Sadan and Nari Niketan unanimously elected their office-bearers. Since there was no provision of election in the BGMS, the Chairman, of her own, nominated them all.

It may also be noted that while the ASHI and Nari Niketan had categorized their members, Sewa Sadan and the BGMS took them all as one unit. As regards meetings, all the four agencies met annually to review their past performance, and to frame a general policy with regard to the future. On the other hand, the meetings
of the Executive Committee were held sporadically except in the ASHI where weekly meetings were arranged without any break. Special meetings were summoned when some important matter was to be discussed. The ASHI held such meetings to decide about the course of action in bride-burning, wife-beating and similar cases. All the special meetings of Sewa Sadan were called during the period when the Working Women Hostel was under construction. Nari Niketan held five special meetings when the trust deed was to be finalized. There was no fixed date for holding special meetings except in the BGMS where the General Body invited all members on such occasions as Independence day, Republic day,

As a matter of fact, the onus of day-to-day administration fell on the office-in-charge who functioned under different names in different agencies. He was called Office-Secretary in the ASHI, Supervisor in the BGMS, Superintendent in Sewa Sadan, and Manager in Nari Niketan. However, their duties remained more or less the same.

Without disparaging the role of these agencies, it would be pertinent to point out the loopholes in their organizational set up, although they were not entirely to blame for them. Lack of adequate members was a major hazard in the fulfilment of assigned targets. An average number of 300 cases of family or marital disputes were registered by the Family Counselling Centre
of the ASHI, every year. But there was one counsellor to file them, do case studies and prepare reports. Likewise, the Manager of Nari Niketan performed a number of functions viz. that of a clerk, accountant, and supervisor. In the BGMS, the Supervisor was assisted by a part-time accountant-cum-clerk who attended the office twice a week. The work thus remained pending and even urgent correspondence was sometimes delayed. The position of the Superintendent in Sewa Sadan was, in no way, different.

Secondly, the staff of all agencies was poorly paid. Instead of getting salaries according to pay scales fixed by the government, the staff got what was fixed in each case by the concerned organisation. Even the yearly increment to employees was not regular, and much depended on the financial standing of an agency during that period. In Nari Niketan, for example, the Superintendent got a paltry amount of Rs. 385/-, and in the BGMS, a helper got Rs. 50/- only. The highest salary amounted to Rs. 1,000/- for the Counsellor in the ASHI, and the Manager in Nari Niketan, and the lowest for the helper in the BGMS. Not surprisingly, only those who could not find another suitable job, or those who were retired, joined these agencies.

Due to low pay scales and insecurity of service, voluntary agencies found it difficult to attract persons of calibre for different posts. The professional social worker was aware that he would get a better pay scale in government service, and receive other fringe benefits too. Since he was aware that he could not make his career by joining a voluntary agency, his first preference was for a government job. It was this factor which deprived voluntary agencies of trained personnel. In the ASHI,
An organisation can effectively operate without adequate funds to support its activities. Enthusiasm alone may not be enough. Voluntary agencies under study were quite aware of their depleting funds, but they did very little to cope with them. It is, therefore, not surprising that their functioning was affected to a great extent. The need is not only to attract qualified personnel who can devote their energies to social work but also to make the office-holders realize that ignorant people are no substitute for trained and experienced staff.