Chapter 1
Introduction

India is a welfare state. The provision of welfare services to the needy and deserving sections of the Indian society is the primary responsibility of the Government. The Indian Constitution and the Directive Principles of State Policy delineate the role of State. Provision of basic services such as health, adequate nutrition, opportunities for education, access to amenities such as sanitation and hygiene, transportation, housing and so on are basic rights of the citizens of the country. Good governance and delivery of services for the deserving and needy is also the mandate and obligation of the State. 'The Constitution of India recognizes the vulnerable position of children and their right to protection. Therefore, following the doctrine of protective discrimination, it guarantees in Article 15, special attention to children through necessary and special laws and policies that safeguard their rights' (MWCD, 2006).

The United Nations Convention on the Rights of the Child 1989 (UNCRC) addresses four clusters of Survival, Development, Protection and Participation Rights for children. Article 2 of the Convention defines child to be a person upto 18 years. As a signatory to the Convention on Child Rights, India is committed to initiate measures for ensuring rights of children. This has resulted in a paradigm shift from welfare approach to a rights-based approach for children. India is among those countries who accepted the Declaration adopted by World Summit on Children in
1990 and Millennium Development Goals adopted by Millennium Declaration 2000. The country is also a party to the Declaration on ‘World Fit for Children’ held under the UN General Assembly Special Session in 2002.

The Government mandate is amply reflected in the planning process in Five Year Plans. The target of welfare programmes are the most vulnerable and marginalized people of the country. Women and children find prominence with the Government of India since they are considered as vulnerable. However, a child budgeting analysis of yearly allocations by Central Government for the financial years of 2004-05, 2005-06 and 2006-07, revealed that the allocation was 2.45, 3.86 and 4.91 per cent of the total outlay (MWCD.2009). Some policies concerning children are the National Policy for Children, National Policy for Nutrition, National Health Policy, National Population Policy, National Charter for Children and National Plan of Action for Children, etc.

Children are the most vulnerable demographic group of the country. Children constitute almost forty percent of the country’s population. Globally, about 25 per cent of child population lives in the three SAARC countries of India, Pakistan and Bangladesh. The sizable demographic group of children is both a strength and challenge. However, a large number of children are excluded from benefits earmarked for them. In fact, their exclusion is a serious impediment to provide them services and enable them to grow into robust citizens. Some key observations
from the Report of Working Group on Development of Children for Eleventh Five Year Plan of Ministry of Women and Child Development pointed to some key gaps such as: (a) No official record of number of children as they are not registered; (b) Children miss out on key developmental opportunities due to poverty; (c) Inadequate services and opportunity for children with disabilities, high level of stigma and discrimination; (d) double exclusion of children belonging to culturally excluded children – belonging to socially marginalized communities; and (e) children are too often excluded from decision-making on issues deeply affecting their lives and that of their communities" (MWCD, 2006).

Child development, welfare and protection services / programmes are pillars of development. Children face a multitude of problems. Child abuse including sexual abuse, neglect, lack of shelter and protection, child labour, children as victims of violent crimes, trafficking of children and young persons, child abandonment, child beggary, confinement, lack of opportunities for growth and development, education, health and medical facilities for children are challenges facing the Government and Civil Society Organisations alike. Migration, Industrialization and Information Technology have added to the difficulties of children as they are in the midst and grind of these forces. The practice of trafficking children and young persons under a variety of pretexts has rendered India a dubious distinction of being the source, transit and destination for trafficking in human beings. "Girl children continue to be killed in their mother’s womb through sex-selective abortions”. India has the world’s
largest number of sexually abused children, with a child below 16 years 
raped every 155th minute, a child below 10 every 13th hour, and one in 
every 10 children sexually abused at any point of time. Children also 
stand worst affected by HIV/AIDS and it is ever on the increase” 
(MWCD, 2006). The other problem areas include school dropout, 
orphans, destitute children etc.

