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CHAPTER IX

FINDINGS, SUGGESTIONS AND CONCLUSION

9.1 Introduction

In this chapter main findings of previous chapters are brought together within the framework of the general objective and specific objectives set in the introduction. Firstly a brief presentation of the researcher’s investigation into the administrative terrain that guide the delivery of institutional welfare services for children in Kerala is made, followed by an analysis of the actual performance and contribution of the welfare institutions. This study also highlights some of the current administrative obstacles to service delivery. Thereafter a combined analysis of the main conclusions of every chapter is made and the implications of the analysis are drawn for policy making. The policy recommendations are intended to address the key challenges so that all vulnerable children are benefited by the institutional welfare services which they need and to which they are entitled.

Problems of social welfare administration focusing institutional services for children in need of care and protection is the central theme of the study. Therefore institutional services and children in need of care and protection represent a special interest throughout the study.

9.2 Major findings

The researcher has begun the study analysing the key concepts of the study and overviewing the theoretical and historical context of welfare administration and child welfare at an international, national and regional
level. Introductory chapter reveals that though social welfare administration is comparatively a new discipline it has received due recognition at an international and global level. In India social welfare functions were performed earlier by few individuals or group of individuals motivated by compassion and concern for poor and needy. The entry of the state in the field of social welfare marked the establishment of an organizational and administrative mechanism for providing welfare services. As a result Social Welfare Department and Social Welfare Advisory Board came into force and the welfare administration thereafter is carried out through these two agencies. Department co-ordinate the government’s welfare services. Board co-ordinates the non-governmental welfare efforts.

The first chapter also looks into child welfare as a field of welfare administration, some international and national developments in the field of child welfare and then focuses child welfare programmes in Kerala and finally lays stress on the institutional services for children in need of care and protection which is the specific focus of the study. This chapter thus furnishes the background and theoretical information which provides a strong base for the study and facilitates further investigation.

A survey of available literature directly and indirectly linked to the study is done. Findings of the present study is compared with the findings or ideas presented in earlier studies. In the article by P.T.Thomas in 1964, he has expressed that the tendency to compartmentalize problems is harmful, but still a holistic approach towards social problems and social welfare is missing.
The article also discussed Nehru’s concept that the major burden of social welfare shall be borne by the state but the present study reveals that the role of state is minimum and NGOs play a more active role. Similar finding regarding the role of NGOs was drawn by the study conducted about social welfare services in Kerala by Professor Narayana Pillai in 1983.

All studies on Social welfare manpower in India presented in the literature review have discussed the deficit in the demand and supply of trained personnel in the field of social welfare. The present study has also revealed a similar picture in the context of child welfare institutions. Lack of professional manpower is noticed to affect the functional efficiency and quality of services provided by Children's Homes.

The study conducted by Ruth on Residential Care in Scotland in 2003 insisted on group work and group experience in shaping the attitude and character of inmates. In the present study, it is found that group work is not given due importance in the institutional set up of Kerala.

Studies on Child Welfare Institutions in Madhya Pradesh, UP, Delhi, AP and other states by various people during different times have revealed the existence of several problems such as lack of professional manpower, funds, infrastructure, lack of co-ordination and the like. Similar problems are revealed by the present study as well about the institutions for children in Kerala.

Studies on institutionalized children were mostly assessing the Mental Health Status and socio-psychological problems and personality problems of
deprived children. Studies abroad mostly concentrate on adoption and foster care. Present study revealed that adoption and foster care are not practiced in the child welfare institutions in Kerala and they also do not give due importance to the mental health and psychological problems of children.

9.2.1 Review of Objectives

All the four objectives of the study are reviewed here and the theoretical and empirical findings are presented under the review of the objectives.

