Chapter IV

Analysis and Discussion
CHAPTER IV
ANALYSIS AND DISCUSSION

As has been mentioned earlier the data for the present study has emerged from the several tools mentioned above, The data from the mailed questionnaire needed coding. So did the data from the interviews with the personnel and the heads of VAs, The case studies required content analysis.

The variety of raw data obtained have been collated and analysed according to the framework hereunder:

4.1 Dimensions of growth - Mailed questionnaire
4.2 Advantages and disadvantages of growth - Mailed questionnaire
4.3 Images of growth - Mailed questionnaire
4.4 Profiles of growth - Interview with guidelines
4.5 Growth of VAs - Case study
4.6 Organisational growth trends

The data was analysed first of all to find out the average number of villages/beneficiaries covered, the number of programmes implemented, the workers employed and the annual budget of the VAs. The relevant figures for the SUVs and the VABs have been compared between as at the commencement of the VAs and as at present.
For the data analysed statistical techniques of calculating the mean, standard deviation and ‘f’ value have been adopted while comparing the two types of VAs assessed.

Following this part, the advantages and disadvantages of organisational growth are presented, the data on this aspect having been obtained from the mailed questionnaire. The responses from the VAs have been analytically linked to the four dimensions of the study, namely number of villages/beneficiaries covered, the number of programmes implemented, the workers employed and the annual budget of the VAs.

The advantages and disadvantages of organisational growth, drawn from the responses of the VAs, have been presented in the order of dimensions of growth as spelt out under the objectives. Following each table on advantages/disadvantages is presented a table based on a combination of the analytical categories. The latter tables compare the combined frequencies (number of VAs indicating the categories put together) and the summation of individual frequencies, i.e., the number of VAs whose responses refer only to either of the two categories.

The images of growth of VAs are derived from the data from the mailed questionnaire dealing with the dimensions, the advantages and the disadvantages of growth. The sharp distinction between the picture of the
organisational growth emerging from the first two sections and this one is sufficiently clear. The mailed questionnaire sought both the purely professional and popular meanings attributed to organisational growth.

The data obtained from the field level personnel supplemented by those drawn from the interviews with the heads of the VAs have been presented in the form of profiles of growth. This part mainly focuses on the decision-making process and the changes therein in the wake of organisational growth. This section includes aspects like powers and procedures adopted by the organisation with respect to the decision-making process. In order to bring the changing profile of the VAs into sharp focus, the SUVs have been further broken down into three analytical categories based on the duration of their existence as: SUV_1 (less than five years of existence), SUV_2 (between 5 and 10 years of existence), and SUV_3 (over 10 years of existence).

Case study approach was thought of by the researcher with a view to supplementing the earlier arguments with respect to the effects of organisational growth on the very nature of the VAs. The general framework of case study presentation is that the chronological history of the growth of the VA has been presented first, followed by analytical comments by the researcher. While presenting the comments based on the
content analysis of case histories, the researcher has maintained the focus on the four dimensions of growth, namely the number of villages/beneficiaries covered, the number of programmes implemented, the number of workers employed and the annual budget of the VAs.

Part I

4.1 Dimensions of Growth

The data obtained from the mailed questionnaire has been analysed and interpreted so as to reveal the dimensions of growth of the VAs through their existence (The average duration of existence of VAs in the study works out to 6.6 ± 1.01 years in the case of SUVs and 9.5 ± 1.2 years in the case of VABs) as compared between at commencement and at present.

The following tables present the comparative picture between SUVs, those small-scale village-based single unit VAs supposedly thriving on a shoestring budget, and VABs, those large-scale VAs with branches, being funded, almost as a rule, by foreign money. This comparison points to the average size of the VAs in terms of average beneficiaries per village, number of programmes implemented and number of workers engaged at commencement and at present.
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Part-I

4.1 Dimensions of Growth

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4.1.1 Villages/Beneficiaries Covered (Beneficiaries per Village Ratio)

Any VA, when questioned about its work in the rural areas, will perhaps invariably begin by listing the number of villages in which it is working. But the number of villages in itself has little meaning without a quantitative reference to the total number of beneficiaries. Tables 5 and 6 present a comparison of the villages and the beneficiaries respectively covered by the programmes of the SUVs and the VABs.

Table 5

Comparison of Villages Covered

<table>
<thead>
<tr>
<th>Category</th>
<th>No. of RespoBdiag VAs</th>
<th>M</th>
<th>0</th>
<th>Std* Err</th>
<th>T value</th>
<th>Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>At commencement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SUV</td>
<td>110</td>
<td>9.4</td>
<td>1.80</td>
<td>0.61</td>
<td>0.3278</td>
<td>Not Significant</td>
</tr>
<tr>
<td>VAB</td>
<td>37</td>
<td>9.2</td>
<td>1.70</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At present</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SUV</td>
<td>105</td>
<td>22.0</td>
<td>2.90</td>
<td>0.56</td>
<td>17.32</td>
<td>Significant</td>
</tr>
<tr>
<td>VAB</td>
<td>38</td>
<td>31.7</td>
<td>3.07</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

M = Mean
o = Standard Deviation
Std. Err = Standard Error
It is clear from Tables 5 and 6 that in the case of the number of villages and the number of beneficiaries covered, the SUVs and the VABs are close to each other at the time of commencement. This may be because the VAs do generally launch their activities promising to bring benefits to a certain pre-defined population. However, the difference between the SUVs and the VABs is statistically significant both at commencement and at present. This analysis bears out the first hypothesis framed for the present study, namely that, as a VA grows in size and extends its activities, its growth dimension of number of
villages/beneficiaries covered will differ significantly from that of a VA that does not grow but remains small.

The beneficiaries per village ratio was calculated with a view to viewing both of them under a single dimension for the purposes of analysis and interpretation. The average number of beneficiaries per village for both the SUVs and the VABs is presented in Table 7.

**Table 7**

Average **Number of Beneficiaries** per Village

<table>
<thead>
<tr>
<th>Category</th>
<th>Average No. of beneficiaries</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>SUV</td>
<td>186 at commencement, 172 at present</td>
<td></td>
</tr>
<tr>
<td>VAB</td>
<td>204 at commencement, 213 at present</td>
<td></td>
</tr>
</tbody>
</table>

The comparative trend of growth between the SUVs and the VABs emerges a little more clearly in Table 7. There is also an interesting aspect to note in Table 7, i.e., the ratio increases in respect of the VABs from the commencement to the present, which is quite understandable. But there is a discernible reduction in the ratio in the case of the SUVs. The question raised by these figures is whether a VA, as it grows and becomes well established, cuts down on programmes or begins to specialise in certain programmes and simply replicates them to more
villages/beneficiaries. It may be inferred from the analysis that the VAs with a standing of about ten years or more do not tend to grow but to settle down with a certain steady number of villages/beneficiaries,

4L2 Programmes by the VAs

Irrespective of the number of villages covered and the number of people benefited, the real value of a VA rests only on the basis of the nature and the variety of programmes implemented by the organisation.

In terms of the number of programmes at commencement it is possible to distinguish between VAs which belong to the SUV category and those which belong to the VAB category.

Table 8
Comparison of Number of Programmes Implemented

<table>
<thead>
<tr>
<th>Category</th>
<th>No. of Responding VAs</th>
<th>M</th>
<th>a</th>
<th>StcLErr</th>
<th>‘f’ value</th>
<th>Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>At commencement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SUV</td>
<td>118</td>
<td>4.4</td>
<td>1.40</td>
<td>0.2547</td>
<td>5.4966</td>
<td>Significant</td>
</tr>
<tr>
<td>VAB</td>
<td>40</td>
<td>5.8</td>
<td>1.39</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At present</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SUV</td>
<td>120</td>
<td>10.58</td>
<td>1.84</td>
<td>0.3336</td>
<td>2.757</td>
<td>Significant</td>
</tr>
<tr>
<td>VAB</td>
<td>37</td>
<td>11.50</td>
<td>1.60</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

M = Mean  
\( \sigma \) = Standard Deviation  
Std. Err = Standard Error
Table 8 brings out the difference between the SUVs and the VABs after they have both exhibited a staying capacity over the years. This bears out the second hypothesis -framed for the present study, namely that, as a VA grows in size and extends its activities, its growth dimension of number of programmes implemented will differ significantly from that of a VA that does not grow but remains small. It is interesting to note that “in the case of programmes, the level of significance of the difference is lower than that in the case of the other dimensions, namely the number of villages/beneficiaries covered, the number of workers employed and the annual budget.

4. S.3 Personal Involved

Any VA tends to have a skeletal staff on the regular payroll. The field personnel or their supervisory positions depend on the programmes run by the agencies. This in turn depends on the proposals that the organisations manage to get funded. Unless a VA—particularly those at the helm of affairs—4s smart and prompt in preparing proposals and getting them funded, there is always the potential for a rather wide variation with respect to the number of personnel. The VA would suffer from a limited retention capacity’ with respect to personnel.
### Table 9

**Comparison of Personnel Employed**

<table>
<thead>
<tr>
<th>Category</th>
<th>No. of Responding VAs</th>
<th>M</th>
<th>σ</th>
<th>Std. Err</th>
<th>t value</th>
<th>Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>At commencement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SUV</td>
<td>110</td>
<td>5.8</td>
<td>1.20</td>
<td>0.2876</td>
<td>6.7802</td>
<td>Significant</td>
</tr>
<tr>
<td>VAB</td>
<td>40</td>
<td>7.75</td>
<td>1.67</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At present</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SUV</td>
<td>105</td>
<td>14.50</td>
<td>3.60</td>
<td>0.6591</td>
<td>17.296</td>
<td>Significant</td>
</tr>
<tr>
<td>VAB</td>
<td>35</td>
<td>25.90</td>
<td>8.30</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

M = Mean  
σ = Standard Deviation  
Std. Err = Standard Error

In view of the above too much cannot be claimed on the basis of the number of personnel at any given point of time. Yet, in this study, because an appreciable percentage of VAs have responded to the mailed questionnaire, it has been assumed that the profile of the personnel given here has reliably projected the entire spectrum of the VAs starting from a lean (the second and the third quarters of a calendar year) programme season at one end to a peak (the first and the last quarters of a calendar year) programme season at the other. The duration of data collection through the mailed questionnaire technique extended for a little over one year, including the first and the repeated appeal to the VAs. It is therefore
presumed that this period has covered both lean and peak programme seasons.

The most notable feature of Table 9 is the highly significant difference between the SUVs and the VABs with respect to the number of personnel employed. Referring back to Tables 5, 6 and 7, one may note here that the dimensions of villages/beneficiaries on the one hand and the number of personnel employed on the other are like two sides of the same coin,

4.1.4 Annual Budget

In the final analysis, the standing of a VA boils down to the size of the annual budget. However, it is the budget dimension in the voluntary sector that would remain by and large less amenable to explicit enquiry,

4.1.4.1 Money behind voluntary action

The annual budget part in the mailed questionnaire did not elicit as clear a picture of the VAs as the other dimensions. First, not all the responding VAs answered this particular section in the questionnaire—only about 60 percent of the SUVs and 70 percent of the VABs answered it. So the data could not be subjected to any statistical analysis. However the coefficient of range for both the groups was computed and it was found to be quite close, as can be seen from Table 10.
Table 10

Coefficient of Esiaige

<table>
<thead>
<tr>
<th>Category</th>
<th>At commencement</th>
<th>At present</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUV</td>
<td>0.99</td>
<td>0.98</td>
</tr>
<tr>
<td>VAB</td>
<td>0.98</td>
<td>0.95</td>
</tr>
</tbody>
</table>

Table 10 indicates that the distribution pattern of observations is deserialisable for the respective categories. However, since the budget dimension is a vital aspect of growth to be understood, with the information on this dimension available, a cursory analysis was attempted. Figures 1 and 2 present the size of the annual budgets of the SUVs and the VABs at commencement and at present respectively.

![Graph of SUV and VAB annual budget at commencement](image)

Fig. 1. Annual Budget at Commencement
One can easily note from Figures 1 and 2 that the SUVs and the VABs which are relatively less different from each other at commencement grow to be much more different over a period of time.

Assuming that there could be a tendency among the growing VAs to withhold information on their annual budget, an analysis was attempted to see the picture clearly under a tabulated format. Table 11 presents whether the VAs revealed their annual budget or not.

The figures in Table 11 make for very interesting reading. One can see a general tendency among both the SUVs and the VABs to withhold budgetary information at commencement. In the case of the VABs, even at commencement the tendency to hold back budgetary information seems all the more strong since, in terms of absolute numbers, the VABs
withholding information on budget are much more than those revealing the same.