Legislation concerning children is evolving. With commitment made at 
International fora by signing of the UN Convention on the Rights of the 
Child in 1992, the Government of India paid attention to review and 
revision the legislation concerning children. The Juvenile Justice Act 1986 
was repealed and a fresh Juvenile Justice (Care and Protection of 
Children) Act 2000 was enacted. Due to proactive involvement of State 
Governments, NGOs, and Civil Society Organisations (CSOs), an 
amendment was made to the Act in 2006. The Juvenile Justice Act 
superseded existing legislation on children and defined a child as per the 
UN Convention on the Rights of the Child. A futuristic initiative 
undertaken by Government in order to create a child / juvenile justice 
system, as a different and distinct entity, especially in terms of handling 
of cases relating to children as also in terms of jurisprudence was the 
Offenses against Children Bill. Unfortunately, the draft has not gain inter-
ministerial consensus as it is being viewed by a section of Governance 
as (i) a duplication of the Indian Penal Code and (ii) it would be cost-
prohibitive for the Exchequer to create and sustain a separate judicial 
system exclusively for children.
However, the Government of India recognized that children removed from community structures and protective family care systems become vulnerable as the capacity to function in society decreases. Such problems are due to breakdown of traditional coping systems and the lack of alternative services, thereby exposing an increasing number of children to abuse. Eventually, children are deprived of fundamental rights with regard to their protection and their development" (MWCD, 2006, 53). The Central Juvenile Justice (Care and Protection of Children) Rules were issued by the Government in 2007. It is provided that in case States do not form their own State Rules on Juvenile Justice, the Central Model Rules will apply. Further, legislation on other issues such as child marriage and child labour was amended to reflect the new understanding and rights-based approach of Government of India.

The UN Convention on the Rights of the Child along with instruments for juvenile justice such as "Beijing Rules" "Riyadh Guidelines" is the support guiding documentation for the juvenile justice system. Case law on juveniles is increasingly demonstrating the faith reposed and legality granted to the international conventions and instruments in adjudicating cases concerning children and juveniles by various Courts in India.
1.1 Programmatic Response to Child Care and Protection

UNCRC advocates four clusters of Rights for children. They are (i) Survival, (ii) Development, (iii) Protection and (iv) Participation. The key elements of UNCRC imbibed by the Government can be seen in the programmes operated by the Ministry of Women and Child Development, Government of India. They are (i) Integrated Child Development Scheme (ICDS) and (ii) Integrated Child Protection Scheme (ICPS). These two major Schemes comprehensively address the rights of child. While ICDS is operational for over three decades, ICPS was launched in 2009 to address the child protection aspects of children. Additionally, recognizing the vulnerability of girl child, the Government also launched a comprehensive scheme called SABLA for overall development of girl child on a pilot basis in 200 districts of the country in 2010.

ICDS provides services to children and mothers through a single-window mechanism called the Anganwadi Centre operating in every village, hamlet and slum. The services for children include preschool education, supplementary nutrition, immunization, referral service to hospitals etc. The Scheme is headed by a Child Development Project Officer (CDPO) (and a Assistant Child Development Project Officer – ACDPO depending on the size of Project area /number of Anganwadi Centres) at the Block level assisted by field staff called Supervisors. The Anganwadi Centre is operated by a local woman – the Anganwadi Worker with a Helper, also
from the local area. ICDS is a full Central-sponsored Scheme and implemented by the State Government. The Project management staff is selected from Social Sciences disciplines with an emphasis on a post-graduate degree in Social Work.

Integrated Child Protection Scheme (ICPS) aims to provide child protection through a concerted and coordinated network of various agencies including NGOs, Police, judiciary, administration, Civil Society Organisations (CSOs) and citizens. The Scheme document of ICPS succinctly states that 'Child Protection' is about protecting children from or against any perceived or real danger or risk to their life, to their personhood and childhood. It is about reducing their vulnerability to any kind of harm and protecting them in harmful situations. It is about ensuring that no child falls out of the social security and safety net and, those who do, receive necessary care, protection and support so as to bring them back into the safety net, (MWCD, 2009). While protection is a right of every child, some children are more vulnerable than others and need special attention. The Government recognizes these children as ‘children in difficult circumstances’ and ‘children with special needs’ characterized by their specific social, economic and geo-political situations. In addition to providing a safe environment for these children, it is imperative to ensure that all other children also remain protected. ‘Child protection is integrally linked to every other right of the child’ (MWCD, 2009). The scheme presents a Child Protection structure with relies on Social work professionals managing many of these positions.
ICPS is aimed at creating systems for operationalising the Juvenile Justice (Care and Protection of Children) Act 2000 and its Amendment Act 2006 by creating statutory bodies such as Child Welfare Committees (CWCs), Juvenile Justice Boards (JJBs), establish and support Child Care Institutions (CCIs) and create an administrative framework to implement the ICPS through State Governments and other Civil Society Organisations (CSO) in a partnership mode. The hierarchical administrative setup comprises of State Project Support Unit (SPSU) as a Special Purpose Vehicle (SPV) to enable the State Government to implement the Scheme in the State. The State-level agency for implementation is the State Child Protection Society (SCPS) and the District Child Protection Society (DCPS) at the District level. These two bodies monitor and guide the various constituents to work in close cooperation and coordination for ensuring child rights, protection and juvenile justice in the State. Personnel implementing the ICPS are expected to have qualifications in Social Sciences in general and Social Work in particular.