9.2.1.1 Objective I

The very first specific objective of the study to overview the administrative procedures that guide the functioning of institutions for children in both government and non-government sectors in Kerala reveals that in the government sector, Juvenile Justice Act regulates the Children’s Homes. The provision of this Act are specific, clear and cover even the minute details regarding the general administration and daily functioning of the Children’s Homes. It appears to be perfect with a well defined administrative organization and clearly stated facilities for children right from their admission to the homes until their rehabilitation to the society. But in the non-government sector, administrative procedures for the functioning of institutions for children are not well defined. Further, there is no single authority or legislation that regulates the entire system. Non-government sector follows the rules framed by the Board of Control for Orphanages and Other Charitable Homes, Grant in – Aid Rules and also the by laws framed by
each home. None of the above mentioned rules are specific and complete as the Juvenile Justice Act. Hence unlike the government sector, one cannot expect a uniform pattern of functioning in the non-government sector.

**9.2.1.2 Objective II**

A review of the second objective has revealed some significant findings regarding the functional efficiency of the institutions for children. They are presented under various headings as follows

**9.2.1.2.1 Background Information.**

Findings of the study regarding the government sector show that there are very few institutions in the government sector and that its geographical distribution is also unequal. Most of the districts are ignored by this sector. Gender wise distribution of the homes are also not satisfactory with only one institution for girls. The government sector has not taken any initiative to establish more homes and to remedy this situation. Some of the government homes are overcrowded while others are under occupied and no efforts are taken to balance the population to avoid the quality of services from being affected. Findings regarding the performance of the non-government sector as revealed by this study show that situation appears to be slightly better here in terms of geographical and gender wise distribution of institutions. Non government sector support huge number of beneficiaries and voluntary efforts are still going strong with more and more voluntary organizations being established with every passing year.

All categories of children as prescribed by the Juvenile Justice Act as
children in need of care and protection are found in all homes but destitute and children of unfit parents form the largest category among them.

9.2.1.2.2. Administrative Authority

In the government sector the child welfare committee is the competent authority that admit a child in to the institutions and review his or her progress. This committee was not established and hence the services of the professionals that the committee is supposed to have are deprived for the children. In the non government sector the Board of Control for the Orphanages and other Charitable Homes fails to function more than a recognition granting body. The absence and non involvement of the competent authorities is found to be adversely affecting the effective functioning of institutional services in both sectors.

9.2.1.2.3 Education

In the government sector none of the organisations provide education to all children under its care. 31% of girls and 51% of boys in the government homes are attending school at various levels. Professional courses pursued by children are less than 1%. Only one institution sent children for professional course. There is no direct relation between gender and educational facilities provided by Children’s Homes in government sector.

In the non government sector 18% of the institutions provide education to all children. 12% institutions sent their children for professional course and 35% of homes provide college education to children under its care.
9.2.1.2.4 Vocational Training

In the government sector five out of six homes provide vocational training facilities. Only 25% of children in the government sector receive vocational training. Tailoring is the only area where girls are trained. Majority of the boys are also trained in tailoring. Besides, boys are also trained in other areas such as automobile repairing, soap making, binding, carpentry and the like.

In the non government sector 35% of homes provide vocational training to the beneficiaries. Comparatively vocational training facilities are provided in updated trades by non government institutions. Vocational training is not provided by qualified instructors in both sectors and the training given has no rehabilitative value as it does not issue any certificate or conduct tests to evaluate their skill.

9.2.1.2.5 Counselling

Regular counselling facility is totally absent in the government sector. 25% of the non government sector provides counselling facilities to its beneficiaries. There is no direct relation between the experience of institutions in the field of welfare and counselling facilities provided by them in the non-government sector.

9.2.1.2.6 Infrastructure

Uniformity regarding infrastructure is noticed in the government sector where as the infrastructure facilities are found in varying levels in different non government organizations.
9.2.1.2.7 Rehabilitation

Adoption, foster care, home visits and follow up are completely absent in government sector. Other facilities prescribed by the Juvenile Justice Act such as child line, emergency outreach programmes, link up with ICDS, networking with NGOs are also absent.

In the non government sector 26% institutions conduct parents meeting, 10% provides occupational rehabilitation, 20% provides familial rehabilitation, and 6% conduct follow up of rehabilitated and discharged cases and 13% take efforts to solve the family problems of its inmates. Home visits, adoption and foster care are not practiced by any organization.