Table 11

Revelation/Otherwise of Annual Budget by VAs

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Category</th>
<th>At commencement</th>
<th>At present</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>1.</td>
<td>SUV₁</td>
<td>16</td>
<td>10</td>
</tr>
<tr>
<td>2.</td>
<td>SUV₂</td>
<td>40</td>
<td>18</td>
</tr>
<tr>
<td>3.</td>
<td>SUV₃</td>
<td>35</td>
<td>23</td>
</tr>
<tr>
<td>4.</td>
<td>VAB</td>
<td>20</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td></td>
<td>111</td>
<td>76</td>
</tr>
</tbody>
</table>

Moving to the present, one finds that the same tendency continues in general except in the case of SUV₃ wherein the tendencies to reveal budgetary information and not to reveal the same are roughly balanced. As the figures for the present in Table 11 reveal, a very secretive stance is adopted by the VABs since there are two VABs that withhold information for every single VAB which is ready to reveal the same. It could therefore be maintained that the VABs do present themselves—both at commencement and at present—as a category of VAs quite distinguishable from the other types of VAs.

The fact that a large number of VAs did not send in their responses in spite of reminders is in itself a piece of interesting information. It
could either mean that the agency is too busy to recognise the value of research* or that the agency is quite lacking in the openness required of a VA vis-a-vis research.

The next section deals with the advantages and disadvantages of organisational growth as perceived by the personnel of the VAs in this study. This data is drawn from the responses of the VAs to the mailed questionnaire.

Part II

4.2 Advantages and Disadvantages of Growth

The mailed questionnaire included a question in which the VAs were required to spell out three advantages and three disadvantages resulting from the growth of the organisation. The question was worded quite objectively with respect to the term organisational growth without making any reference to the size of the growing organisation per se. However, most of the responses directly or otherwise applied the question to the size.

The researcher had left question numbers 6 and 7 of the questionnaire relating to organisational growth open enough because he desired to see if the responding VAs would perceive the results of growth in terms of factors identifiable with the features of VAs or otherwise. It
was found from the completed questionnaire that a substantial number of responding VAs had indeed used some standard expressions like community-oriented, sustainable, organisational, institutional, dependency, exploitation and the like.

While coding and categorising the responses, the effort made was most specifically in the direction of identifying the changing features of the growing organisation. These features were given analytical labels keeping in mind a broad framework based on the element of directionality in growth. In brief, depending on the dimension of growth, the serial numbers from 1 to 3 were maintained in such a way that these serial numbers would indicate less than what an ideal VA should be, while a higher serial number would mean a feature more in line with the level at which a VA should really function, i.e., inculcating and promoting those aspects contributing to self-sustenance of change/development trends. All the sixteen tables in this section present the data in the form of percentage increase or decrease over the expected frequency. The expected frequency was computed on the basis of the number of VAs responding to the question as well as the number of options offered.
Of the 16 tables, 8 deal directly with advantages and disadvantages. As the effort to reduce the risk of probable misinterpretation of data, an attempt has been made to see the analytical categories of responses in combinations of two at a time. These tables which have been named combination tables, juxtapose the combined frequencies of each pair of categories against the total of break-up frequency.

4.2.1 Advantages Related to Villages/Beneficiaries Covered

Tables 12 and 13 present the advantages in terms of increased number of villages/beneficiaries covered by the organisation as it grows bigger and bigger. The advantages are projected with respect to awareness generation, growth/development and sustainability of the organisation.

The most notable feature of Table 12 is the middle row in the VAB column. By and large the general trend among the SUVs under study is to recognise overwhelmingly that their efforts are leading to large-scale awareness generation among the rural population. The VABs lukewarmly believe that their efforts are directly contributing to people’s growth and development, in contrast to the SUVs which subscribe to this idea more
liberally. Both the SUVs and the VABs believe to an equal extent that their efforts are contributing to the development of sustainability.

**Table 12**

**Advantages—Villages/Beneficiaries** Covered

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Response Categories*</th>
<th>SUV</th>
<th>VAB</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No. of responding VAs</td>
<td>Percentage of increase/decrease over expected frequency</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Expected frequency 31</td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Awareness generation</td>
<td>64</td>
<td>+110</td>
</tr>
<tr>
<td>2.</td>
<td>Growth / development</td>
<td>54</td>
<td>+74</td>
</tr>
<tr>
<td>3.</td>
<td>Sustainability</td>
<td>63</td>
<td>+103</td>
</tr>
</tbody>
</table>

*Category 1 1. Awareness and enlightenment.  
2. Motivation about basic needs and rights.  
Category 2 1. Benefit reaches more people.  
2. Economic development.  
Category 3 1. Possibility of transformation.  
2. People’s movement

Table 13 points to an increasing trend in both the SUVs and the VABs in the belief that they are involved in awareness creation among the rural population towards achievement of growth/development. The **overwhelming** response of the VABs is seen in the third row pointing to a positive claim of growth/development and sustainability.
### Table 14
Disadvantages-Villages/Beneficiaries Covered

<table>
<thead>
<tr>
<th>SL No.</th>
<th>Response categories*</th>
<th>SUV No. of Responding VAs</th>
<th>Percentage increase/ decrease over expected frequency</th>
<th>VAB No. of responding VAs</th>
<th>Percentage increase/ decrease over expected frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Transient condition</td>
<td>24</td>
<td>-2</td>
<td>6</td>
<td>-45</td>
</tr>
<tr>
<td>2.</td>
<td>Reversible process</td>
<td>32</td>
<td>+3</td>
<td>14</td>
<td>+27</td>
</tr>
<tr>
<td>3.</td>
<td>Reparable damage</td>
<td>17</td>
<td>-45</td>
<td>6</td>
<td>-45</td>
</tr>
</tbody>
</table>

*Category 1 1. No close contact with people  
2. Misleading information to the people  
Category 2 1. Communication gap  
2. Lack of people cooperation / confidence  
Category 3 1. Competition  
2. Lack of government coordination and responsibility

Both types of respondents, by and large, do not readily recognise any disadvantages related to villages/beneficiaries covered as a result of organisational growth. To some extent, however, the VABs tend to recognise disadvantages like power politics, communication gap and increased dependence of the rural people. As the organisation grows, a positive picture emerges on the basis of increased coverage of beneficiaries.
Table 15
Combination—Disadvantages—Villages/Beieeficiaries Covered

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Response categories</th>
<th>Combined frequency</th>
<th>Total of break-up frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>SUV</td>
<td>VAB</td>
</tr>
<tr>
<td>1.</td>
<td>Transient condition + reversible process</td>
<td>48</td>
<td>16</td>
</tr>
<tr>
<td>2.</td>
<td>Reversible process + reparable damage</td>
<td>40</td>
<td>15</td>
</tr>
<tr>
<td>3.</td>
<td>Reparable damage + transient condition</td>
<td>28</td>
<td>10</td>
</tr>
</tbody>
</table>

The first row relevant to the SUVs in Table 15 shows the least disparity between the combined frequency and the total of the break-up frequencies of transient condition and reversible process as disadvantages. The disadvantages perceived by the respondents refer to interference by Government officials and issues like duplication often leading to exploitation. However, in the case of the VABs the third row shows that they perceive the disadvantages of growth in terms of reparable damage and transient condition.

4.2.3 Advantages—Programmes Implemented

Tables 16 and 17 deal with the dimension of programmes implemented by the VAs. The advantages of programmes implemented by the VAs are presented under categories of awareness building,
employment/growth and training. The combination of responses is also furnished for a better understanding of the functioning of the VAs.

Table 16

Advantages—Programmes implemented

<table>
<thead>
<tr>
<th>SI. Mo.</th>
<th>Response Categories*</th>
<th>SUV</th>
<th>VAB</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No. of Responding VAs</td>
<td>Percentage of increase/decrease over expected frequency</td>
</tr>
<tr>
<td>1.</td>
<td>Awareness building</td>
<td>16</td>
<td>-48</td>
</tr>
<tr>
<td>2.</td>
<td>Employment/growth</td>
<td>37</td>
<td>+19</td>
</tr>
<tr>
<td>3.</td>
<td>Training</td>
<td>8</td>
<td>-74</td>
</tr>
</tbody>
</table>

^Category 1  1. Beneficiaries become more aware  
2. Getting benefits directly  
Category 2  1. Direct link with beneficiaries  
2. Development work  
Category 3  1. Training schemes  
2. Skill development

As per Table 16, both the SUVs and the VABs believe that the advantage of growth can be seen in the form of more employment generation. Both the SUVs and the VABs believe that the programmes implemented by them have served the purpose for which they were established. However, it can also be seen that the SUVs tend to believe
more than the VABs that the contribution made by them is substantial and commendable in the categories of creating awareness, generating employment and equipping people with trained skills.

Table 17 combines the coded response categories in pairs.

Table 17
Combination—Advantages—Programmes Implemented

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Response categories</th>
<th>Combined frequency</th>
<th>Total of break-up frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>SUV</td>
<td>VAB</td>
</tr>
<tr>
<td>1.</td>
<td>Awareness building + employment / growth</td>
<td>25</td>
<td>10</td>
</tr>
<tr>
<td>2.</td>
<td>Employment / growth + training</td>
<td>20</td>
<td>15</td>
</tr>
<tr>
<td>3.</td>
<td>Awareness building + training</td>
<td>15</td>
<td>9</td>
</tr>
</tbody>
</table>

In Table 17 the second row presents a contrast between the SUVs and the VABs. The latter overwhelmingly assume that the growth of the agency contributes to employment growth as well as training. As the size of the SUVs is normally small and the area of operation limited, they stick to their minimum number of programmes for a stipulated period of time with a view to establishing more credibility in the areas of employment and training. On the other hand, the VABs have fared better in the areas of employment and growth. It may be inferred that their
potential to muster resources for generation of employment is greater. However, when it comes to awareness and training, the SUVs demonstrate an edge over the VABs.

4.2.4 Disadvantages—Programmes Implemented

Table 18 and 19 deal with the disadvantages related to the implementation of programmes.

Table 18

Disadvantages—Programmes Implemented

<table>
<thead>
<tr>
<th>SI. No.</th>
<th>Response categories*</th>
<th>SUV</th>
<th>VAB</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No. of responding VAs</td>
<td>Percentage increase/decrease over expected frequency</td>
<td>No. of responding VAs</td>
</tr>
<tr>
<td></td>
<td>Expected frequency 31</td>
<td>Expected frequency 11</td>
<td></td>
</tr>
<tr>
<td>i.</td>
<td>Bureaucratic interference</td>
<td>13</td>
<td>58</td>
</tr>
<tr>
<td>2.</td>
<td>Exploitation in implementation</td>
<td>10</td>
<td>-67</td>
</tr>
<tr>
<td>3.</td>
<td>Pro-status quo</td>
<td>17</td>
<td>-45</td>
</tr>
</tbody>
</table>

*Category 1 1. Interference by government officials 2. Phasing out becomes difficult
Category 2 1. Exploitation of beneficiaries 2. Duplication of activities.
Category 3 1. Lack of proper training 2. Traditionalism and conservatism

According to the SUVs and the VABs growth affects the implementation of programmes in the form of interference in their daily
activities. The combination of the responses is also presented. The notable feature in Table 18 is in the second column of the second row. The VABs do mention in larger number than expected that the implementation of programmes involves exploitation. Otherwise, similar views are maintained by both the SUVs and the VABs regarding programme implementation like, for instance, the intervention of government officials. By and large the SUVs, much more than their VAB counterparts, feel that with growth, a VA is likely to offer less and less to more and more people.

Table 19
Combination—Disadvantages—Programmes Implemented

<table>
<thead>
<tr>
<th>SL. No.</th>
<th>Response categories</th>
<th>Combined frequency</th>
<th>Total of break- up frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>SUV</td>
<td>VAB</td>
</tr>
<tr>
<td>1.</td>
<td>Bureaucratic interference + exploitation in implementation</td>
<td>16</td>
<td>12</td>
</tr>
<tr>
<td>2.</td>
<td>Exploitation in implementation + pro-status quo</td>
<td>25</td>
<td>18</td>
</tr>
<tr>
<td>3.</td>
<td>Pro-status quo + bureaucratic interference</td>
<td>22</td>
<td>18</td>
</tr>
</tbody>
</table>

In Table 19, the middle row shows that, as an organisation grows, exploitation in the implementation process increases. As this will ultimately lead to no significant change in the beneficiaries’ life pattern,
the VA personnel tend to become status quoists. There is not much 
difference with respect to holding this view between the SUVs and the 
VABs. Further, in the case of the VABs, bureaucratic interference also 
increases.