The Juvenile Justice (Care and Protection of Children) Act 2000 and its Amendment Act 2006 have paved the way for a fresh look at children, especially those in difficult circumstances. The legislation has broadened the understanding that it is the circumstances in which children are found, are the causes of the misery, and not at all the children themselves. Thus, the objective of child / juvenile justice system is to
ameliorate the conditions in which children are found and place them under more protective and enabling environments. It is an established fact that the family is the best institution for children. The juvenile justice system, recognizing this, and the fact that children are merely 'victims of circumstances', takes a comprehensive approach of advocating concern, understanding, empathy and action which is located into a 'individual care plan' of each such child. Thus, the multitude of stakeholders such as care-givers, police, judiciary, Administrators, Social Workers, Counselors, elected Representatives and citizens need advocacy for a more humane approach to children care and protection.

1.2 Role of Social Workers in Child Care & Protection

Human Services Professionals such as Social Workers are an asset to the society. They bridge the gap between information and ignorance. This is especially true of Social Workers dealing with child care services. The professional approach, knowledge, understanding and empathy among these professionals along with compliance with code of ethics and standards of care for children make professional Social Workers invaluable team-members when dealing with children. The legislation concerning children, most notably, the Juvenile Justice (Care and Protection of Children) Act 2000, its Amendment Act 2006 and Model Central Rules 2007 emphasize the professional handling of children by Social Workers. The domain of child care and protection and its various ramifications such as child abuse, child labour, trafficking, family care and adjustment, alternative care mechanisms in the form of adoption,
foster care, sponsorship, community-based models of child care, institutional care, judicial process for juveniles in conflict with law, remand and correctional services, family-based approaches such as SOS Village concept etc. all find a key role for Social Workers.

1.3 Alternative System for Children and Juveniles

The Juvenile Justice (Care and Protection of Children) Act 2000, its Amendment Act 2006 and Central Model Rules 2007 mark a beginning to child protection. These enactments and promulgation of Rules paved the way for India to address the aspirations of 440 million children in the country. It also demonstrated the earnestness and urgency of the Government in raising the bar and adherence to the agreed International commitments and standards for children. The most prominent provision in the legislation is the definition of a child. A person up to 18 years of age is a child. This is in consonance with Article 1 of the UN Convention on the Rights of the Child 1989. Secondly, the legislation supersedes all previous legislation concerning children in the country. Other promising provisions address children in terms of systems. The Act recognized that children are merely “victims of circumstances” and are eligible and should be considered for the various listed diversions available under the law.

The Act views children in three distinct categories - a) Child in need of care and protection; b) Child in conflict with law and c) Child in contact with law.
The first category refers to children found without any home or settled place or abode and without any ostensible means of subsistence; and who face threat perception while residing with a person (guardian or otherwise) to kill or injure the child; children who are mentally or physically challenged or ill or are suffering from terminal or incurable diseases, and have no one to support or look them; have parents who are unfit to look after the child; not have a parent/parents and no one is willing to take care or whose parents have abandoned or are missing / runaway child whose parents cannot be found after reasonable inquiry; are being or are likely to be grossly abused, tortured or exploited for the purpose of sexual abuse or illegal acts; are found vulnerable and are likely to be inducted into drug abuse or trafficking; are being or are likely to be abused for unconscionable gains; are victim of any armed conflict, civil commotion or natural calamity etc. The child in conflict with law is one who is alleged to have committed an offence. The child in contact with law is one who has come in contact with the law either as victim or as a witness or due to any other circumstance.