9.2.1.2.8 Recreation

Television is a recreational aspect in 89% of non government organizations and all homes in government sector. Library exists in 33% of government homes and 20% of non government homes. Indoor game facilities are observed in 17% of non government homes and not noticed in government sector. Out door game facility is provided by 30% of non government sector and the entire government homes. Picnics are conducted by all government homes and only by 45% of non government homes. Music class is provided in 8% of government homes.

9.2.1.2.9 Staff Pattern

Both sectors are understaffed. Only 7% of staff in both sectors are professionally qualified. 25% of staff in non government sector and 20% of staff in government sector are given training. 52% of staff in non government
sector and 32% in government sector experience job satisfaction. Lack of interest, lack of job stability, nature of job and low remuneration are the various reasons for dissatisfaction among staff. Reasons for dissatisfaction vary according to the categories of staff.

9.2.1.2.10 Beneficiaries

43% of beneficiaries in the government sector and 65% of beneficiaries in the non-government sector are satisfied in institutional life. A significant association is noticed between the gender of the inmates and their level of satisfaction in institutional life. A positive correlation is also noticed between the years of stay of beneficiaries and their dissatisfaction in institutional life.

9.2.1.2.11 Evaluation

Internal evaluation is carried out in both sectors where as external evaluation is found only in non-government sector by the funding agencies. The public rations of the institutions such as Suhrit Samitis and Neighbourhood Committees seem to function better in the non-government sector.

9.2.1.2.12 Hypotheses

An analysis of the hypotheses revealed that poor implementation has created a gap in the way the institutional programmes are envisaged and accomplished. Similarly an absence of social work methods and developmental approach is also noted in the both sectors.
9.2.1.2.13 Case Studies

Case studies presented in the study also bring out the limitations in various aspects of institutional administration.

9.2.1.2.14 Government and Non Government Institutions - A Comparison

A comparison of the government and non government sector will not be fair as there is a huge difference in the number of homes in government and non government sector. The trend observed by this study in these sectors can be concluded as follows. Though the government sector has well defined guidelines for the administration and functioning of Children’s Homes, poor implementation of the provision of Juvenile Justice Act is noticed which lowers the quality of service. A lethargic and irresponsible attitude of administrators is observed to stand in the way of the effective functioning of Children’s Homes in government sector. In the non government sector there is an absence of proper guidelines for the administration and daily functioning of institutions. Some homes with good visionaries exhibit good administration and provide satisfactory facilitates to the beneficiaries. But such homes are a minority. The good work by certain homes creates a positive image regarding the non-government sector in the minds of public but this does not mean that the non-government sector is free of flaws. With few pockets of exceptions there are a significant number of institutions in the non government sector that needs improvement.

9.2.1.3 Objective III

A review of the third objective has revealed the existence of certain
problems in the administration of institutional services in Kerala. Problems such as poor implementation, pressure group influence, unbalanced distribution of welfare services, poor infrastructure, bureaucratic delay, poor resource mobilization, low quality of services, lack of commitment, absence of technology, lack of professionalism, lack of follow up and review sessions, lack of community participation, lack of proper maintenance of records, absence of effective management, proper guidance, new initiatives and cooperation between similar organizations are noticed in both government and non-government sectors in varying degrees. The findings this study also supports the hypotheses on which the study is based on.

The findings of the study reveal that both government and non-government sectors exhibit poor administration of institutional service and provide low quality of services. The existence of innumerable problems in both sectors reduces the scope of both sectors from attaining the objectives of real welfare of each child in its care. The expectations of the beneficiaries and society are shattered and the enormous amount of money invested goes wasted. This situation calls for thoughtful suggestions to improve the situation.