42.5 Advantages—Workers Employees

The advantages related to workers employed as the organisation 
grows are dealt with in Tables 20 and 21. The advantages directly link 
organisational growth with employee welfare, workers’ commitment and 
organisational concerns.

One would normally expect the growing VA to gradually become 
more professional on the one hand and on, the other, more committed to 
working with the rural people for their development. In other words the 
workers in a VA could be expected, as the organisation grows, to become 
committed and remain relatively less pre-occupied with their own 
problems. The following tables throw light on whether the above 
presumption holds good or not,

As Table 20 shows in the middle row, the SUVs are more alert than 
the VABs about workers’ commitment as essential for the activities 
undertaken in their areas. There is a general and equal perception among 
the SUVs and the VABs of their workers being interested in achieving the
organisational objectives. The analysis of Table 20 disproves the third hypothesis framed for the present study, namely that, as a VA grows in size and extends its activities, its workers will become more committed than those of a VA that does not grow but remains small.

Table 20
Advantages—Workers Employed

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Response categories*</th>
<th>SUV</th>
<th>VAB</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No. of Responding VAs</td>
<td>Percentage increase/decrease over expected frequency</td>
</tr>
<tr>
<td>1.</td>
<td>Employee Welfare</td>
<td>16</td>
<td>-48</td>
</tr>
<tr>
<td>2.</td>
<td>Workers commitment</td>
<td>27</td>
<td>-12</td>
</tr>
<tr>
<td>3.</td>
<td>Organisational concerns</td>
<td>7</td>
<td>-77</td>
</tr>
</tbody>
</table>

^Category 1 1. Salary advances
2. Employment oriented
Category 2 1. Experiences of dedication and committed services
2. Serving better than Govt. departments
Category 3 1. Achieve the organisational objectives and goals
2. Professional approach to development

As Table 20 shows, the variable “workers’ commitment” registers a decrease of 12 percent over the expected frequency in the case of SUVs, whereas in the case of VABs the variable registers a decrease of 36 percent.
The most notable feature of Table 21 is that there are no positive entries. All the frequencies are below the expected frequencies. The figures in Table 21 do not present clear trends for ready interpretation. However, both the SUVs and the VABs see factors related to employees’ welfare as well as workers’ commitment together as the advantages accruing from organisational growth. When organisational concerns as a category is added, the VABs tend to fall far behind the SUVs.

What should be specially noted from this as well Table 20 is the factor of employees’ welfare emerging to the front. A growing organisation needs must take care of its employees’ welfare. The point of consolation is that workers’ commitment appears in the pair up front. It
could also be argued that the two aspects of organisational life are mutually contributory, complementing each other all the time.

4.2.6 Disadvantages—Workers Employed

Tables 22 and 23 mainly deal with the disadvantages in terms of workers employed in the organisations. The organisational disadvantages are projected in terms of employees’ behaviour, institutionalisation and the organisational facade that is maintained for public view. The combinations of responses are also furnished for a better understanding of the issues related to organisational growth.

Table 22

**Disadvantages—Workers Employed**

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Response categories*</th>
<th>SUV</th>
<th>VAB</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No. of responding VAs</td>
<td>Percentage increase/decrease over expected frequency</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Expected frequency</td>
<td>Expected frequency</td>
</tr>
<tr>
<td>1.</td>
<td>Employee behavior</td>
<td>48</td>
<td>+54</td>
</tr>
<tr>
<td>2.</td>
<td>Institutionalisation</td>
<td>15</td>
<td>-48</td>
</tr>
<tr>
<td>3.</td>
<td>Organisational facade</td>
<td>29</td>
<td>-6</td>
</tr>
</tbody>
</table>

* Category 1 1. No objectivity and clarity 2. Decrease in quality
Category 2 1. Work load 2. Standardisation of time schedule
Category 3 1. Problems of inner circle 2. More time spent on administration
The most notable feature of Table 22 is in the middle row. It makes a study in contrast between the SUVs and the VABs. In the former case there are less number of takers for the idea that a growing organisation makes room for workers trying to create a ring around the head for their organisational existence. In the latter case there are more than the expected numbers who believe in this. Further the first row clearly indicates that, in a growing organisation, employee behaviour is likely to be all more in line with the directives and schedules coming from above rather than with anything else like commitment, service etc. This is true of both the SUVs and the VABs. However, the standardisation and work schedule aspects cannot be overemphasized in view of the figures in the third row. One can therefore say that, as a VA grows, decision on procedures and schedules tend to come from above and also to get routinised resulting in more of top to bottom communication. Further the workers accept the same with varying degrees of clarity. After all the standardised time schedule falls in line with the organisational objectives that are tied to working for the betterment of the rural people. Workers in a growing VA may get used to joining hands in presenting an acceptable facade of the organisation.
### Table 23

Combination—Disadvantages—Workers Employed

<table>
<thead>
<tr>
<th>SI. No.</th>
<th>Response categories</th>
<th>Combined frequency</th>
<th>Total of break-up frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>SUV</td>
<td>VAB</td>
</tr>
<tr>
<td>1.</td>
<td>Employee behaviour + institutionalisation</td>
<td>50</td>
<td>22</td>
</tr>
<tr>
<td>2.</td>
<td>Institutionalisation + Organisational facade</td>
<td>30</td>
<td>18</td>
</tr>
<tr>
<td>3.</td>
<td>Organisational facade + employee behaviour</td>
<td>60</td>
<td>15</td>
</tr>
</tbody>
</table>

In Table 23 the VAB columns in the second row show that the combined frequency and the total of break-up frequencies are close. From this it may be inferred that, as an organisation grows, if it is a VAB, it may see the workers opting into organisational inner circles and also participating in the organisational facade and institutionalisation process.

By and large all types of VAs, as they grow, are likely to see employee behaviour leaning towards the organisational outlook. One could say that the individual differences in attitude and even performance may dwindle over a period of time. The responses from the VAs under the category of employee behaviour point to lack of clarity, of objectivity and of quality.
The advantages related to the budget, one of the dimensions of growth of an organisation, are depicted in Tables 24 and 25 under the analytical categories of own fund and expenditure, raising of funds and group involvement for creating funds for organisational growth. The combination of responses projects the response categories in pairs for strengthening the views held earlier in relation to the nature of the influence on finance that growth brings along.

Table 24

<table>
<thead>
<tr>
<th>SL. No.</th>
<th>Response categories*</th>
<th>No. of Responding VAs</th>
<th>Percentage increase/decrease over expected frequency</th>
<th>No. of responding VAs</th>
<th>Percentage increase/decrease over expected frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Own fund and expenditure</td>
<td>13</td>
<td>-58</td>
<td>6</td>
<td>-45</td>
</tr>
<tr>
<td>2.</td>
<td>Raising of funds</td>
<td>6</td>
<td>-80</td>
<td>2</td>
<td>-81</td>
</tr>
<tr>
<td>3.</td>
<td>Group involvement</td>
<td>8</td>
<td>-74</td>
<td>4</td>
<td>-63</td>
</tr>
</tbody>
</table>

^Category 1 1. Additional inputs by way of personnel and materials  
2. Proper fund utilization  
Category' 2 1. Government gives importance to VAs & provides funds  
2. Less dependence on funding agency  
Category 3 1. Fund mobilisation becomes easier  
2. Resources tapped through youth club/mathar sangam
The most notable feature in Table 24 is the second row. Both types of responding VAs do not seem to quite believe in the ability of the organisation to raise funds. In both the cases they seem to accept that the VAs manage with whatever own finds they have to keep going. However, they do seem to believe that a growing organisation may be able to manage some local funding through youth groups and mathar sangams.

Table 25

Combination—Advantages—Annual Budget (Finance)

<table>
<thead>
<tr>
<th>SI. No.</th>
<th>Response categories</th>
<th>Combined frequency</th>
<th>Total of break-up frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>SUV</td>
<td>VAB</td>
</tr>
<tr>
<td>1.</td>
<td>Own fund and expenditure + raising of funds</td>
<td>15</td>
<td>7</td>
</tr>
<tr>
<td>2.</td>
<td>Raising of funds + group involvement</td>
<td>10</td>
<td>4</td>
</tr>
<tr>
<td>3.</td>
<td>Group involvement + own fluid and expenditure</td>
<td>13</td>
<td>6</td>
</tr>
</tbody>
</table>

Table 25 projects the analytical categories under different combinations, emphasizing, while doing so, an attempt to cut down the dependence on funding agencies. It may be inferred that the responding VABs believe that a growing VAB could increase its ability to create own funds and raise funds and that VAs may also be able, as they grow, to
increase their ability to mobilise fluids through local groups, youth associations and mathar sangams.

4.2.8 Disadvantages—Annual Budget (Finance)

The disadvantages of organisational growth relating to the budget (finance) are shown in Tables 26 and 27. It is interesting that most of the SUVs and the VABs are a little wishy-washy in telling about the financial aspect. Yet whatever responses that have flowed in the study must be accorded their due weight.

Table 26
Disadvantages—Animal Budget (Finance)

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Response categories*</th>
<th>SUV</th>
<th>VAB</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No. of Responding VAs</td>
<td>No. of responding VAs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Percentage increase/ decrease over expected frequency</td>
<td>Percentage increase/ decrease over expected frequency</td>
</tr>
<tr>
<td></td>
<td>Expected frequency</td>
<td>Expected frequency</td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Lack of finance</td>
<td>28</td>
<td>-9</td>
</tr>
<tr>
<td>2.</td>
<td>Fund procuring formalities</td>
<td>16</td>
<td>-48</td>
</tr>
<tr>
<td>3.</td>
<td>Misuse of fund</td>
<td>14</td>
<td>-54</td>
</tr>
</tbody>
</table>

* Category 1: 1. Non-availability of fund in time
2. People’s expectation of demands for money from the organisation

Category 2: 1. Government not properly considering the application of VAs
2. System requirements more important than actual growth

Category 3: 1. Opportunity for misuse of funds
2. Corruption at different levels
Table 26 shows the financial disadvantages that may follow when an organisation grows. The first row projects both the SUVs and the VABs as having a common opinion that organisational growth leads to non-availability of funds, apparently due to the rising expectations from the people leading to increasing demands on the organisation. The SUV column of the second row suggests that, as an organisation grows, there is a possibility of fund raising becoming more formalised at different levels. The SUVs fear relatively more than the VABs that organisational growth could lead to misuse of funds and even corruption. Both the SUVs and the VABs have similar views, however, when it comes to fund procuring formalities resulting from growth.

Table 27

Combination—Disadvantages—Anisuil Budget (Finance)

<table>
<thead>
<tr>
<th>Sl. Mo.</th>
<th>Response categories</th>
<th>Combined frequency</th>
<th>Total of break-up frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>SUV</td>
<td>VAB</td>
</tr>
<tr>
<td>1,</td>
<td>Lack of finance + fund procuring formalities</td>
<td>35</td>
<td>12</td>
</tr>
<tr>
<td>2,</td>
<td>Fund procuring formalities + misuse of funds</td>
<td>25</td>
<td>7</td>
</tr>
<tr>
<td>3,</td>
<td>Misuse of funds + lack of finance</td>
<td>32</td>
<td>10</td>
</tr>
</tbody>
</table>
Table 27 presents the responses of both the SUVs and the VABs related to the fond procuring formalities for getting finance for the running of the organisation and also the misuse of funds resulting from the growth of an organisation. This might happen due to non-consideration of their applications by the government, lack of system requirements for getting finance, and, misuse of fonds as well as corruption prevailing at different levels.

Part III

4.3 Images of Growth

The questions asked in the mailed questionnaire in order to build up the images of growth of VAs were structured in an interrelated fashion (Appendix I, Questions 5 and 5a). The researcher presumed that, particularly since Question 5a mentioned parenthetically, ‘if different from Question 5 above,’ that the responding VAs would provide the popular image in response to Question 5 and the professional image in response to Question 5a. This presumption of the researcher seems to have been justified because some of the completed mailed questionnaires contained corrections/over-writing in the responses to the two above-mentioned questions. One could surmise that the responding VAs had
looked back and forth into the implications of questions 5 and 5a before mailing the questionnaire back. The responses are tabulated hereunder and point to the responding VAs’ perception of the image of growth of an organisation.

