Chapter V

Summary and Conclusion
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5.1 Introduction

The general objective of the present study was to analyse the growth and the growth trends of VAs in Tamil Nadu over a period of time in terms of coverage of villages/beneficiaries, programmes implemented, workers employed and annual budget.

5.2 Growth of VAs

5.2.1 Villages/Beneficiaries Dimension

The average duration of existence of VAs works out to 6.6+1.01 years in the case of SUVs and 9+ 1.2 years in the case of VABs.

The number of villages and beneficiaries covered by both SUVs and VABs is found to be close at the time of commencement, since the VAs generally initiate their activities in order to bring benefits to a certain pre-defined population, whereas, in the case of the number of beneficiaries at present, the difference is very significant due to wider coverage of villages and beneficiaries by VABs than SUVs.

The VAs with a standing of about 10 years or more which do not tend to grow settle down with a certain number of villages/beneficiaries
and cut down on the programmes when they grow and become well established and specialized in certain programmes,

5.2.2 Programmes dimension

In the case of programmes implemented by the VAs the level of significance of the difference between commencement and the present is lower than that in the case of other dimensions like coverage of villages/beneficiaries, workers employed and annual budget allocation. However, when it comes to the number of programmes at commencement, it is possible to distinguish between a VA which will remain an SUV over the years and one which will grow to become a VAB.

5.2.3 Workers dimension

Comparison of the number of workers employed shows that there is highly significant difference between SUVs and VABs over a period of time,

5.2.4 Budget dimension

With regard to the budget dimension, the SUVs and the VABs, which are relatively not very different from each other at commencement grow to be very much different over a period of time. The annual budget at commencement for the VABs ranged from less than Rs.0.5 lakh to
Rs. 2.5 lakh while that for the SUVs ranged between less than Rs. 0.5 lakh and Rs.1 Lakh, whereas the annual budget at present for the VABs ranges from less than Rs. 2 lakhs to Rs. 6 lakhs and that for the SUVs is less than Rs. 2 lakhs.

5.3 Growth Trends

5.3.1 Villages/Beneficiaries Dimension

By and large the general trend among the SUVs is to recognize that their efforts are leading to large-scale awareness generation among rural population whereas the VABs seem much less prone to the belief that their efforts are directly contributing to the people’s growth and development.

Under the combination of advantages of growth, there is more reason for the SUVs to assume that they are more meaningful in their activities than their larger counterparts, the VABs, when it comes to involving the people in the realm of development.

As the organisation grows, it seems to become easier and easier to project a positive picture merely on the basis of increased coverage of beneficiaries. Interference by government officials and issues like duplication often leading to exploitation are the reported disadvantages in the case of the SUVs whereas, in the case of the VABs, the disadvantages
of growth are in terms of both reparable damage, i.e., competition and lack of government coordination and responsibility.

5.3.2 Programmes dimension

Both the SUVs and the VABs believe that the advantage of growth can be seen in the form of increased employment generation. The SUVs tend to believe that the contribution made by them is higher and more commendable regarding creating awareness, generating employment and equipping people with trained skills as compared with that made by the VABs. The VABs assume that the growth of the agency contributes to employment, growth as well as training and creates awareness.

As an organisation grows, exploitation in the implementation process seems to pick up tempo leading to no significant change in the beneficiaries’ life pattern.

5.3.3 Workers dimension

There is a general trend to equate the number of workers with the organisational advantages like achieving the organisation’s objectives by the SUVs and the VABs. The VAs see the factors related to employee welfare as well as workers’ commitment together as advantages accruing from organisational growth. As a VA grows, more and more decisions on procedures and schedules tend to come from above and tend to get
routinised, resulting in more of top to bottom communication. The workers in a growing VA get used to joining hands in presenting an acceptable facade to the public. By and large all types of VAs, as they grow, experience the employee behaviour shifting more in line with the organisational outlook.

5.4 Budget dimension

A growing organisation is able to manage some local funding through youth groups and mathar sangams as an advantage related to finance. The SUVs seem to fear relatively more than the VABs that the organisation’s growth could lead to misuse of funds as a disadvantage.

5.4 Images of Growth

An organisation grows in quantitative aspects such as increased number of beneficiaries and increase in the number of volunteers in the villages. The qualitative aspects are concerned with behavioural changes, development of the people’s confidence, empathy and vision. The real growth of an organisation lies in promoting government programmes as well as in avoiding duplication, and, promoting sustainability with the cooperation of well wishers who help the organisation. The real achievement of a growing organisation lies in creating more voluntary
action and the right type of approach towards the problems of the beneficiaries.

The professional image of growth of an organisation quantitatively depends mainly on the coverage of beneficiaries and more programmes and increased number of volunteers. The growth of an organisation will lead to the involvement of trained and committed workers in the organisation. A growing organisation brings in volunteers but does not do anything by force.

5.5 Profiles of growth

The study shows that there are no hard and fast rules, no fixation of roles—all take part and share the responsibilities without any apparent hierarchal identities in VAs with less than five years’ existence.

The heads of the organisations deeply feel that the workers’ involvement is essential for the growth of the organisation. However, organisational growth may bring with it bureaucratic elements which are accepted by the heads and the workers alike for the sake of the organisation and its growth in the case of VAs with 5-10 years’ existence.