9.2.1.4 Objective IV

Objective IV of the study is to put forward suggestions for improving the administration and service delivery of institutions for children in Kerala. Based on the findings of the study, suggestions are made in the areas that require improvement. Suggestions are presented under a separate heading.
9.3 Suggestions

The researcher has already witnessed how poor implementation has stood in the way of providing quality services in government sector. There is always a possibility of non-implementation. In the hope of avoiding such a fate, the researcher has attempted to make the recommendations as simple as possible. These recommendations are drawn in the light of the researcher’s direct experience and interaction with the beneficiaries of these homes and its staff to address the most important issues in the welfare administration scenario to attain better administration and good quality of services.

Suggestions made in this study have three aspects - The ground for putting forth a suggestion, the implementing agents or agency and the method of implementing the suggestion

9.3.1 Individual Care

Individual care and attention is found lacking in the entire scenario of Children’s Homes. Individual care is a key factor that gives meaning to the very existence of the Children’s Homes. Hence, this cannot be ignored but should be taken care of properly.

9.3.1.1 Grounds

Institutionalisation in a way is the separation of the child from the family and society. Therefore institutionalisation should begin with providing qualities of parental care.

9.3.1.2 Implementing Agents or Agency

Children’s Homes are the agencies that should implement this through residential care givers.
9.3.1.3 How?

The appointment of enough number of residential care givers can make this come true. The relationship between children and care takers are crucial. Care takers as is seen in today’s institutional set up shall not be preoccupied with bad tendencies and undesirable activities in children. They should not emphasis control and supervision rather should show love, tendernesss, care, nurturing, guidance, companionship and the like towards these children. Such a strong relationship of familiarity and closeness should serve as a base for providing more facilities to the children in the institutions.

9.3.2 Education

Good education is a useful asset for anyone. Institutions should never undermine the importance of education in a child’s life. The administration should make a conscious shift from the idea of providing basic and elementary education to a more serious approach of providing deeper and higher education to maximum children.

9.3.2.1 Grounds

Education helps to acquire and widen the level of awareness. It helps to have a correct vision and direction. These are the basic factors required for the making of a right person. This fact has special relevance, in this case, as the beneficiaries of the Children’s Homes are from poor socio-economic background. They hail from a background where the awareness level is low, experiences are harsh, future is bleak and thereby making majority of them hard individuals with attitude problems and defective interpersonal relations.

Besides elementary education, education with focus on value based
education and higher education is the need of the hour. This will help the beneficiaries, who have had hard experiences and retarded attitude and vision, to reform them and to take the right path. The objectives and the efforts behind these institutions become fruitful only when this happens.

9.3.2.2 Implementing Agency or Agents

Educational facilities are to be provided at an institutional level and hence the implementing agency here is the Children’s Homes.

9.3.2.3 How?

With a little extra effort Children’s Homes can realize this objective. They should take constant effort to motivate children and create a desire to achieve in them and provide them facilities to learn in groups within the institutions. The children shall also be sent to schools outside the four walls of the institution so that they get a chance to mix with the society and learning becomes more interesting. Along with this, help the child to sense his own inclination, strengths, and vulnerabilities and to make choices and decisions. With these extra efforts every child is sure to perform well in academics and aim higher in life and that they become no way less than their normal counter parts.

9.3.3 Vocational Training

Vocational training implies training given on professional lines. Vocational training provided in most of the homes presently have no rehabilitative value. New areas have to be envisaged and training should be imparted in them.
9.3.3.1 Grounds

Vocational training offers the beneficiaries a right path to move on. Now, they know a profession thoroughly and this will provide confidence and will help him to get employed or to start an own venture.

Vocational training will make the beneficiaries independent. The economic independence they gain will help them to lead a life with basic standards and it can also happen that when an individual gets better off, the whole family is benefiting

Vocational training will help the beneficiaries to have a positive self-image. This, in turn, will give them a proper mind set and helps to overcome the problems related to attitudinal defects and interpersonal relations

9.3.3.2 Implementing Agency or Agents

Vocational training units and placement centers functioning in the Children’s Homes

9.3.3.3 How?

The training should focus not only on skill development but also on fostering positive work attitude. They can be trained in multiple skills so that it enables them to secure jobs according to the fast changing demands of industries. While providing training the interest, ability and aptitude of the child need to be considered. Training shall be provided only by qualified trainers or by recognized institutions and give the children valid certificates after proper assessment of their skills. This will make them competent enough to apply for a job. A placement wing can also function as an extension
of the vocational training unit to help these children get placed in good agencies. Similarly a manufacturing unit can also function along with the vocational training sector and can absorb the children who successfully complete the course. All these will help in the occupational rehabilitation of the children.