4.3.1 Popular Image of Growth

The common man’s view of the growth of a VA is mainly in terms of the number of beneficiaries and programmes going on, separate office building, either rented or own, the workers, irrespective of numbers as well as cadres, without bothering about the coverage of areas as well as the heads of the organisation. The responses were coded and projected in terms of major reasons for the growth of an organisation as indicated by the SUVs as well as the VABs.

An organisation grows in quantitative aspects like increased number of beneficiaries with scheduled caste members and increased number of volunteers in the villages for social services. The qualitative aspects are behavioural changes, development of the people, friendly and sympathetic approach and sound vision and area of activities. Similar figures are projected for these by both the SUVs and VABs (Table 28).

The VAs see organisation-related growth in terms of increased services in the proper way and timely work- Community participation is
a positive aspect of the growth of organisations but, at the same time/undeserving people also grow because they easily get the benefits.

Table 28

Popular Image of Growth

<table>
<thead>
<tr>
<th>SL No.</th>
<th>Categories</th>
<th>No. of responding VAs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>SUV</td>
</tr>
<tr>
<td>I. Quantitative</td>
<td>No. of beneficiaries increased</td>
<td>20</td>
</tr>
<tr>
<td>1.</td>
<td>No. of volunteers increased</td>
<td>11</td>
</tr>
<tr>
<td>2.</td>
<td>Coverage of SC/ST beneficiaries</td>
<td>10</td>
</tr>
<tr>
<td>II. Organisation-related</td>
<td>More services in proper way and at proper time</td>
<td>30</td>
</tr>
<tr>
<td>4.</td>
<td>Mushroom growth</td>
<td>20</td>
</tr>
<tr>
<td>III. Dependence-related</td>
<td>Financial assistance from government</td>
<td>20</td>
</tr>
<tr>
<td>6.</td>
<td>Duplication</td>
<td>15</td>
</tr>
<tr>
<td>7.</td>
<td>Getting publicity</td>
<td>10</td>
</tr>
<tr>
<td>IV. Qualitative</td>
<td>Behavioural change</td>
<td>15</td>
</tr>
<tr>
<td>9.</td>
<td>Development of people</td>
<td>10</td>
</tr>
<tr>
<td>H.</td>
<td>Growth of VAs’ vision and area of activities</td>
<td>10</td>
</tr>
<tr>
<td>V. Community-related</td>
<td>Uplift of rural poor</td>
<td>10</td>
</tr>
<tr>
<td>12.</td>
<td>Community participation</td>
<td>7</td>
</tr>
<tr>
<td>13.</td>
<td>Participation of weaker sections</td>
<td>6</td>
</tr>
<tr>
<td>14. I Participation of weaker sections (SC/ST Women particularly)</td>
<td>15</td>
<td>2</td>
</tr>
<tr>
<td>15.</td>
<td>VA grows with the cooperation of well wishers who directly help it</td>
<td>12</td>
</tr>
<tr>
<td>16.</td>
<td>Real achievement</td>
<td>10</td>
</tr>
<tr>
<td>17.</td>
<td>Approach to problems</td>
<td>15</td>
</tr>
<tr>
<td>18.</td>
<td>Trends of self-employment</td>
<td></td>
</tr>
</tbody>
</table>

The VABs feel that infrastructure increases along with more services and that the fund flow and transactions are the major reasons...
behind the growth of an organisation. The organisation-related aspects acquire an ascendance over community-related ones although the organisation is able to show employment generation. The VAs say that the real growth of an organisation lies in promoting governmental programmes as well as in avoiding duplication and in promoting sustainability aspects with the cooperation of well wishers who help the organisation. The real achievement of a growing organisation is promoting more voluntary action and the right type of approach to the problems of the beneficiaries, These should be the reasons behind the sustainability-directed growth of an organisation.

4.3.2 The Professional Image of Growth

The professional image of the growth of an organisation in quantitative terms depends on coverage of beneficiaries and more programmes and increased number of volunteers as per the views of both SUVs and VABs (Table 29). The qualitative image depends on creation of awareness, quality of services and more educative programmes according to both the SUVs and VABs.

Both the SUVs and the VABs projected that the growth of an organisation will lead to trained and committed workers in the organisation.
Table 29

Professional Image of Growth

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Category</th>
<th>No. of responding VAs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>SUV</td>
</tr>
<tr>
<td></td>
<td>I. Quantitative</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Implementing more programmes</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>Emergence of more no. of volunteers</td>
<td>12</td>
</tr>
<tr>
<td>3</td>
<td>Coverage of beneficiaries increase</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>II. Organisation-related</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Trained and committed staff</td>
<td>12</td>
</tr>
<tr>
<td>5</td>
<td>Workable system favouring community growth, natural interests, etc.</td>
<td>11</td>
</tr>
<tr>
<td>6</td>
<td>Service oriented organisation</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>III. Dependence-related</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Lack of adequate finance</td>
<td>10</td>
</tr>
<tr>
<td>8</td>
<td>Lack of proper guidance</td>
<td>8</td>
</tr>
<tr>
<td>9</td>
<td>Expected government grants</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>IV. Qualitative</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Creating awareness</td>
<td>10</td>
</tr>
<tr>
<td>11</td>
<td>Quality of service</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>V. Community-related</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Voluntarily not by force of circumstances or by external agent</td>
<td>10</td>
</tr>
<tr>
<td>13</td>
<td>Setup with present situation</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>VI. Sustainability-oriented</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Emerging leadership and achievement</td>
<td>12</td>
</tr>
<tr>
<td>15</td>
<td>People’s faith in the activities</td>
<td>10</td>
</tr>
<tr>
<td>16</td>
<td>Accountability</td>
<td>10</td>
</tr>
</tbody>
</table>

The SUVs maintain that a workable system favourable to community growth, natural interests and service orientedness and also the extent of government cooperation and guidance point to growth. But the VABs feel that service-orientedness and the realization of the founders’
vision and concepts represent the growth of an organisation. As for the community-related dimensions, a growing organisation brings about voluntariness according to the VABs.

On the dependence-related dimension of organisational growth, the SUVs say that lack of adequate finance and proper guidance, involvement of middlemen in both funding and programme implementation, and not getting expected government grants are the results of growth.

In the sustainability-related dimension, the growth of an organisation results, according to the SUVs, in the emergence of leadership and achievement, in people having faith in the activities of the organisation, proper accountability and resource mobilisation by the organisation for routine functioning. For the VABs, people’s faith in the activities, followed by emergence of leadership and achievement and poor accountability are the major results of organisational growth.

4.3.3 Images in Retrospect

Looking back at the two types of images of growth reflected from the data one can observe a distinction between the popular and the professional images. But for the first couple of categories in the tables, there is not too much of parallelism in the expressions between the tables. Further, the inner tone of expressions under the popular image is directed
more towards the organisation itself whereas the professional image projected seems to lay emphasis on the community and the people almost in line with what an ideal VA should do.

4.3.4 Summing-Up

The three parts presented so far in this chapter allow sufficient room for raising a question vital and relevant to the growth of VAs at least in Tamil Nadu. Part I has presented data that would lead one to understand that changes occur in a growing VA with respect to each one of the dimensions analysed. Part II has brought out the advantages and disadvantages of growth experienced and perceived by the VAs. Part III further strengthens the argument that, as VAs start growing, they find it difficult to maintain some of the basic features they had at the time of commencement. Part IV will analyse the data provided by the field level personnel and the heads of the VAs relating to the decision-making process.

Part IV

44 Profiles of Growth—Analysis of Responses of Personnel

The previous section projected the organisational growth in terms of advantages and disadvantages with respect to the four dimensions viz., villages/beneficiaries covered, programmes implemented, workers
employed and annual budget. One could easily recognise that the VABs have developed features indicating formalization of procedures and control over decision-making, both of which contribute to a certain loss of flexibility for which VAs have become widely known. In order to assess the personnel’s views on the decision-making process, the researcher selected twelve VAs—nine SUVs, three at each of the three levels according to their duration of their existence, i.e., <3 years, 5-10 years and 10+ years and three VABs. The researcher covered a total of 145 personnel from the 12 VAs and also the heads of 32 VAs.

The analysis in this section attempts to throw light on the directionality of the growth of an organisation, in terms of decision-making on different aspects of functioning. Whereas the grassroots personnel of VAs were asked to recall the situation as it was when they joined the VAs and compare the same with present, the heads were asked only about the present condition. The views expressed by the grassroots personnel and the heads on several aspects of the decision-making process are compared in the context of organisational growth.

Table 30 presents the role of the personnel and the heads in the decision-making in the SUVi, namely three single-unit VAs of less than five years’ standing. The major policy decisions like shifting the heads of
expenditure rest with the organisational heads because the heads are wholly responsible and answerable to the funding agencies/donors and also they are accountable for the amounts received under each project.

Tsible 30

Personnel and Heads its Decisiona-Making Process—SUVi

| Si. No. | Decision-making aspects | On entry into service (personnel only) | At present | |
|---------|-------------------------|----------------------------------------|------------|
|         |                         | Full | Part | Nil | Full | Part | Nil | Full | Part | Nil |
| 1       | Policy                  | -    | •    | 39  | -    | 39   | -   | 3    | -    | -   |
| 2       | Shifting the head of expenditure | -    | -    | 39  | -    | -    | 39  | 3    | -    | -   |
| 3       | Choice of villages      | 5    | 30   | 4   | 4    | 25   | 14  | 1    | 2    |    |
| 4       | Selection of beneficiaries | 12   | 28   | 1   | 9    | 26   | 4   | 2    | 1    |    |
| 5       | Urgent situations       | 10   | 25   | 4   | 5    | 24   | 10  | 2    | 1    |    |
| 6       | Formulation of projects | 12   | 20   | 7   | 7    | 22   | 10  | 2    | 1    |    |
| 7       | Selection of village animators | 17   | 18   | 4   | 12   | 22   | 5   | 2    | 1    |    |
| 8       | Training                | 15   | 19   | 5   | 10   | 20   | 9   | 2    | 1    |    |
| 9       | Implementation          | 10   | 25   | 4   | 7    | 24   | 8   | 2    | 1    |    |

Note: Numbers represent individuals and not VAs.

The personnel are free to some extent in selecting village animators, followed by the selection of beneficiaries, minor modifications of the projects, dealing with urgent situations and implementing various phases of the projects. But the majority of the respondents stated that they have some role in the decision-making process on all issues depending on the circumstances. The personnel have full powers in the
case of important field-related issues but oil other aspects they have veiy little or no power. At the entry point, the workers were not interfered with by the heads and they felt free to carry out their functions, whereas in the iater stages i.e., at present, freedom is increasingly curtailed.

The organisations with less than five years of standing by and large have almost all the pre-requisites of a VA. However, in all the VAs, a certain formal distance is maintained between the heads and the rest in spite of the fact that all the personnel enjoy free and direct access to the head. Yet, some rudimentary hierarchy is indicated, particularly when the head has to go out of town for a reasonably long duration of time, in which case someone among the personnel is named as an interim arrangement.

The heads of VAs with less than five years’ standing stated that the decision-making powers on policy matters and shifting of the heads of expenditure must rest with them. With regard to aspects like choice of villages, selection of beneficiaries, minor modifications in projects, selection of village animators, the heads claimed, the personnel are given part decision-making pow’er. The head and the personnel have a mutual interaction, a face-to-face relationship. There are no hard and fast rules, no fixation of roles—all of them take part in and share the responsibilities.
without any apparent hierarchical identities. The heads also stated that the selection of the villages is almost completely entrusted to the personnel.

On the basis of the study undertaken with the personnel and the heads of the VAs, the researcher was able to come up with a flow chart wherein the hierarchical structure is laid bare. The flow chart is arrived at from the analysis of data obtained from the personnel and the heads of the organisations categorised as those with less than five years’ standing, five to 10 years’ standing and above ten years of standing. The organisations are labelled single unit village-based organisations without any branches, i.e., SUVi, SUV₂, SUV₃ respectively and VAs with branches i.e., VABs with 10 years and more of standing. The organizational setup of these four categories of VAs are presented graphically in Figures 3, 4, 5 and 6 respectively.

Fig. 3. Organizational Setup of VAs of the SUVi Category

109
Figure 3 makes it clear that, in the VAs classified as SUVi, despite a two-level hierarchical structure, an informal two-way communication system is maintained in the organisation.

