CHAPTER-I
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1. INTRODUCTION

Dr. Rajendra Prasad, the first President of India said at the Conference of the Chairman of State Boards; "we should search our hearts and ask ourselves whether we have done everything that was possible to achieve the purposes of articles 38 & 41 of the Constitution. The gamut of the activity under the five year plan is economic and social. Economic progress is only a means to progress in the direction of Social Welfare, which may be said to be the end of planning. The great sub-content has awakened from the long deep slumber of centuries, and is again regaining slowly and constantly something of its own initiative, strength, vitality and power. The goal before the nation is the attainment of a Welfare State. (S.L. Goel and R. K. Jain, Social Welfare Administration Volume. 1 Theory and Practice, Deep & Deep Publications, 1988, pages 5 & 6)

Inspite of five decades of Independence, the intended results could not percolate to the people what could be the reasons of it? Does it mean:
Lack of resources for Social Welfare and Development?
Traditional administration?
Lack of interest among beneficiaries?
Lack of trust between Government and VSOs?
Lack of will on the part of the Corporate Sector to associate with Social Development?

The answers to the above questions are quite complex and are influenced by political, administrative, cultural and societal issues. However, no progress can take place until and unless we see that the institutional setup for providing these services are suitably strengthened. Words written or spoken are of no use unless put to action. The field of social welfare is arduous and challenging. It is a dynamic concept. The results achieved are seldom spectacular as we generally manage social welfare
activities through usual government machinery. We therefore, need to introduce the dynamism to ensure its continuous growth in the right direction.

The explicit objective of any social welfare program is development of the society through the development of the people and the community. Prof. V. Jagnadham has rightly said that “The point that needs to be kept uppermost by all of us is as to how do we improve our behaviour in the collective management of Public affairs - whether through Government or through VSOs - without blaming one another. We have to search and discover means to remedy the defects and deficiencies that initiate mutual perception and relationships of the governmental and non-governmental organizations.” (S.L. Goel and R. K. Jain, Social Welfare Administration Volume. 1 Theory and Practice, Deep & Deep Publications, 1988, page 7)

Co-ordination has great significance in social welfare administration. In order to ensure full impact of social welfare services, an effective method of co-ordination has to be developed encompassing geographical and functional areas. There is also a need to promote and develop a partnership of state and voluntary efforts.

To achieve social welfare, we need to address the social problems. Once the social problems are addressed, we need to understand the effects on the society as a whole, or the larger part of the society. Relating theory to practice provides a scientific perspective to treat the problem.

A social problem has been defined as, “A situation confronting a group or a section of society which inflicts injurious consequences that can be handled only collectively” (Reinhardt, 1952:14). No one individual or few individuals are responsible for the appearance of a socially problematic situation, and the control of this situation is also beyond the ability of one person or a few persons. This responsibility is placed on society at large.
Social problems are many and they change with the passage of time. What was not considered a social problem a few decades ago may become a crucial social problem two decades since. The custom of “sati” in India was no social problem as long as most people thought it was desirable. When Raja Ram Mohan Roy took initiative and a considerable number of people came to support him and started criticizing the practice as harmful and awful, only then did the custom of “sati” turned into a social problem. (Ram Ahuja – Social Problems in India, 2nd Edition, Rawat Publications, 1997, pages 1, 2, 3).

The social problems are many and includes a gamut of poverty, unemployment, population explosion, communalism, backward caste, violence against women, AIDS, etc. The list is unending. We can certainly talk of every social problem and carry out the research. However, based on the experience I have gained over a period of more than fifteen years and interaction with the Corporate Sector, VSOs, government agencies etc., for the purpose of study, I have selected five broad areas, viz.,

Blind
Women
Drugs and Alcohol
HIV/AIDS and
Children (issues related to child)

I hope there are no two opinions on the areas mentioned above since these problems are important for social development and affect the public at large.

As mentioned above, the government alone cannot be held responsible and accountable not only to address these issues, but also to tackle these issues. Government with its own bureaucracy, style of functioning, can no longer be considered the prime mover to address these issues and develop strategies. However, this work can be done by those who have the will to
work and work for welfare of the society with no monetary gains expected and can get personal satisfaction and the recognition/appreciation by the society.

There are number of agencies, volunteers, local bodies, Corporate Sector, VSOs, etc., who can undertake such work and ensure social development. For the purpose of this study, I have focussed my attention on two agencies, namely,

Agency 1 (Corporate Sector): Corporate Sector’s main business is to earn profit and have sufficient funds. They donate/fund part of the profit for social welfare activities provided they are convinced about the cause. However, Corporate Sector is short of workers to carry out social activities on a regular basis since it is not their business.