9.3.4 Counselling Facilities

Counselling is a specialized treatment technique to diagnose precisely what problems exist in client and how to intervene effectively. Children in Children’s Homes may have personality problems, adjustment problems, familial problems and the like, which if not attended to might create complications. Intervention programme with regard to psychological help, advice and guidance should be provided to them.

9.3.4.1 Grounds

Counselling helps to identify the root cause of the problems. Accordingly, practical solutions can be offered. This fact has a special significance as each individual is unique and there can be no rule or remedies that can be applied universally. The love and care given by the care takers alone may not solve these issues. Such problems call for a more professional intervention which can be satisfactorily done only by counsellors or psychologists. As professionals, they are aware of the complications of each case. Each child possesses individuality. They must be given opportunities to develop their individuality and individual treatment is also essential for them to overcome these problems and to grow into a socially useful and sensitive
person. Thus these homes cannot do away with providing proper counselling facilities.

9.3.4.2 Implementing Agency or Agents

Children’s Homes should have a counselling wing or if possible should make arrangements for hired counselling on a regular basis.

9.3.4.3 How?

The appointment of qualified counsellors is the first step. As a cost effective strategy, the institutions can look for philanthropic professionals who offer their services as a social service. The institutions can also avail off the services of the specialized agencies that offer counselling services. If the funds permit, they can employ own paid professionals.

9.3.5 Methods of Social Work

Methods of Social Work provide professional help to individuals, groups, families and communities to enhance and restore their capacity for social functioning and create societal conditions favourable to their goals. The social work methods found in the scenario of welfare institutions is far from satisfactory. For the objectives and the activities of welfare institutions to be fruitful, the social work methods have to be followed strictly.

9.3.5.1 Grounds

It is the social work methods that form the core of social service. If the methods lack sense and sensibility in its approach, the result may be worse. The beneficiaries are not coming from a comfortable background but from a world of harsh experiences, which have already distorted their vision of life,
and the world. Here, an indifferent and cold approach may make them more rebellious. Hence, social work methods are a pre-requisite.

9.3.5.2 Implementing Agency or Agents

Social Welfare Department and the Orphanages Control Board shall be the supreme agencies that insist on social work methods and Children’s Homes shall be equipped with social work professionals at various levels right from the superintendent to counsellors, rehabilitation officers, psychologists, psychiatrists and the care takers.

9.3.5.3 How?

The institutions should either have people with professional training in all the above mentioned categories or should widen the exposure, knowledge and experience of the existing staff. To serve this purpose, refreshment courses, workshops, seminars, discussions, experience sharing and the like should be introduced. This will help them to get the spirit and purpose of their profession and to maintain that. Further, while the selection of the care takers are done, care and efforts should be taken to select the ones with an inclination for social service and who possess an open mindset.

The administrators and executors should realize the need for the change in the attitude towards institutional care. The existing pattern of mechanical care should be changed to personal concern for each child. The purpose of institutional care should be the holistic development of each and every child and their physical, emotional, spiritual growth. Institutions should aim at the development of child’s personality, bring him up as a better social being,
help him overcome his personal and familial problems and place him on a high pedestal in the society. This can be achieved through making use of all the principles, methods and techniques of social work. In short, social welfare administration to be successful should be based on professional social work.

9.3.6 Professional Manpower

In order that the social welfare system achieves its objectives and fulfils its mission, it is essential that all members of the staff are involved and informed. Professional manpower should be an administrative priority as it enhances the functional efficiency of organizations.

9.3.6.1 Grounds

The study has revealed an absence of professional manpower in both government and non-government institutions and its consequences. The problems of inmates are left unattended. There are no competent persons to provide family intervention services and ensure the rehabilitation of the inmates.