Table 31

Personnel and Heads ii Decision-Making Process—SUV₂

<table>
<thead>
<tr>
<th>St. No.</th>
<th>Decision-making aspects</th>
<th>On entry into service (personnel)</th>
<th>At present</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Full</td>
<td>Part</td>
</tr>
<tr>
<td>1.</td>
<td>Policy</td>
<td>-</td>
<td>43</td>
</tr>
<tr>
<td></td>
<td>Shifting the head of expenditure</td>
<td>-</td>
<td>43</td>
</tr>
<tr>
<td>3.</td>
<td>Choice of villages</td>
<td>3</td>
<td>18</td>
</tr>
<tr>
<td>4.</td>
<td>Selection of beneficiaries</td>
<td>10</td>
<td>15</td>
</tr>
<tr>
<td>5.</td>
<td>Urgent situations</td>
<td>7</td>
<td>16</td>
</tr>
<tr>
<td>6.</td>
<td>Formulation of projects</td>
<td>10</td>
<td>25</td>
</tr>
<tr>
<td>7.</td>
<td>Selection of village animators</td>
<td>12</td>
<td>28</td>
</tr>
<tr>
<td>8.</td>
<td>Training</td>
<td>13</td>
<td>22</td>
</tr>
<tr>
<td>9.</td>
<td>Implementation</td>
<td>15</td>
<td>25</td>
</tr>
</tbody>
</table>

Table 31 presents the roles of the personnel and the heads in decision-making in three VAs of five to ten years’ standing (SUV₂). Usually policy matters and shifting of the heads of expenditure are exclusively dealt with by the heads. In the selection of village animators, training and implementation schedules, the workers are allowed to use their discretion under a given framework. In the choice of villages,
selection of beneficiaries and in urgent situations the dealings of the personnel are neither fully curtailed nor entirely free, because the personnel can decide but have to get back to the heads before anything is implemented.

The responses of the personnel of the SUV$_2$ point to their highly limited involvement in the decision-making process. The policy matters and shifting the heads of expenditure rest with the heads. Two out of three respondents stated that in decision-making aspects such as choice of villages, selection of beneficiaries, formulation of projects, selection of village animators, training and implementation the personnel were allowed liberty to decide to a certain extent. In order to achieve the goal of growth of organisation in the sustainability direction, the involvement of the personnel in the decision-making process is essential. The heads of the organisations have mixed views on this. The personnel admit that increasing projects/programmes, increase in the number of workers and also the increased operational area together may demand rules and regulations and also a hierarchical structure as a means of administrative convenience. The heads of the organisation, on the other hand, admit that workers’ involvement is essential for the growth of the organisation. However, organisational growth may bring with it bureaucratic elements.
which are accepted by both the heads and workers alike for the sake of
the organisation and its growth.

![Organisational Setup of VAs off the SUV\textsubscript{2} Category](image)

Figure 4 clearly indicates the creation of hierarchical structure as
well as control over communication channels in the VAs of the SUV\textsubscript{2}
category.

Table 32 presents the role of the personnel and the heads in the
decision-making process in SUV\textsubscript{3}, i.e., VAs with more than ten years of
standing. One can see the direction of change further away from
informality and the nature of involvement of the personnel in the day-to-
day activities changing accordingly. As for policy matters and shifting of
the heads of expenditure the power to decide rests with the heads.
### Table 32

**Personnel and Heads ii Decision-Making Process—SUV₃**

<table>
<thead>
<tr>
<th>SI. No.</th>
<th>Decision-making aspects</th>
<th>On entry into service (Personnel)</th>
<th>At present</th>
<th>Personnel</th>
<th>Head</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Full</td>
<td>Part</td>
<td>Nil</td>
<td>Full</td>
</tr>
<tr>
<td>1.</td>
<td>Policy</td>
<td>-</td>
<td>*</td>
<td>30</td>
<td>-</td>
</tr>
<tr>
<td>2.</td>
<td>Shifting the head of expenditure</td>
<td>-</td>
<td>-</td>
<td>30</td>
<td>-</td>
</tr>
<tr>
<td>3.</td>
<td>Choice of villages</td>
<td>4</td>
<td>18</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>4.</td>
<td>Selection of beneficiaries</td>
<td>4</td>
<td>19</td>
<td>7</td>
<td>3</td>
</tr>
<tr>
<td>5.</td>
<td>Urgent situations</td>
<td>5</td>
<td>19</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>6.</td>
<td>Formulation of projects</td>
<td>7</td>
<td>16</td>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td>7.</td>
<td>Selection of village animators</td>
<td>3</td>
<td>17</td>
<td>10</td>
<td>2</td>
</tr>
<tr>
<td>8.</td>
<td>Training</td>
<td>7</td>
<td>16</td>
<td>7</td>
<td>3</td>
</tr>
<tr>
<td>9.</td>
<td>Implementation</td>
<td>8</td>
<td>19</td>
<td>3</td>
<td>5</td>
</tr>
</tbody>
</table>

The heads of SUV₃ involve the personnel in decision-making aspects such as implementation, training, selection of village animators, formulation of projects, urgent situations, selection of beneficiaries and choice of villages. The VAs in SUV₃ are at a stage when bureaucratic features often set in. Whenever the head goes out of town one among the personnel may speak for the head and the routine is maintained.

In the present study the involvement of the personnel in the decision-making process in these VAs is limited. But, on occasions, the responsibilities may come to particular personnel to involve themselves in the decision-making aspects like implementation, choice of villages,
selection of beneficiaries, minor modifications of projects, selection of village animators and training or in urgent situations.

But the policy matters and shifting the heads of expenditure always rest with the heads. Two out of three respondents stated that in the decision-making processes like choice of villages, selection of beneficiaries, formulation of projects, selection of village animators, training and implementation the workers were allowed liberty in part.

The VAs in SUV$_3$ provide for a system to maintain administrative activities in writing to satisfy the funding agencies/donors. As the number of the staff increases, the organisation takes care of the welfare of the workers because they raise questions of their own rights. So the heads of the organisations state that the strength of the employees is to be considered for the growth of the organisation. The involvement of personnel in the decision-making process is inevitable. At the same time the VAs maintain some secrecy in the accounting and in other financial matters. Thus bureaucratic elements prevail but remain beneath and are not very visible.

Figure 5 clearly indicates the creation of hierarchical structure as well as control over communication channels in the VAs of the SUV$_3$ category.
Fig. 5. Organisational Setup of VA of the SUV3 Category

The VAB personnel feel that the authorities hold the decision-making powers in full with regard to policy matters and shifting the heads of expenditure. However, a small number of workers feel that these matters are very important and there is a need for maintaining secrecy in accounting in order to maintain the agency’s public image. The authorities do not reveal anything regarding these matters to the personnel and they also maintain a distance between the staff and themselves, without affecting relations or creating any misunderstanding between the administration and the personnel. The workers also know their limitations and act accordingly in the day-to-day functioning of the organisation. Even the part liberty offered a staff member depends on the length of
service and depth of commitment, including non-interfering kind of loyalty.

Table 33

Personnel and Heads In Decision-Making Process—VAB

<table>
<thead>
<tr>
<th>SL No</th>
<th>Decision-making aspects</th>
<th>On entry into service (Personnel)</th>
<th>At present</th>
<th>Personnel</th>
<th>Head</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Full</td>
<td>Part</td>
<td>Nil</td>
<td>Full</td>
</tr>
<tr>
<td>1.</td>
<td>Policy</td>
<td></td>
<td></td>
<td>33</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Shifting the head of expenditure</td>
<td>-</td>
<td>33</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Choice of villages</td>
<td>1</td>
<td>2</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Selection of beneficiaries</td>
<td>2</td>
<td>4</td>
<td>27</td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Urgent situations</td>
<td>2</td>
<td>5</td>
<td>26</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Formulation of projects</td>
<td>3</td>
<td>4</td>
<td>26</td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>Selection of village animators</td>
<td>5</td>
<td>28</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>8.</td>
<td>Training</td>
<td>1</td>
<td>4</td>
<td>28</td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>Implementation</td>
<td>2</td>
<td>5</td>
<td>26</td>
<td></td>
</tr>
</tbody>
</table>

In the present condition one can easily notice that bureaucratic elements are regarded as necessary for a growing organisation. Particularly in staff selection and recruiting procedures there is no role for the personnel as such at any level of the decision-making process. If offered at all, it may be for name’s sake and to satisfy the funding agencies and donors. Sometimes even a facade of role in decision-making process may be enacted between the head and the worker(s) at village meetings. As and when it does happen the worker simply
tolerates it, for raking up the issue may jeopardise his/her stability of service in the agency. The presence of bureaucratic elements in a VA having a governing body and branches leaves very little room for questions.

The heads maintained that the decision-making is restricted to the highest body with regard to policy matters and shifting the heads of expenditure. There is the Executive Body/Council which gives directions to the heads of the organisation/branch. In other aspects like choice of villages, selection of beneficiaries, acting in urgent situations, formulation of projects, selection of village animators, training and implementation, some powers are offered to certain more knowledgeable and specialised workers by the heads of the organisation/branch on a case-to-case basis. It provides an opportunity to maintain administrative activities, in writing reports and to satisfy the funding agencies/donors. As the number of the staff increases, the organisation takes care of the welfare of the workers because they raise questions of their own rights. The heads of the organisation state that the strength of the employees is to be considered for the growth of the organisation. If the organisation has branches, its coverage area increases and the staff strength also increases. Standardization of time schedule, role fixation and impersonal
relationships certainly come to exist in these organisations. A hierarchical status and other bureaucratic features naturally come into operation. This organisational setup may be akin to that of governmental departments. As the funding sources increase, the accounting and other financial matters move beyond the domain of the average worker.

Fig. 6. Organisational Setup of VAs of the VAB Category

Figure 6 stands in stark contrast to Figures 3, 4 and 5. One can clearly see the hierarchical structure and sufficiently clear-cut organic
linkages between and among different levels in the VAs of the VAB category. At the functional level, the structure is supported by sufficiently well-defined role definitions, rules and procedures. Of particular importance is the one-way channel of communication that prevails.

4.4.1 Summing Up

The previous section categorised the SUVs into SUV1 (with less than five years’ standing), SUV2 (with 5-10 years’ standing) and SUV3 (with over 10 years’ standing). Incidentally the average duration of existence of the VABs in the study is a little under 10 years with most of them actually having over 10 years. In one sense, the VAs in SUV3 and the VABs are almost alike in duration of existence. The VAs in SUV3 could keep growing without sacrificing the basic features of informality and flexibility. They may also become quite like VABs in many features except that they have no branches.

Part ¥

4.5 Growth of VAs

4.5.1 Case Studies

Case studies of nine VAs were conducted to analyse the changing features of the organisations in the phase of growth. The VAs have been labelled X, Y and Z under each group of three case studies, the grouping
being determined by the duration of their existence. So the VAs 
\textbf{case-studied} are: three from SUV\textsubscript{1} three from SUV\textsubscript{2}, one from SUV\textsubscript{3} and two from VABs. The nine VAs were chosen through simple random technique from the remaining list of VAs after the samples had been drawn for organisational analysis \textbf{and} for study among the personnel and the organisational heads.

The case studies of the sample VAs were undertaken with a content analysis approach. The general framework of the case study presentation is that the chronological details of organisational growth have been given first. \textit{Each presentation is followed by the researcher’s analytical comments} highlighting \textit{those aspects of the growth of the organisation that are relevant to the study.}

4.5.1.1 SUV\textsubscript{i}: Organisation X

This VA was originally started as a youth welfare association. It focussed \textbf{on the welfare of the village youth.} \textbf{In course of time,} it \textbf{extended its services to women, children and the aged of the village.} Its services began in a single village. The organisation’s mission was to \textbf{organise the people and enable them to solve their problems by themselves by providing education and creating opportunities for development} \textbf{aimed at providing a model for community living.}
In the initial stages, only three workers, including the secretary—a law graduate and an educationist—worked in the village. They concentrated only on health and awareness building. For finance they collected donations and membership fees in order to fund the programmes. The office was run from the secretary’s house and the programmes were implemented through the local block office, primary health center and the village panchayat.

Gradually, the agency started to grow and appointed 10 personnel and rented a building to run the office in. Now, the programmes include environmental degradation, legal issues related to women and improvement of quality of education. For this, the organisation undertakes health camps and health education in the form of advice to use Ayurvedic and Siddha medicines by health promoters. The organisation has also started an animal health care center collecting minimal fees. As regards education, it has started a condensed course for rural women dropouts including typewriting, tailoring, basket-making (cane) and embroidering aided by State Social Welfare funds. It has also started two pre-schools for the poor children in the age group of 3-4 years.