Agency 2 (VSOs): People from different walk of life come together to carry out social activities either individually or collectively through the formation of VSOs. These organizations collect their own funds to carry out social activities. However, they have the will to do the work but do not have sufficient funds, professionalism and required management skills. They receive the funds mainly through donations either from the government or through individuals, Corporate Sector, etc.

Linkage:
If proper linkage can be established between the two types of agencies, then social work will be definitely done in a proper manner both quantitatively and qualitatively.

Given the above scenario, the statement of research topic is, “How to bring Corporate Sector and VSOs together and what should be the proper linkage between these two agencies so that the social welfare activities can be carried out in the best possible manner”.
An attempt is made in this thesis to briefly review the organizational working of Corporate Sector and VSOs in the social sectors and suggest proper nature of linkages between the two. It is felt that if such an ideal Linkage can be thought of and brought into operation, the welfare of the society can be achieved in a better manner than at present. Therefore, the title of the project reads as:

"Corporate Sector –
Voluntary Service Organizations
Linkages in the field of Social Work"

2. DEFINITIONS

There are many definitions for the Corporate Sector and the VSOs. However, for the purpose of study, we have defined as under:

2.1 CORPORATE SECTOR - Includes all the joint stock companies, which are doing business activities of production and distribution of goods and services (including service sector) to the general public. The parameters of selecting the Corporate Sector have been explained in the fieldwork. For the purpose of study, the terminologies namely, Corporate Sector and Corporate are used synonymously.

2.2 VOLUNTARY SERVICE ORGANIZATIONS - Group of persons organized on the basis of voluntary membership who pursue activities to relieve sufferings, promote the interest of the poor, provide basic social services, or undertake community development with a view to bring in social welfare. They undertake voluntary activities not to earn the profits but to bring in the social development and have a welfare state. These organizations have less full time employees and more volunteers who do
the work in the honorary capacity. For the purpose of study, the terminologies, namely, VSOs, NGOs, NPOs, VSSOs are used synonymously.

2.3 LINKAGES: It is establishing a network/partnership between two or more agencies/and or individuals. In our case, the linkage between the Corporate Sector and the VSOs forms the main problem of our study and an attempt is made to find out the proper nature of linkages between these two types of organizations with a view to achieve the maximum welfare of the society as a whole.

3. PERIOD OF STUDY
The study refers to the latter part of the 20th century, but to provide a better background for the study, a brief review is taken of the evolution of the social welfare concepts from the ancient times and more particularly in the early years of 20th century. For Corporate Sector, a brief review of the practices of various communities is touched upon. However, the focus is more towards recent developments in Corporate Social Responsibility. Similarly, the evolution of the concepts of Dana and Dakshina, the various religious concepts of charity are entwined and the present practices of the VSOs are highlighted.

4. GEOGRAPHICAL COVERAGE
Though the topic is significant and if really to be studied for the country as a whole, the task becomes quite formidable and exhaustive. Therefore, in order to make the study more precise and definite, I have studied this topic with specific reference to Mumbai, which is one of the important
cities in our country from the point of view of economic progress, social welfare activities etc. This study will definitely give us conclusions for the Mumbai City and will provide guidelines for the similar studies in other important cities of the country and ultimately country as a whole.

5. SIGNIFICANCE OF THE STUDY
The study assumes great significance since the number of issues which the society is required to tackle are many and every problem is caused by a multiple factors but it is always possible to find out the chief factor, the contributive factors and reasons for the development of the problem. Social problems can be solved when individuals in a society, Corporate Sector, VSOs, and other agencies come together. In the irreversible process of liberalization and globalization, the Corporates have awakened towards their obligations to the society. Corporate Social Responsibility (CSR) is becoming the buzzword in the Corporate world and therefore, Corporate Sector is interested in discharging their responsibility towards the society. However, they are short of grassroot workers and lack grassroot approach.

VSOs on the other hand are playing a major role in the welfare of the society. Seamless crosscultural interaction has led to the increasing crossborder philanthropy. It is for VSOs to market themselves not only to Corporate Sector within the country but also across the world especially to NRIs. VSOs are the fabric of the society and can bind together the have nots of the society through a common thread of development, provided they have the funds, accountability and professional approach. I, therefore, feel a study of this nature will certainly establish the platform for bringing Corporate Sector and VSOs together. The research therefore,
assumes significance and focuses on understanding the needs of both the sectors and develop models based on the study.