9.3.6.2 Implementing Agents or Agency

The implementing agencies in this regard are the Social Welfare Department and the Orphanages Control Board. Both these agencies should insist the recruitment of professional manpower.

9.3.6.3 How?

Attempts should be taken by the departments concerned to appoint professionally qualified persons and in organizing and conducting training
sessions and workshops for the staff at all levels. Training shall be given on various aspects such as how to improve performance, overcome problems encountered at work, better problems solving methods, therapeutic approaches for dealing with clients and so on. The administrators should be dedicated with a sense of sacrifice. Further all non professional approach should always be discouraged.

9.3.7 Emphasise Technology

Government and non government organizations should try to make the best use of technological revolution taking place. Technology can be used to speed up the administration procedures. It can be used in service delivery, training, rehabilitation, infrastructure development etc.

9.3.7.1 Grounds

The use of computer was not noticed in the Children’s Homes of both sectors. This delays the administrative procedure. The inmates are also found to be trained in out dated trades which are yet another area for utilizing technological advancements.

9.3.7.2 Implementing Agency or Agent

The agencies here are the controlling bodies and the Children’s Homes itself.

9.3.7.3. How?

This can be made practical by allocating financial resources and provide training for the staff to make use of the technological advancements in all areas of administration and service delivery.
9.3.8 Experiment New Initiatives

Institutions should show the courage to experiment new ideas. This can be instituted in all areas of administration and service delivery.

9.3.8.1 Grounds

The problems encountered in various aspects of administration and service delivery of welfare institutions continue to exist for years. This can be overcome and the face of institutional services can be changed only through experimenting new ideas.

9.3.8.2 Implementing Agency or Agents

Institutional level changes are required and hence the implementing agencies in this regard are the Children’s Homes.

9.3.8.3 How?

The government and non governmental organizations instead of depending on government grants should be capable of identifying and allocating resources from the community. They can conduct fairs and exhibitions, devise sponsorship packages, conduct cultural programmes etc to raise more funds. They should take all efforts to attract the people who are ready to help with money, talent or time. They can experiment with an alternative community care model similar to the concept of SOS village. They should also gain the support of local communities in practicing adoption and foster care. Social work methods of home visits, familial intervention, follow up etc can be practiced to remedy the familial problems of the children and finally put them back to their own biological families. Wherever possible, community organization programme can also be practiced as an
extension service to gain the support of the local community for such children and families.

9.3.9 Recreation

Recreation is an essential aspect of human life. Institutions should also start thinking in terms of creative entertainment. Recreational facilities should provide them not only entertainment but should stimulate physical, spiritual, intellectual and emotional growth and satisfaction.

9.3.9.1 Grounds

Proper recreation arrangements can bring about unexpected change in the mental make up of a child. They grow as happy, matured and confident adults. Recreation facilities also facilitate interaction with others and help to build character and prevent delinquency and boredom.

9.3.9.2 Implementing Agency or Agents

Children’s Homes and its staff

9.3.9.3 How?

The caretakers and other responsible staff in the organization can carefully plan the recreational activities according to the physical, emotional, intellectual need of each child. Physical activities such as spontaneous playground activities, informal athletic games, open room games etc. can be planned. Art, music, dance, theatre, trekking, camping etc are areas of deprivation for all these children. All these areas engage the child in wholesome and enjoyable activities and hence opportunities should be provided accordingly. Similarly opportunities for debates, discussion, quiz,
puzzle solving, essay, story writing competitions, nature clubs, etc shall also be provided for them.

9.3.10 Monitoring and Evaluation

Programme monitoring and evaluation is an indispensable factor in successfully achieving the target of any programme.

9.3.10.1 Grounds

The existence of innumerable problems such as lack of professionalism, low quality of services, inadequacy of staff and so on and shortcomings in every aspect of service delivery reveals the inefficiency of monitoring and evaluation and calls for a strict procedure.