The agency, with nominal contributions from parents, has organised supplementary educational centers in three villages with a view
to improving the standard of performance of regular school-going children. It has organised health training programmes with the help of the Tamil Nadu Voluntary Health Association (TNHVA) with financial help from the Ministry of Environment and Forests, Government of India. The VA has also organised a herbal use training programme and has constructed 25 low-cost latrines with the help of CAP ART. Twelve self-help groups (SHGs) consisting of 300 women under the savings and credit scheme have been promoted and they have deposited money in a local bank. The VA has also utilized the DWCRA schemes. This agency is involved in guidance and counselling in legal matters. Workers in the agency are closely associated with each other and give importance to project formulation, providing adequate training and orientation for themselves within the organisation, within the State and outside the State. The personnel have liberty in the selection of beneficiaries and in taking steps in urgent situations but policy decisions and the shifting of heads of expenditure rest with the founder-cum-secretary.

The VA has helped farmers to prepare organic manure, plant wind arresting saplings, develop hedges on the bunds of their farm lands, and undertake income generation projects. The VA has initiated women development through savings and credit schemes, general health and legal
counselling. The village public and the VA personnel have a positive image about the organisation. The agency has established linkages with the State Social Welfare Board, the Ministry of Law and Justice, the Ministry of Forests, the Ministry of HRD, the Central Social Welfare Board, the Tamil Nadu Corporation for Women Development, CAP ART, VAs like TNVHA, CPR Foundation, M.S. Swaminathan Foundation, RTU, and, institutions like Madurai Kamaraj University and Gandhigram Rural Institute.

The agency picked on the serious issue of bringing up wind barriers with the help of the PRA team of GRI and successfully obtained funding from the Society for Social Forestry Research and Development (SSFRD). The programme of raising green wind breakers initiated by the VA was half completed at the time of the present study due to the unwarranted intervention of a corporate body.

Analytical comments

This VA, started with a single village under its service, has now extended to 10 villages for the coverage of programmes. It began with five youth beneficiaries and now it has crossed 325 beneficiaries including children and women for creating awareness as well as socio-economic development of the individual. It has grown from a single
programme of youth welfare to six programmes covering children, women, dropouts, health, education, social forestry, environment protection, savings, credit schemes and legal advice for the betterment of the beneficiaries.

This organisation initially employed only a small number of workers, including the secretary, without any honorarium. But now it has appointed 10 workers under the budgetary head of salary allocation in various projects for effective implementation and committed services.

As far as possible this VA meets some basic minimum expenditure through donations and membership contributions. Now it has applied to various schemes of the Government of India as well as the State Government departments for both administrative funding and programme funding.

This organisation specializes in providing legal guidance, offers training to school dropouts and also takes care of the health of both human beings and animals.

For all the variety of efforts mentioned in the case study it is the commitment of the leader assisted by a handful of youth which has been the backbone rather than the financial support. The employment of personnel has been programme based so much so that there is only a
skeletal staff on a regular basis. Further, in spite of about five years of standing, the agency still remains a small-scale one with no indication of deviating from its original character. Thus, as of now, there is no development of any formalisation of features in this agency. This organisation is marked by salient VA features like flexibility, personal relationships, maintenance of the spirit of voluntarism, open communication and democratic setup as there are only 10 workers. The organisation cannot handle more programmes with the limited manpower it has now. But it will not spoil the team spirit of the workers. As the capacity of the organisation is limited it continues to run on the same track.

4.S.1.2 SUVi: Organisation

This organisation was started by its founder-secretary who had more than ten years’ experience in the voluntary sector. The mission of this agency is to strive for the development of rural poor women, children and unemployed youth. It tries to create a sustainable mechanism at micro level to build a society based on equality and social justice.

The founder-cum-secretary is a postgraduate degree holder in rural oriented studies with specialisation in Tamil culture. So he is able to understand the basic culture and arts in the villages. His main aim was to
establish a cultural team and communicate developmental messages through street play, drama and folk songs. Starting with a few members, he ran the office in his house. The agency has gathered village youth and women and started youth elubs/mathar sangams. Through these sangams it works for creating awareness about education and promotes SHGs and health awareness in the villages.

This organisation started in a small hut. It has slowly developed to the extent of owning a computer and more than 10 workers working in 20 remote villages including small hamlets. Programmes and administrative costs are borne jointly with other VAs and government departments.

This organisation has formed 20 SHGs, each of which consists of 20 members. Nearly 600 women are involved in savings and credit schemes. The money saved is distributed among the members themselves, with a nominal interest to meet urgent needs, particularly to start income generation activities under self-employment schemes. A well-trained cultural team has been established, and, through street plays and folk songs, it projects themes related to health, small savings, governmental schemes, general awareness etc. among the rural masses. The personnel maintain good mutual relationship and motivate the villagers to take part in their activities.
As for health activities, the agency organises family welfare, first aid, AIDS awareness, free health camp and pulse-polio immunization programmes in the villages with the help of animators.

The current status is that the agency has started two training-cum-income generation activities based on coir in the villages, benefiting 20 women. In association with the Block Development Office, the agency has installed 100 smokeless chulahs and 25 low-cost latrines, identified the beneficiaries for income generation activities, and, planted seedlings in the villages. The agency has close links with Nehru Yuva Kendra, IDARA for NYKs and the district administration for getting guidance as well as programmes. This agency has also established links between the villagers and bank officials for loans and savings. The working pattern of the VA is that the secretary and the staff members are directly involved in the selection of beneficiaries, cultural programme performance, official contacts, establishment of savings groups—all without any formal procedure or hierarchical and bureaucratic structure. It implies that there is mutual understanding between the personnel and the founder. The VA remains focused in the direction of sustainability of growth and development.
Analytical comments

This VA served a single village in the beginning and now it serves 20 villages in its operational area. In the beginning it started only one adult education centre with 20 women beneficiaries participating in a literacy programme. Now it has extended to 1000 beneficiaries under various programmes. Now it has 10 programmes like education, income generation, health schemes, construction of low cost latrine, afforestation, smokeless chulha, government welfare schemes, training programmes etc. This VA is concentrating on awareness building among the people through encouragement of cultural troupes.

The VA’s founder-cum-secretary, along with three volunteers, was involved in the programmes and the administration at the commencement. Now 10 workers are employed by the organisation and there is a computer. The office is running in the original village itself.

This VA runs on donations from the public and contributions from the members of the programmes. It has established contacts with government departments and other organisations to get funds for both administration and programmes. The functioning of self-help groups rotates money under savings and credit schemes.
This VA is functioning with a limited number of staff under various projects who are dedicated and committed. The personnel enjoy cordial mutual relationship in the informal setup. This VA has good rapport in the service areas as well as with government offices. It has not tried to obtain foreign funds for any programme. It has close interpersonal relationship without any hierarchical structure. This could be observed by the style of functioning. It has very little chance to develop bureaucratic features in the organisation in the near future. As the founder is an experienced person in the voluntary sector, he has employed a limited number of workers in spite of the large number of programmes. This enables him to maintain informality. While the organisational structure remain the same, the quantity and the quality of the programmes and the beneficiaries have increased,

4.5.1.3 SUVi: Organisation Z

This VA was started in the year 1993 under the Societies Registration Act. The VA started with two workers with two programmes in five villages, covering 500 beneficiaries with a shoestring budget from collections in the local area. Having started thus in a small way, by the third year, it developed to cover 15 villages and 3000 beneficiaries, five programmes, five regular personnel and a budget of about Rs.50,000. It
earned a good name in the service area. Further, it developed close association with other VAs within a network. Currently it is functioning in 40 villages with more than 6,000 beneficiaries under 10 programmes and has more than 10 staff members and a budget of two lakhs per year.

This VA is well acquainted with the district administration, Nehru Yuva Kendra, Ministry of HRD, State Social Welfare Board, Central Social Welfare Board and has links with other VAs for finance. It promotes welfare programmes, seminars, workshops, exhibitions, self help groups and women development programmes. It also helps to identify the real problems and needs of the people. It encourages people to take part in the planning process, motivates them with awareness, income generation projects and also advocacy of fundamental rights.

The VA has a standing of below five years. Yet it continues with no difference between top and bottom officials. It functions in a sustainable development direction.

Analytical comments

This VA started with five villages. It covered 15 villages in its third year and now, in the fifth year, it has 50 villages. It covered 500 beneficiaries at commencement and it expanded to 3000 beneficiaries by its third year of existence. Now it covers 6,000 beneficiaries. It now
organises a variety of programmes, mainly of motivation and awareness generation, leading to the increase in the number of beneficiaries on record.

At the beginning the VA had only two programmes. By the third year five programmes had been organised. At present this VA organises 10 kinds of programmes, promoting welfare schemes, seminars, workshops, income generation projects etc.

Only two workers were appointed in the beginning and now the VA has 10 workers to implement various programmes in the remote villages.

The rapid growth of this VA which started with a shoestring budget and now has a budget of Rs.2 lakhs per year is commendable.

The head of the VA has developed good relationship with the workers and also involves them in decision-making about the selection of villages/beneficiaries, the selection of village animators etc. There is no communication gap and there is flexibility in the activities. There is no visible serious disparity between the head and the other workers. All of them seem closely associated, share their work, stick to time schedules and stay in the villages themselves. The motivated workers work more but are paid meagerly. They have enough liberty in planning and in
executing projects. Bureaucratic features like strict rules, hierarchy and communication, and, unilateral decision-making are absent. This is due to the limited but dedicated staff, focused programmes and planned increase in programmes, seeking the help of government departments and co-hosting many programmes. These enable the VA to maintain the spirit of service.

45.2.1 SUV₂: Organisation X

This VA was started at the initiative of some highly educated and committed workers. The office is set in an urban area in a rented building but the operational areas are in rural blocks. At the starting phase, it adopted 10 non-formal education centers in five villages with two volunteers. Owing to criminalisation of politics and the growing uncertainties in farm practices, life and values were in jeopardy. Hence the VA’s motto was to trigger a dialogue of peace and generate a climate of peace with a ripple effect in its service areas. Various developmental projects, peace processes and capacity-building activities are being conducted by the organisation now.

The VA targets children, women, youth, agricultural labourers and the disabled in the villages. It began with limited staff and with community contributions and private donations by well-wishers. It is
currently getting funds from the State and the Central Governments and foreign donors under an FCRA Account. The present staff strength is 92, including 12 full time, 70 part time, and 10 on voluntary basis. Financially the organisation is sound and touches a Rs. 20 lakh budget with seven major projects. The projects are:

1. Non-formal education for 2500 school dropouts over a period of three years, funded by the Ministry of HRD.

2. Vocational training in food processing, improved smokeless chulha, computer application and tailoring to 60 youth and 55 women beneficiaries, funded by the Ministry of HRD, Department of Youth Affairs and Sports, with a duration of six months.

3. Sustainable agriculture programme for 50 farmers for two years, funded by the Ministry of Science and Technology, Government of India.

4. Installation of 4000 smokeless chulhas, aided by KVIC.

5. Women self-help groups (27 in number) based on savings and credit with the involvement of 458 members with a turnover of savings amounting to Rs.42,980 and a loan amount of Rs.97,914 to the members. The beneficiaries get
loan for the purposes of livelihood, social obligations, education, economy, and medical expenses.

6. Training centre in the village for youth and women to undergo training.

7. Regular meetings and in-service training to the field staff. These are purely in office administration and office maintenance.

This VA is a part of a network of agencies with wide contact with VAs at district, state, central and international levels. The welfare of the staff is taken into consideration by the VA, which provides bonus, vehicles and medical benefits to its regular staff members. There are project directors, area organisers and animators working in the designated areas. The workers come to the office to deal with matters of TA/DA for their fieldwork. The budget runs into lakhs of rupees with community contributions and donations. The workers work according to a time schedule and also within areas limited to each staff member. The VA is ready to open branches in other villages and to have a larger area of operation.
Analytical comments

This VA started by adopting five villages and it covers 30 villages at present. As for as the beneficiaries are concerned it started 10 adult education centers accounting for 250 beneficiaries and now it has extended to nearly 10,000 beneficiaries in various programmes implemented in the villages. It started with a single adult education programme and now it has seven major projects with several other small funded projects.

At the time of commencement the founder-secretary and two volunteers took care of the activities and the administrative work. As of now the staff strength is 92, including 12 full time, 70 part time, and 10 on voluntary basis.

In the beginning the office was established in an urban area in a rented building and the areas of operation were villages. Very limited money was available from donations and contributions from the public to meet the office expenditure and conduct the programmes. By its fourth year it had established close contact with State and Central Government departments and the district level administration. They offered programmes as well as funds. Now this VA has its own office building with a Rs.20 lakh budget per year and it has established contact with
various funding agencies including foreign agencies for getting huge funds.