6. REVIEW OF EXISTING RESEARCH WORK AND THE LITERATURE

Before defining the research objectives and formulating the hypothesis, I have tried to review the existing research work carried out in the past and the literature that was available in the library and at various sources. The review has revealed that the research has been carried out independently for the Corporate Sector and VSOs. Both the sectors are serving the society independently. The top 50 family business groups, which are working towards social welfare, are given in the table. To the best of my knowledge and based on the study carried for last three to four years, no significant research has been carried out to bring the Corporate Sector and VSOs on a common platform.

7. LIMITATIONS OF THE STUDY

The research work was restricted to Mumbai City and to the five sectors, which are of national importance. Being one person and as an individual, I have tried to collect as much information as possible through one-to-one interaction during the research work in the areas of networking, team building, leadership, etc., with Corporate Sector and VSOs. The findings based on the study carried out can as well be applied to the Corporate Sector as well as VSOs working not only in the metros, but also across the country for the development of the society.
8. RESEARCH METHODOLOGY

I have started the study with the comprehensive reading of the conceptual literature about all the aspects of the subject. This meant collection of secondary data from several published works and standard reading material related to the topic of research. An attempt is made to build the conceptual framework based on the logical analysis of secondary data.

8.1 REFERENCE FOR DOCUMENTATION

The secondary data/information was collected through various sources, namely, British Council Library, Indian Merchant’s Chamber Library, Bombay Chamber of Commerce and Industries, CII, Rotary Club of Bombay West, Lions International District 323A3, Internet, Web Page, Research Findings of Action Aid, magazines, books, periodicals, journals

8.2 PRIMARY DATA COLLECTION

The next part of my study included the collection of the primary data regarding organizational working of Corporate Sector and VSOs in the city of Mumbai. Every effort has been made to cover as many Corporate and VSOs as possible for one individual after using his full strength for the purpose of the study. I feel that the data so collected can be treated as a representative sample for the city of Mumbai.

For the purpose of primary data collection, the following tools and techniques have been used:

Development of a questionnaire separately to Corporate Sector and VSOs, and pilot-testing the same. Finalizing the questionnaire based on the
feedback received from the Corporate Sector and VSOs and administering the same to the target group.

Personal Interview / personal discussion with Corporate Sector/VSOs, Interactions with associations like Bombay Chamber of Commerce, CII etc.

Panel discussion through a seminar on “Challenging Role of Social Work in Industry” organized on 4th February 2000 (jointly by Bombay Chamber of Commerce and NMIMS) and on “Social Audit” on 19th December 2000. The representatives from Corporate Sector, VSOs, Chamber of Commerce and students of management institutes attended the seminar. This provided a platform for interaction among the various representatives and necessary inputs for the research carried out.

Detailed discussions with a number of Corporate Sector and VSOs while carrying out the fieldwork in the subject areas of Marketing Strategy, Credit Rating, Networking etc. The views of the authorities were obtained and taken into consideration while arriving at the conclusions and recommendations.

The primary data so collected has been classified, tabulated and analyzed with the help of statistical analysis. Charts, diagrams, percentages, rankings are used for the analysis of the data.

From the analysis of the primary data, the present position and expectations of the linkages among the Corporate Sector and VSOs has been explained. By correlating the conclusions of the conceptual reasoning and the practical state of affairs, an attempt has been made to devise the ideal nature of Linkages between the Corporate Sector and VSOs in the field of social welfare.

It is hoped that these proper linkages will definitely yield better results than at present.
9. HYPOTHESIS:

After the preliminary reading regarding the topic of research and a good deal of thought and discussion, the following hypothesis has been framed:

The welfare of the society can be achieved only if there are agencies which possess the will and resources necessary to undertake the social welfare activities. The Corporate Sector has the necessary funds and professional approach for the purpose, but they experience the shortage of manpower and also lack the grass-root approach. VSOs on the other hand, have the will, proximity to grassroots and a zealous cadre of committed volunteers. However, they experience a crunch of funds, requisite professional approach for undertaking social welfare activities. If the two organizations can come together, with the common objective of achieving social welfare, they will be able to work more efficiently and effectively than in the past. Therefore, there is a need for establishing Linkages between the two types of organizations, viz., Corporate Sector and VSOs - for the welfare of the society.