The heads of organisations state that the number of employees is to be considered an aspect of the growth of the organisation. The involvement of the personnel in the decision-making process is
inevitable. At the same time the VAs maintain some secrecy in accounting and other financial matters. **Bureaucratic elements prevail but remain beneath the surface and are not very visible.**

As the organisation sprouts branches, the coverage of area increases, and staff strength also increases. Standardization of time schedule, role fixation and impersonal relationship come into existence in these organisations. A hierarchal status and bureaucratic features naturally come into operation. This organisational setup may be akin to that of government departments. As the funding sources increase, the accounting and financial matters move beyond the domain of the average worker.

5.6 Case Studies

In order to assess the changing features of VAs, the researcher case studied 12 VAs. The study covered VAs in the categories of less than 5 years (SUVi), 5-10 years (SUV₂), 10+ years (SUV₃ and also VAB) under personnel and organisational heads.

5.6.1 SUVi (Less than five years)

5.6.1.1 Villages dimension

The single unit VAs with existence of less than five years initially covered a single to five villages whereas at present they cover from 10 to 30 villages.
5.6.1.2 Beneficiaries dimension

The coverage of beneficiaries by the VAs of the SUVj category ranged from 2 to 250 at commencement and at present it ranges from 325 to 10000.

5.6.1.3 Programme dimension

The VAs of the SUVi category started with one programme but now have five to ten programmes.

5.6.1.4 Workers dimension

As far as the workers in the VAs of SUV] category are concerned the range was two to three at commencement whereas at present it is 10 or more.

5.6.1.5 Budget dimension

The study reveals that the finance for VAs of the SUVi category originally came from donations and membership fee. Now most of the VAs receive grants from the government and some receive foreign funding. At present most VAs handle lakhs of rupees.

5.6.2 SUV₂ (5 to 10 years)

5.6.2.1 Village dimension

The VAs of the SUV₂ category covered one to five villages at the time of commencement and now 30 to more than 100 villages.
5A2.2 Beneficiaries dimension

The coverage of beneficiaries by VAs of the SUV\textsubscript{2} category has risen from 20 to 250 at the beginning to 6,000 to 50,000 at present,

5.6.2.3 Programmes dimension

As for conducting programmes by VAs of the SUV\textsubscript{2} category it was one at the commencement and now it is seven to more than 10 programmes.

S.6.2.4 Workers dimensions

The workers employed at the starting in VAs of the SUV\textsubscript{2} category ranged from two to five, while at present they range from 15 to 199 workers.

5.0.5 Budget dimension

At commencement the VAs of the SUV\textsubscript{2} category had only local funding. Now local, State and Central Government and foreign funds come to the organisations. The maximum amount of budget is Rs.40 lakhs, as reported by one organisation. Perennial sources of funds, own buildings, vehicles and equipment and infrastructural facilities make some of the VAs rich.
5.6.3.1 Village dimension

The VA of the SUV₃ category initially worked in five villages and at present it covers about 50 villages.

5.6.3.2 Beneficiaries dimension

The coverage of beneficiaries by the VA of the SUV₃ category has increased from 5 to 7000.

5.6.3.3 Workers dimension

As far as workers are concerned, the VA of the SUV₃ category employed only five persons in the beginning and at present it employs 10 workers and more.

5.7.1 VAB (10+years)

5.7.1.1 Village dimension

The VAs of the VAB category covered single blocks at the time of commencement and now they cover several districts with branches.

5.7.1.2 Beneficiaries dimension

As far as beneficiaries are concerned the VAs of the VAB category had 10 beneficiaries in the beginning and now the number ranges from 7,000 to 20,000.
A handful of workers were employed at the beginning in the VAs of the VAB category whereas now the number varies from 15 to 199.

The study reveals that VAs could manage up to five years with a minimum number of workers and to maintain some basic features of the VA. After five years the VAs tend to slacken in flexibility and personalised interaction among the staff as they expand their operational base and enroll more workers. The study reveals that VAs which have stood beyond ten years have invariably developed clear trends of bureaucracy in the form of standardization, hierarchical channels, established rules and procedures. Thus the VAs tend to become bureaucratic if they are in the service area for a long time.

After summing up the analysis thus, this chapter goes on to present practical implications of the study and some suggestions for further research according to the plan given hereunder:

5.8 - Practical implications of the study

5.9 - Recommendations for further research.

5.8 Practical Implications of the Study

The following points were clearly identified as the practical problems and alternate solutions by the study,
1. Given the fact that VAs are coming up like mushroom, there is obviously a practical need to study the trends of growth because only on the basis of a proper understanding of organisational growth trends can a researcher suggest whether such an increase of VAs can be encouraged or needs to be curbed.

2. The growing size of a VA over a given period of time is likely to bring about problems of management of men and materials. There is also the need to know whether the demands of managing a bigger organisation would result in the creation of formalised arrangements within the organisational structure. Such a formalization may bring in rules and procedures that may ultimately reduce the spirit of informality as well as flexibility on which a VA normally starts building itself and continues to thrive.

3. As a VA grows in size the flow of funds is most likely to increase and this must certainly have an impact on the nature of commitment and dedication to service on the part of the workers in the VAs.

4. It would be both relevant and necessary for the funding agencies—within the country or abroad—to know what is happening with and within the growing VA vis-a-vis the beneficiaries for whom the VA exists.
5.9 Recommendations for further research

The present study has suggested the following potential areas for further research:

1. An in-depth organisational level analysis of development of bureaucratic features in a growing voluntary organisation will be a worthwhile effort,

2. Longitudinal studies spread over a period of, say, 10 years with the available staff will answer many questions about the changing features of a growing VA and will prove a rewarding pursuit.

3. A closer analysis of the interface between VAs and government departments on the one hand and between VAs and the funding sources on the other will be a worthwhile endeavour.