The present researcher found that, with five to ten years of standing, this agency is moving in the direction of organisational growth with bureaucratic features emerging. There is a huge budget, more workers, more programmes and international linkages with foreign funding. The construction of training centres in the villages may lead to opening of branches in the near future. Staff benefits, regular appointments, increases in office equipments, impersonal relationship have emerged. This VA has undertaken many programmes with various government departments. Due to its standing in the community, the departments have started to reckon with the agency in the region. Hence many programmes and projects are awarded to it. As the VA deals with many programmes it needs many workers in far flung areas. This increases the physical distance between workers, administrators and the organisers. The relationship becomes formal. This is the first step for any organisation to become bureaucratic. There is a marked increase in the infrastructure facilities and administrative expenses.
45.2.2 SUV$_2$: Organisation Y

This VA was established in the year 1988 with the active involvement of a husband and his wife. This organisation mainly focuses on health aspects and socio-economic development of women and children. The wife, who has a degree in social work, was initially a housewife. Later she joined her husband to promote awareness of gender issues, develop confidence and imbibe problem-solving capacity among the beneficiaries. She used the participatory rural appraisal method in the villages to identify various problems and sought solutions.

The VA started with two personnel and later picked up some volunteers in the villages to study health aspects, mainly AIDS. At the initial stage, the diseased persons were hesitant to come forward to take counselling from them. The agency then concentrated on identifying the beneficiaries at petrol stations and pilgrim centres where illegal sex activities were rampant. First they organised meetings, seminars and street plays. Slowly developing contacts with the State AIDS Cell, the VA obtained funds and guidance. It started to distribute condoms to prevent the spread of AIDS. Then it established a counselling centre and a hospital for AIDS patients. It now provides personal care to the patients. The agency is capable of bringing the patients together and motivating
them to participate in its programmes. It has developed awareness
generating posters on AIDS, it offers orientation programmes for school
children as well as college students to enable them to understand the
killer disease.

There is currently a team of more than 15 workers, two vehicles,
and a well-equipped hospital and an administrative building. The
agency’s computers and photocopy centre earn additional income.

The agency has associated itself with foreign funding agencies,
CPR Foundation, State Aids Cell, the district administration, Nehru Yuva
Kendras, BDARA of Gandhigram Rural Institute, and various other
governmental agencies and VAs. The personnel of the agency have
obtained in-service training from several quarters, mostly in collaboration
with the TNVHA.

This VA is involved in one field of activity, that is AIDS, with
related activities. It works with high risk groups like sex workers, slum
women, SC women, and truck drivers under the AIDS prevention
scheme. It is the only organisation which deals with AIDS awareness
and has a hospital of its own.

The agency has been regularly getting resource materials from
other agencies regarding STD/HIV/AIDS. It provides consultancy
services in project planning and strategy development, staff selection and training, and implementation in respect of STD/HIV/AIDS prevention programmes. The organisation provides guidance in the application of PRA methods in the prevention of AIDS/STD to smaller VAs.

The agency receives foreign funding. But the salary of its workers is meagre. The workers apparently have little idea about the budget, selection of beneficiaries and the components of projects. The operational area is very vast, i.e., the entire district—6070.26 sq.km. The two heads have attended in-service training in different places, while the workers have had rare opportunities for training.

**Analytical comments**

The VA started in a single village. Now it covers one district. Apart from health related services, the organisation is involved in awareness generation by organising seminars, meetings etc. The beneficiaries have increased from 50 to more than 5000 at present. The VA started with a focus on AIDS awareness and has diversified into related programmes to enhance awareness creation like poster preparation, seminars, workshops, hospitals, laboratories, etc. and created the necessary infrastructure.
The VA, which was starred by a wife and husband along with two volunteers, now engages 15 workers. It started functioning with small funded projects of the State Government, and now it gets grants from State and Central Governments and also foreign funds for implementing projects.

This VA was started with motivation for the development of health in the district. Initially it operated from a rented building with a small number of workers within a limited operational area. Now this VA has its own building, with all administrative equipments. As the area of operation is large, there is a possibility of opening branches. Guidance and counselling is offered throughout the State. Any outsider who wishes to know something about the organisation must necessarily meet the heads, as they alone know the organisation’s functions and activities. The workers do their allotted work and report to the office once a month, interaction between the heads and the staff members is cordial. The hierarchical structures are operated without the personnel realising it but an outsider can observe the distance between the staff and the heads. There is flexibility among the staff and there is no strict time schedule but both the heads substitute monetary compensation by affectionate talk. This VA with a duration of close to 10 years has only 15 workers. Its
coordination with other VAs and government departments enables it to have a small number of workers. This enables it to keep up an informal bureaucratic setup. However, the non-transparent financial dealings and the low salary of the staff lead one to feel that bureaucratic features are alive in this VA.

4.5.2.3 SUV₂: Organisation Z

This VA has been rendering service since 1987 with the goal of serving all with a commitment to provide monetary and moral support to the downtrodden and marginalised people of the society through multifarious welfare programmes. The governing body consists of a President, a Vice-President, a Secretary, a Treasurer and eighteen members. This VA possesses an FCRA permanent number. In the beginning, the organisation had a limited number of staff. Now the number of workers has increased.

The VA implements programmes like seed capital for its credit union members. As of now 34 credit unions have obtained loans of about Rs.10 lakhs and are functioning successfully under the empowerment of women scheme. The organisation collects service charges as well as reinvestment and credit charges. This agency has organised women development programmes for which it has obtained governmental
financial support. It has also started a district level governing body, viz.,
the Viliupuram Uzhaikkum Mahalir Iyyakkam. Some of its activities are: creating awareness, sense of coordination, reciprocal understanding through motivation meetings in the villages, providing support to women groups for economic self-reliance in the form of vegetable vending, dairy farms, poultry units, coaching classes to minimise school dropouts etc.
The organisation has started a six-month tailoring training programme. Further it is helping the poor students to have at least a moderate education and this scheme is known as Emmaus.

The organisation has close links with CRS, Baltimore, USA, Miserior of Germany, Manos Unidas of Spain, Emmaus of Switzerland, Indo-German Social Service Society, New Delhi, Caritas India, local churches and a network of VAs.

The organisation possesses its own land and office building with full equipment, a separate training complex and a vehicle. The annual budget is above 40 lakhs. Its workers cross 35 in number and it runs more than ten programmes. In-service as well as extension training is offered. It has covered more than 100 villages. This organisation has done remarkable work in increasing awareness, leadership inculcation and paving the way for earning extra income through income generation
activities, infusing new hope and self-reliance among women’s groups, making a major breakthrough in eradicating social evils such as dowry, caste and gender discrimination, bonded labour, alcohol addiction and school dropouts. It has also created a proper perspective among the majority of the poor village population in various fields from socio-economic aspects to the political, enabling them to realise their strength and potential to bring themselves up to the helm of village affairs.

Analytical comments

This VA started with a single village to implement credit schemes and now it has extended to 100 villages in the whole district in nine years of existence. In terms of beneficiaries, it began with one credit union consisting of 20 beneficiaries and, as of now, there are 34 credit unions with 680 members. Apart from this, there are mahalir mandrams to implement several income generation programmes with 9000 beneficiaries. This VA started with one programme and now it covers 10 programmes in various fields of income generation, awareness, training and welfare of women and children etc. It had only a limited number of workers engaged in field activities at the commencement. Now it has 35 workers to carry out its regular programmes.
On the financial side, earlier it collected service charges and reinvestment and credit charges for running the office. But, at present, it has contacted several foreign funding agencies to get grants. It also gets State and Central Governments funded projects. On the whole it handles about Rs.40 lakhs per year.

There is a vast gap between the beneficiaries and the head of the VA. The field staff have the full responsibility of implementation of the programmes. The staff take care of the organisational image in the community. This organisation has an executive committee and so the hierarchical structure is very visible. This organisation was started with a limited number staff in a rented building. But, within 10 years, it has grown enormously to have its own office building and a fully equipped training centre. There is a staff meeting every month to evaluate the performance in the office instead of work analysis in the field. There prevails an impersonal touch in communication. The hierarchical structure operates clearly. There is a possibility of strict implementation of rules and regulations and standardized time schedule for the workers. Hence this organisation is a typical example of how a VA becomes a bureaucratic system when it enlarges its operation, structure and programmes.
4.53.1 SUV\textsubscript{3} : Organisation X

This organisation is functioning in a drought-prone area which is also one of the most backward taluks in the whole of Tamil Nadu. During the year 1975-76, this area suffered a lot because of militant activities. As the area was most backward, some committed village youths gathered and undertook a number of social service activities. But due to increased disturbances resulting from the violent activities of the militants, their social work was affected. The police, while searching for the militants, mistook innocent youth and they were also killed. These incidents induced a veteran Gandhian to come forward to serve in the area. This person has served for the cause of the different sections of the people in various capacities like Honorary Secretary of the INTUC and related Employees Unions, member of the governing body of the Madras Productivity Council, and editor of Gram Nanban—a rural development Tamil monthly. He has also visited a number of foreign countries serving as resource person at seminars related to workers’ education. The violent incidents and the backwardness of the area motivated him to start a VA with five young friends.

Being a Gandhian, he wanted to follow only fair means to achieve his goal. He used to tell his friends that if they wanted to achieve
anything, the means should be proper and appropriate. He quoted Gandhi’s maxim, ‘the means justifies the end.’ Thus, inspired and guided by Gandhian philosophy, he started an informal organisation without any hierarchy. At the same time, he selected five youths who were from five villages and sent them to Gandhigram to receive training in the field of rural development. Returning from the training, these youths engaged in activities like starting high schools, providing awareness about governmental programmes, convening periodical meetings to analyse and solve the community’s problems and rendering service during natural calamities. After a series of such activities, these youths named the organisation and registered it in 1979. The main vision was empowering the rural disadvantaged by enabling them to engage creatively in informal local village level development structures (Village Sangams) based on the Gandhian model of “Gram Swaraj” and the main goal was to help the people to help themselves. Initially the organisation functioned in a small rented hut with a team of six volunteer youths supported by a small budget supported by local well-wishers. During the year 1983 it started to receive funds from outside funding agencies for developmental work. The major activities of this VA include providing health services, offering vocational training, running an Industrial Training Institute and
adult education programmes and conducting environmental awareness campaign etc.

In the beginning, the village meetings were generally organised under the trees in an informal way. There was no dais, no garlanding and no public address system. There used to be no disparity between the participants, rich and poor, officials and the general public, including the founder. All were treated as equals at the meetings. This helped in creating self-confidence among the people.

This organisation has now established links with various government departments, Central and State, Lions Club and CAPART, to implement various programmes. This organisation has established positive relationship among the villages. The income of the organisation has increased through both national and international funding. There is hierarchy but there is also informality. This is because the workers are minimal in number. In spite of 10 years of standing the VA refuse to become bureaucratic, as the founder-secretary is a principled Gandhian. The simplicity, self-reliance and dedicated service of the organisation and its workers allow them to maintain the spirit of service. There is no transparency in financial matters. The decision-making powers of the
workers are limited and the major decision-making power rests with the founder-cum-secretary,

In the initial stages the staff, along with the head, visited the villages but now the villagers themselves come to the organisation for guidance and counselling. It has established a good working relationship with the staff, the villagers and the government. Further, the head of the organisation has played an important role in the formation of a network of VAs in Tamil Nadu. He was elected Founder President of the Association of Voluntary Agencies in Tamil Nadu.

In appreciation of the services of the VA the District Collector allotted six acres of land to this organisation free of cost to run its activities from. Now the financial transactions touch Rs.5 lakh with an own jeep with driver, separate office building and training centres. Regularly 30 youths/women are trained in tailoring, machinery, building construction, composing and proof reading.

Analytical comments

In the beginning this organisation selected five villages for the welfare of the youth and later it extended the scheme to 50 villages. In terms of beneficiaries it started with only five youths selected to receive training in social service in the beginning. Now it has established mathar
sangams, savings and credit schemes etc. covering about 7000 beneficiaries.

This organisation provided a single motivation programme in the beginning and now it has several programmes like savings and credit, health schemes, industrial training centre, welfare schemes, milch animals etc., which account for more than 10 programmes in the service villages. Initially five youths did voluntary work along with the founder, but now this VA has 10 workers for implementing the programmes.