10. RESEARCH OBJECTIVES:

Majority of the Corporate Sector and VSOs are working independently for the benefit of the community, society and public at large. The objective of the research is to try and find out the nature of the working/areas of operation and establish the linkages between these two entities with a view to encash the strengths of these organizations. With this in view, the research was carried out with the following objectives;
1) To examine the understanding of the Corporate Sector and VSOs in terms of social responsibility.
2) To study the Corporate Sector/VSOs experiences and perceptions of working together to serve the society.
3) To analyze the patterns of social accountability, if any, among the Corporate Sector and VSOs towards the society.
4) To evolve a linkage which would ensure that the Corporate Sector and VSOs work together to serve the society.
5) To establish guidelines for efficient and effective functioning of linkage between the Corporate Sector and VSOs by using social marketing concepts.
6) To establish a model which will help Corporate Sector and VSOs to develop effective partnership and linkages.

11. SCOPE FOR FURTHER RESEARCH

The study of the existing research work and the literature clearly indicates that the Corporate Sector is now working towards Corporate Social Responsibility and is incorporating social objectives as one of the Corporate objectives. There is an increasing awareness among the Corporate Sector in terms of discharging the social responsibility either directly or through VSOs.

VSOs on the other hand are now trying to carry out the activities, which the government is carrying out at the moment. VSOs, therefore, play a major role in the development of the community by bridging the gap between the community/society and other agencies. VSOs have also realized the need to join hands with the Corporate Sector in serving the community.
With the government emphasizing the need for the Corporate to support the government in the social sector, one can clearly see the changing pattern of the government policy. Government would like the Corporate Sector to play major role in the development and welfare of the society. On the other hand, VSOs form the fabric of the society with their grassroots approach and the contacts. It is felt that if the research is carried out to bring the Corporate Sector and VSOs on a common platform without compromising their values, the society and the country can reap the benefits. Therefore, the researcher is of the opinion that there is a scope for further research, in the field of social work to establish linkages between the Corporate Sector and VSOs.

12. OUTLINE OF THE THESIS

In order to have a realistic approach and practical way of looking at things, the approach towards the thesis has been slightly different in the sense I have taken the following route:

12.1 CONCEPTUAL UNDERSTANDING:

Under this, I have taken the various aspects related to the theory, development and fieldwork related to specific subject except for Corporate Sector and VSOs, which have been covered separately.

12.1.1 CORPORATE SECTOR - A PERSPECTIVE: Corporate Sector is the instrument of change not only in the business sector but also in the social sector as well. The study of charity with specific reference to Corporate Sector has been undertaken and an attempt has been made to understand the different business styles of various business communities including common characteristics etc. I have tried to understand and explain philanthropy as practiced in West and in India including Social
Responsibility of Business. The nature of relationship between the society and business and social responsibility has been explained in detail. Of course, a word on social audit has been brought in with specific reference to corporate social performance. An attempt has been made to explain in brief the various case studies of Corporate Social Responsibility and the future trends.

12.1.2 VOLUNTARY SERVICE ORGANIZATIONS - A JOURNEY: Here, I have tried to explain in detail the concept of Dana and Dakshina, characteristics of a Donor/Donee and the practices adopted by various religions. Thereafter, an attempt has been made to discuss the evolution of VSOs with specific reference to International Perspective and Development of Voluntary Action in India. The positive and negative perceptions of VSOs have been briefly touched upon with the contemporary challenges.

12.1.3 NEED OF SOCIAL MARKETING FOR CORPORATE SECTOR & VSOs IN THE FIELD OF SOCIAL WORK: Marketing, whether we talk of social issues, or marketing of goods and services, it involves understanding the needs and wants of the society/consumer. I have tried to explain the importance of Social Marketing and the use of social marketing tools namely viz., Product, Price, Place, Promotion, Publicity, Public Relations, Personal Selling, Political Elements, Partnership, People and Public. The application of social marketing concept is very important for Corporate Sector and VSOs since they are required not only to market themselves effectively and efficiently, but also to the stakeholders. I have developed a model, which if used by the Corporate Sector/VSOs can form the foundation for successful use of marketing tools.

Social Marketing Research: Social Research is the foundation for developing the marketing strategy by Corporate Sector/VSOs. Unless the
problem is identified and defined, it becomes difficult for any organization to develop a strategy. If VSOs have to be in this competitive world, they need to carry out the research work not only in understanding the requirement of the beneficiaries but also the expectations of the partners working for the development of the society.

Building Competitive Marketing Strategy: Successful use of marketing tools depends upon the strategy one needs to follow. Various frameworks for strategy, viz., BCG, Ansoff, Porter’s Model etc., are commonly used by the Corporate Sector/VSOs.