9.3.10.2 Implementing Agency or Agent

The administrative bodies such as Social Welfare Department and Orphanages Control Board, the home committee, neighborhood committees and suhrit samitis can contribute their part in monitoring and evaluating the institutional services.

9.3.10.3 How?

Review session should have representatives of administrative authorities and professional bodies and there shall be open discussions and analysis of the problems, needs, performance of each institution and the evaluation should come up with an action plan for the next year with all necessary measures to overcome their problems and satisfy their needs. Suggestions from beneficiaries shall also be considered.
9.3.11 Motivation and Morale

Motivation and morale are the most important factor in determining the overall service quality. If staff feels that their personal need for participation and professional need for growth are recognized and rewarded, they will bring a great degree of enthusiasm and activities to the work.

9.3.11.1 Grounds

Motivation and morale are also lacking in social welfare personnels due to lack of effective and inspiring administrative leadership and their elitist attitude, poor communication and co-ordination, poor man power planning and faulty recruitment system, lack of avenues for promotions and low salary etc.

9.3.11.2 Implementing Agency or Agents

The implementing agency shall be the administrative bodies such as Social Welfare Department and Orphanages Control Board that should take constant efforts to motivate and boost the morale of the staff through training rewards, etc.

9.3.11.3 How?

The authorities should evaluate their performance and reward good work and value their skills and time spent for these programmes and shall be paid accordingly. Intrinsic rewards shall also be emphasised. Such rewards provide fulfillment, promote a sense of accomplishment, and generate a feeling of self respect and so on. All these shall contribute to the morale and motivation of the employees.
9.4 Policy Implications

The present study has identified certain areas of welfare policy that require modifications. These areas are as follows.

9.4.1 Better Co-ordinating Agency

In the non-government sector the Board of control for the Orphanages and other Charitable Homes shall function more than a recognition granting agency. It shall involve in the daily functions and administration of the NGOs. Non-governmental organisations today are found to function according to their whims and do not insist on the instructions by the Social Welfare Board, Orphanages Control Board or the grants giving agencies. Their plea is that they suffer due to a chronic shortage of funds. The Board shall insist upon certain principles for the effective functioning of these homes. The Board must establish standard practices by working out detailed procedures.

9.4.2 Better Manpower Policy

There is no uniformity in the manpower recruitment policies in the government and non-government sector. Moreover relaxed rules are followed in both sectors while appointing persons. The primary ingredient of a sound recruitment policy is that the candidates shall be equipped with knowledge and techniques of social welfare services. The other areas such as determination of pay scales and other conditions of services, training, motivation, promotion and the like need to be taken proper care so that they devote themselves with their heart and soul in their respective assignment and build the image of the organization they serve.
9.4.3 Training

Training is an area left out while implementing the present welfare policy. Training shall be given to all categories of staff by proper training institutions in a systematic manner. Such orientation training will boost the morale of the staff and improve the quality of services rendered.

9.4.4 Better Service Delivery

The services as visualized in the policy are not observed in real practice. The educational, vocational, counselling, recreational, medical and rehabilitation services provided shall be based upon the actual needs and ability of the beneficiaries. Professionalism and standards shall be emphasised while providing welfare services.

9.4.5 Better Evaluation

Evaluation procedure in today’s welfare scenario is too lenient. Welfare policy shall set up performance index in every aspect of welfare administration and services. Evaluation shall be carried out on the basis of clearly stated criteria.

9.4.6 New Model of Institutional Care proposed by the Researcher

It is time for the child welfare institutions to be under intense scrutiny. A timely inquiry prevents the authorities from repeating the mistakes of the past. Perhaps they can be made effectively by designing better ways of service delivery. A model of institution care for children is suggested by the research in this spirit.
The new model of institution care shall epitomize the following principles.