This organisation started with a small rent-free office with five volunteers with no honorarium and collected donations. The dedicated service by the volunteers was the major asset. At present it receives funds from both national and international donors who sponsor welfare and credit programmes. Now the financial position has touched Rs.5 lakhs, including separate office and training complexes etc. There is a separate accountant for maintaining the cash and financial transactions. There are separate office rooms for the head, the accountant and the field staff. The organisation has close contact with Government officials and is networking with other VAs. The official governing body is taking care of legal procedural wrangles for getting funds and runs the office in an efficient manner. But it has developed the bureaucracy of hierarchy.
Control, specific time schedule and fixed rules and regulations are all under operation. The simplicity and basic characteristics have diminished.

4.53.2 VAB (1): Organisation

This VA was started for the repatriates from Srilanka who were facing a lot of problems. Refugees who came from Srilanka were ill-treated by the estate owners. They had no citizenship, no voting rights, and no work. They worked as slaves, if at all, without houses, facing problems of untouchability. They suffered both mentally and physically. At this the people became angry, expressed their anguish and lodged protests. In the vanguard of the reaction to the plight, 15 youths joined together and formed a mandram in the year 1984. Mainly two persons pioneered the mandram. This mandram helped the people to get house pattas and relief and to prevent police harassment, village atrocities etc. Foreign funding of their activities was a distinct possibility. The main aim was to protect the repatriates, to provide employment opportunities and to fight for housing and political representation.

The organisation initially ran its show with donations and contributions from well-known persons with about 15 members. They fought against a number of problems and met with success for their hard work and dedication. Now the organisation has opened three branches in
the district, with 20 permanent workers and more than 7000 members in all four centres. The activities include opening of branches of the mandram, youth clubs, mahalir mandrams, children’s clubs, housing, self-help groups, children’s savings, night schools, conducting village committee meetings, public meetings, rallies, celebrations, shramadhan work, cultural programmes, volunteer training, seminars, liberation of bonded labourers, medical camps, immunization, relief for the handicapped, child labour, environment issues, planting of seedlings, installation of smokeless chulhas and government welfare programmes in their operational area.

The organisation has close links at local, district, state, national and international levels. It has links with banks, police officials, district administrative officials, politicians, State Social Welfare Board, Central Social Welfare Board, CAPART, foreign donor agencies, press and other media.

The organisation achieved many things: the beneficiaries got recognition as sons of the soil; huts were replaced by tiled houses; and, about 400 youths got higher education. The VA has a big name in the district and one that cannot be ignored by government officials/political parties/other organisations. With effective pre-panchayat leadership
training and canvassing, about 90 percent members from the mandram contested in the panchayat elections and more than 50 percent won the elections and they are running the panchayats quite efficiently under the guidance of the organisation.

Analytical comments

This VA started in a single block to cover a specific group of people and now it has opened four branches in four taluk headquarters covering the entire district for their activities. In the beginning 15 affected youths joined together and started a mandram and it has now extended to 7000 members as the beneficiaries of this organisation. This organisation started with four programmes for getting relief and welfare schemes. Now it has extended to more than 10 programmes like education, health, housing, welfare, awareness etc.

This organisation started with a handful of dedicated and committed staff at the commencement and at present it has a separate executive body for administration and for programmes it has a separate staff structure consisting of 15 workers in each branch. As for the annual budget, it collected donations and membership fees in the beginning. Now it receives huge amounts of money from both foreign and local governments.
It can be clearly seen that there is an impersonal relationship, clear-cut communication channels, official hierarchy, well-structured rules and regulations, rigidity and less flexibility in decision-making. Those at the middle and lower levels know that bureaucratic features exist. The multifarious programmes, the importance given by the government and the press as well as the fulfillment of the donor agencies’ visions, co-exist with bureaucracy. This organisation, which began as a protest group, has established branches wherever their community groups are settled. Being expatriates their command structure is tight and disciplined. Their activities and functions have increased multifold for their community’s welfare. They have attained the features of bureaucracy with the service remaining undiminished. They have slowly expanded their operations to local poor communities in the district.

4.5.3.3 VAB (2): Organisation Z

The founder of this organisation was born in a poor family of bullock drivers. He drove a bullock cart during in his early years. In his student life he was involved in relief work, attended seminars, work camps and orientation camps related to weaker sections. He finished his higher studies with the assistance of some well wishers. Then he got an opportunity to work in an organisation, which deputed him for further
studies and also sent him to foreign countries to attend seminars. The experience inspired him and motivated him to commit himself to further the cause of bullock cart workers and artisans in rural India.

The organisation was started in the year 1985 with the active involvement of a small group of persons. The major aim was to work for socio-economic and political development, irrespective of caste, creed, and religion, to initiate animal welfare programmes to reduce cruelty to animals and to protect nature, to find out new devices for reducing the strains of the workers and animals, to establish vocational courses, non-formal and formal educational institutions in order to develop the target people, to conduct welfare programmes of government for the benefit of the target groups and also organise seminars, workshops and leadership training etc.

Due to mechanization, the present economic policy and other factors, the bullock cart workers and artisans are much affected. Because of mechanization road accidents occur quite often and they have no protection and safety as compared with the drivers of other vehicles. These accidents are a deathblow to them. No emergency measures are taken for them and their animals. Most bullock cart workers are slum dwellers and live in low lying areas and on river beds. They are affected
during seasonal rains and floods. They have lost their lives, huts, belongings and animals on several occasions.

The administration of the VA has a director, an accountant, a stenographer, and a clerk-cum-typist, two office assistants and one watchman for the office; for the field it has a programme coordinator with seven organizers; for women development programmes, it has two block incharges with seven organizers, one woman volunteer and 150 part time animators; there is another development coordinator; and there are five teachers, 10 tailoring instructors, one nanny and two watchmen working in the organisation.

The organisation owns movable properties like four-wheelers, two-wheelers, bicycles, public address system, sewing machines, embroidery machines, typewriters, computers etc. It has also immovable properties like community centre, land, office building and school building. This organisation has founded more than 300 local bullock cart associations in 21 districts in Tamil Nadu and Pondicherry, five district federations, one State level organisation, nearly 200 women’s groups and insured more than 2000 bullock cart workers.

The decision-making power rests with the managing committee. The director operates only upto Rs.2000 and any amount above this is
jointly operated by the Director and the Vice-President. The success of
the organisation is fully due to the Director. The organisation takes care
of issues like sand loading, parking, accidents, state/district level
committee meetings, and, transport of straw to other states with the
support of nearby state transport corporations.

The organisation works in a vast area and also runs many
devvelopmental programmes, and income generation activities. This
organisation has a library and is also publishing booklets, pamphlets,
posters etc. The organisation thus deals with a heavy budget. It owns an
office building along with a community centre which earns a perennial
income.

The entire decision-making powers are entrusted to the Director
and the governing body. The staff always look to the head of the
organisation to meet their needs. The field workers have no power in
decision-making and the administration has maintained a distance
between the Director and the staff.

Analytical comments

This organisation served in a single district in the beginning and as
of now 21 districts are covered. A specific target group was covered as
beneficiaries. Now it has extended to many other programmes to cover
beneficiaries numbering around 20,000. The programmes targeted a specific group of people for their welfare and the welfare of their cattle. Now it has extended to more than 10 programmes to cover children, women, and other poor sections besides animal welfare.

In the beginning a handful of volunteers, along with the director-cum-founder, worked for implementing the programmes and at present there is an administrative setup as well as project staff engaged to implement the programmes. The present staff strength includes seven administrative staff members, 18 programme coordinators and organisers and 150 part time animators at the field level and in other developmental programmes there are 22 daily-wage workers.

For finance it collected donations and membership fees for running the programmes and administration from a small rented building. But now it has 21 branches in 21 districts as well as block level offices running elementary schools for the benefit of school-going children and a separate office building with training facilities including vehicle facility.

This organisation was started with the single motive of the development of bullock cart workers in a single village. But, with the active involvement of some of the members and the founder, it has now grown into an organisation with links even at the international level. The
small rented office building has now developed into a separate owned office building, community hall, branches and some perennial sources of income. Now the organisation is growing as a VAB with flow of foreign funds. The organisation possesses now vehicles with drivers and two-wheelers for the field staff. Management structures of apex body and guidance and counselling body for various organisations are available. There are some network programmes going on in this organisation. There exists a well-developed bureaucratic style of functioning, office management and accounting procedures. The decision-making powers are entrusted to the apex body for the convenience of the funding agencies’ eyes. There is role fixation and a well-laid visible channel of communication among the workers. There is control over the functioning of the staff so much so that it is very difficult to notice any flexibility. The financial matters are dealt with only by the Director and the office manager. No others are involved. There is thus a clear hierarchical structure prevailing in the organisation. One can easily see that the organisation, with a standing of more than 10 years, has an opportunity to develop bureaucracy.

Figure 7 graphically presents the trends of growth bringing about resultant changes in the style of functioning of VAs as observed in
the present study. No one-to-one matching can be assumed between the
trends of organizational growth of the VAs and the changing features but
certainly the tendencies are obvious.

One could conclude from the foregoing that VAs can manage upto
five years with a minimum number of workers to maintain some basic
features. Beyond five years their hold slackens on flexibility and
personalized interaction among the staff as they tend to expand their
operations base and enroll more personnel.
Further, VAs that have stood beyond ten years have invariably developed clear trends of bureaucracy in the form of standardization, hierarchical channels, established rules and procedures etc. Thus the VAs tend to become bureaucratic if they are in the service area for a long time. However, it is the founder’s personality that has determined vastly whether the organisation becomes bureaucratic or not. In the case studies SUV3 X and VAB (1) Y and VAB (2) Z, all of them could maintain informality in spite of the threat of bureaucracy. In SUV3 X, the director is a principled Gandhian, in VAB (1) Y, the expatriates focus on their community development and in VAB (2) Z, the director could empathise with the workers and hence the informality, a salient feature of the VA at the initial stage, continues at least to some extent even after these VAs have grown large.

The analysis of the case histories of nine VAs undertaken by the present researcher proves the fourth and explanatory hypothesis framed for the present study, namely that, as a VA grows in size and extends its activities, it will exhibit a greater predilection towards bureaucratic tendencies than a VA that does not grow but remains small. This finding negates Narayana’s statement cited earlier, that the organisational characteristic of age does not seem to have significant association with
other bureaucratic characteristics (p. 155). It may be pertinent to point out that the well-grown VAs that have not succumbed completely to bureaucratic tendencies, namely, SUV$_3$ X and VAB (2) HL have escaped the tentacles of bureaucracy because of the informing vision and dedication of their respective heads.

46 Organisational Growth Trends

In the following section an attempt has been made to present the underlying logic of the present thesis in the form of trends under systems approach. This attempt assumes that one can resort to remedial action if only one is able to identify the trends.

Three trends have been presented in Figures 8 and 9. Figure 8 is based on the listing of advantages of organisational growth, as reported by the responding VAs. If an organisation is all the time alert about the gains of growth, it can certainly make a concerted effort to retain the basic features of a VA intact. On the other hand, if the VA is not alert enough to build on the gains but caves in under the pressures of disadvantages of growth, it will expose itself to development of more or less formalised features as Figure 9 depicts.
Fig. 8. Growth Trends—Advantages

- Spirit of voluntarism
- Simplicity
- Feeling of oneness
- Dedicated services
- Small area of operation
- Workers paid/unpaid
- Better group of needs and problems
- Generation of confidence
- Peoples' participation & involvement

BEGINNING
- Identification of real problems
- Direct link with people
- Awareness regarding beneficiaries
- Committed services
- Democratic functions of the workers
- Minimisation of expenditure
- Approaching Government Departments

<5 YEARS
- Involvement in decision-making process in the field
- Mutual relationship/open discussion with heads and workers
- Defined but basically responsive communication channel

5-10 YEARS
- Economic development
- Benefits reaching more people
- Increase in standard of living
- Development work
- Encouragement of the workers
- Better service from Government Departments
- Additional inputs by way of personnel & materials
- Government provided fund

10+ YEARS
- Involvement of the workers in decision-making
- Give and take policy between staff
- Proper role play with right direction
- Carrying out work plan overrides adherence to communication channel

AT PRESENT
- Possibility of development
- Employment orientation
- Peoples' movement/empowerment
- Tapping resources through local organisation
- Fund mobilization easier
- Workers' involvement in decision-making
- More work with less salary
- Satisfaction of the workers for experience

- Sharing of views
- Approaching the people/Government
- Linkage with government and other agencies network
- Spread organisation's image
- Working for the people and by the people
- Training programmes
- Income generation activities

SUV
- Creating awareness
- Close contact
- Personal relationship
- Simplicity
- Without corruption
- Understanding of the workers
- Dedicated services to the weaker sections
Fig. 9. Growth Trends—Advantages and Disadvantages