12.1.4 NEED FOR CREDIT RATING OF CORPORATE SECTOR AND VSOS IN THE FIELD OF SOCIAL WORK: With liberalization, rapid globalization of business and the emerging trend towards a free market economy – blowing over, the role of Corporate Social Responsibility and social audit has assumed much significance. Corporate Sector must also subject themselves to social audit. VSOs are also required to undergo social audit if they have to attract not only the resources, but also to establish linkages with various partners.

In this chapter, I have explained briefly, the guidelines for social audit of the Corporate Sector. The Corporate Social Audit is still in its infancy stage and there is a need to create awareness amongst the Corporate Sector.

With the plethora of VSOs at the market place and their number increasing in leaps and bounds, it becomes necessary that a system of evaluation be developed by which their performance is evaluated. I have, therefore, tried to develop a model of credit rating for VSOs, which if used can form the foundation for future. Probably, this is the first model being developed for crediting rating of VSOs.
12.1.5 CORPORATE SECTOR AND VSOS LINKAGES IN THE FIELD OF SOCIAL WORK: Importance of information cannot be undermined or underplayed. Speed becomes the buzzword for taking decisions. If that were the case, Corporate Sector/VSOs cannot isolate themselves from networking with their partners. The chapter briefly describes the advantages of the networking and tools of networking. A research was also undertaken to study the benefits and importance of Networking.

12.1.6 TEAMBUILDING IN SOCIAL WORK: Whether it is Corporate Sector or VSOs, both the organizations are required to depend on people. Machines, Materials, processes do not contribute to the development if we do not take care of the people. People are required to work in teams and team brings in the synergy effect. Corporate Sector gives importance to the team building and training is an ongoing process. The success of VSOs depends on how well people work together and what benefits do they derive in terms of team approach. This is more so when VSOs are required to deal with people having different cultural values, expectations, etc.

12.1.7 LEADERSHIP IN SOCIAL WORK: Human beings are the most precious part of the organization. Effective utilization of the capacity of human resources depends on management. Management can get the results from the people in the organization by winning the support of people. The successful organizations have dynamic and effective leadership. Corporate Sector has training programs and management is aware of the traits of successful leaders. VSOs produce good leaders having leadership qualities. However, they need professional approach. If leadership with professional approach is combined, then VSOs can lead the way.
12.1.8 BRIDGING THE GAP BETWEEN THE CORPORATE SECTOR AND VSOs THROUGH LINKAGES: Having talked about the development of Corporate Philanthropy, VSOs, and their importance in the field of social work, it is time that the gap between the Corporate Sector and VSOs is bridged through linkages. Therefore, this chapter form the bridge for bridging the gap between the Corporate Sector and VSOs through linkages by highlighting key significant findings of the secondary data collected by the researcher. It also provides a platform to move towards the survey.

12.2 SURVEY:

Having gone through the rigor of concepts, I have made an attempt to move to actual survey, which takes the following path:

Assumptions
Sample Size
Classification of Questionnaire
Presentation and analysis of the data
Corporate Sector Expectations from VSOs
VSOs Expectations from Corporate Sector

Under this, I have compiled and correlated the responses of the Corporate Sector and VSOs with observations. Every attempt has been made to correlate each of the questions and come out with findings.

The findings on the basis of survey carried out for Corporate Sector as well as VSOs have given us a clear direction and an indication in terms of establishing a common platform to serve the community.
12.3 OBSERVATIONS
Summary of observations has been given based on the questionnaire administered to the Corporate Sector and VSOs and personal discussions with the representatives of the Corporate Sector and the VSOs.

12.4 TESTING OF HYPOTHESIS
Under this, the researcher has tested the hypothesis formulated earlier and has been revalidated.

12.5 RECOMMENDATIONS
The recommendations are titled ‘Isolation to Synergy’ which is clearly depicted and explained. Strategic recommendations for Corporate Sector, for VSOs, and for Associations are brought out clearly and expressively. I have tried to develop a model called KNF – CV Interactive Model. If we can operationalize this model, it can be the beginning of a new era in the new millennium for the welfare of the society. The limitations of this model are also explained.

12.6 EPILOGUE
Finally, it’s my sincere hope that the research gives some value addition for the development of the society if the Corporate Sector and VSOs can form the Linkages and operationalize the Recommendations in association with professional bodies like CII, Bombay Chamber of Commerce and Industries, etc.