- Respect for Beneficiaries, their Values, Preferences and Needs
- Co-ordination and Integration of Care
- Improved Physical Comfort
- Better Communication and Education
- Emotional Support
- Involvement of Family and Relatives

### 9.4.6.1 Essential components of the New Model
**Infrastructure**

The physical environment has a greater role to play to the development of a child’s character and personality. The institutions should provide its inmates the following

- Adequate space to move about
- Maximum integration with nature.
- Adequate Furniture
- Proper Ventilation and Lighting
- Separate space for learning, playing, sleeping, eating
- Besides, the institutions shall be equipped with a group activity room and a counselling room

**Educational Facilities**

- Basic Education
- Higher Education
- Informal Education in case of children unable to pursue formal education
- External Motivation
- Career Guidance

**Vocational Training Unit**

- Qualified Instructors
- Updated Trades
- Opportunity for inmates to choose vocation
- Manufacturing unit attached to vocational training unit
- Efforts to Market the manufactured products
Rehabilitation Wing

- Equipped with rehabilitation officers
- Provision for occupational rehabilitation through net working
- Provision for familial rehabilitation through family interaction services and adoption and foster care

Trained Manpower

- Professionally Qualified Directors and Superintendents
- Qualified Counsellors
- Qualified Vocational Instructors
- Qualified Care Takers
- Qualified Rehabilitation Officers
- Other administrative staff must be equipped with on the job training.

Case Management

Efficient Case management involving the following techniques

- Case work
- Home visit
- Counselling
- Therapeutic Intervention

Group Work

With an intention to

- Promote better interaction
- Positive group experience
- Promote inspiration then sharing session
- Opportunity to develop leadership qualities
Monitoring and Evaluation

- Regular evaluation of Service Delivery
- Set targets in case of Rehabilitation
- Listen to service users to bring about improvements in the provision of care.

Community Based Care

- Promote kinship care of the inmates
- Foster Care Home
- Promote National Adoption

After Care

Develop models of leaving care which facilitate, plan and pro-actively support the transaction of young children from institutional care upon their return to the family or independent living in the community

Innovative Fund Raising

- Through websites
- By allocating a part of reality shows
- By keeping charity box at public places

Institutions cannot do away with any of the above mentioned areas. Careful consideration need to be give to all of these in planning institutional care system.

9.5 Implication for Social Work Education

Social Work Education shall offer specialization in Social Welfare Administration. Professionals trained with a strong knowledge on the
principles and essential aspects of welfare administration and equipped with field practice is essential to lead the present welfare sector in the right direction.

9.6 Limitations of the Study

- The study does not involve a comparative analysis of the government and non-government organizations as there is a huge difference in the number of institutions and beneficiaries supported in both sectors.
- The study is not covering the entire child welfare system in the state inorder to be more focussive.
- Mentally & Physically challenged children are excluded in the study as they may find varying degrees of difficulty in responding to the tools used for the study.
- Beneficiaries below ten years are excluded from data collection as they were not satisfactorily responding to the tool.

9.7 Suggestions for Future Research

- Further research can be conducted on other social welfare programmes as well from an administrative point of view.
- Comparative studies can be conducted on institutional care and other forms of care for needy children.
- Studies on socio-economic and cultural factors that create a category of underprivileged children can be useful in reducing the magnitude of the problem.
Further research in same line including more NGOs might help in the consolidation of a relevant policy in the comprehensive care of the beneficiaries.

Case studies on successful and model organization can be undertaken to inspire other organizations in the same field

9.8 Conclusion

The activities in the field of social welfare have expanded tremendously. Today, the grants are much larger. With every plan, we are spending more and more money and with the newly gained popularity of social work profession there are many more whole time workers in the field of welfare today. But still as programmes expand and resources increase, they are not properly planned and utilized and the passion and feeling of personal involvement have also gone out of work.

As this study has revealed when ideas become institutionalized, certain practicalities come in and it is not always possible to continue working for a cause with missionary zeal. This is where the professional aspect of social work shall come into play. It is essential for social welfare institutions to strictly follow the principles and stages of social welfare administration to combat the insensitiveness and cynicism towards welfare programmes. Through proper planning, organization, staffing, directing, co-ordination, budgeting and reporting welfare institutions can function more than a mere basic needs agency. They should think constantly of new initiatives and new direction which would benefit the country.