The Juvenile Justice Act is implemented through two statutory bodies namely Juvenile Justice Boards (JJBs) and Child Welfare Committees (CWCs). The JJBs deal with children in conflict with law. The CWCs deal with children needing care and protection and those who are in contact with law.
Children need to be in with their families. However, in circumstances where the child has no one to look after, the CWC is empowered to order institutional care for such children. These include orphaned, abandoned, surrendered and neglected children. Child Care Institutions have been setup at various locations for providing board and lodging to children needing such shelter.

Various types of institutions are provided in the JJ Act for placing children. The statutory institutions for placing children in need of care and protection are given in Table 1.1. The statutory institution for children in conflict with law are in Table 1.2.

<table>
<thead>
<tr>
<th>S.No</th>
<th>Home / Institutions</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Shelter Homes</td>
<td>Interim order of stay pending enquiry/ Short-term contingent Institutional care</td>
</tr>
<tr>
<td>2</td>
<td>Children Homes</td>
<td>Long-term Institutional care as ordered by CWC</td>
</tr>
<tr>
<td>3</td>
<td>&quot;Fit&quot; Institutions</td>
<td>Any Institutions so declared by Govt. Care / charge of child / juvenile as ordered by CWC.</td>
</tr>
<tr>
<td>4</td>
<td>&quot;Fit&quot; Persons</td>
<td>Any person so declared by Govt. Care / charge of child / juvenile as ordered by CWC.</td>
</tr>
<tr>
<td>5</td>
<td>After Care Institutions</td>
<td>For children who attain 18 years in preparation for society adjustment. Institutional stay permitted till 21 years of age</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>S.No</th>
<th>Home / Institutions</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Observation Homes</td>
<td>Temporary abode for children during pendency of case before JJB</td>
</tr>
<tr>
<td>2</td>
<td>Special Homes</td>
<td>Residential facility for children in conflict with law as ordered by JJB</td>
</tr>
<tr>
<td>3</td>
<td>&quot;Fit&quot; Institutions</td>
<td>Any Institutions so declared by Govt. Care / charge of child / juvenile as ordered by JJB</td>
</tr>
<tr>
<td>4</td>
<td>&quot;Fit&quot; Persons</td>
<td>Any person so declared by Govt. Care / charge of child / juvenile as ordered by JJB.</td>
</tr>
</tbody>
</table>
The institutions for children are managed both by State Governments and Non-Governmental Organisations (NGOs).

1.4 Childline Project

Childline is a national-level project launched in June 1996 to reach out to children in distress. Childline is a telephone helpline on phone number 1098. This toll-free number is available round-the-clock and open all days of the year. It is run by Childline India Foundation (CIF), Mumbai, a voluntary organisation formed to implement and monitor the project. The Integrated Child Protection Scheme (ICPS) enjoins the status of "Mother NGO" to CIF. CIF is implementing the Project in partnership with NGOs and other Institutions. The service is operational in 84 cities including Srinagar in J & K in December 2010.

Historically, Childline Project started as a Field Action Project of the Tata Institute of Social Sciences (TISS) in Mumbai. The Project involved setting up a 24-hour telephone line manned by social workers and Counselors. The project was included in the Integrated Programme for Street Children by the Union Ministry of Social Justice and Empowerment in June 1998. The Project was transferred to the Union Ministry of Women and Child Development in 2005-06 when a separate Ministry to deal with all programmes relating to women and children was formed.
Figure 1 CHILDLINE: Intervention Methodology

Facilitation, Training, Orientation, Concept

INTIATE CITY CHILDLINE

Need Assessment
Resource Directory
Structure

Methodology of outreach
Communication material

PCO Owners, Government, NGOs, Police

Need Assessment
Resource Directory
Structure

Guidance, Information, Networking, Quality
Control, Trouble Shooting

RESPONSE TO CALL

Volunteer Awareness

Medical
Shelter
Repatriation
Emotional Support Guidelines
Information & Referral Service
Death

Restoration with Family
Referral to voluntary agency for long term
Back to street

ChildNet Software, Training
Data Management

DOCUMENATION

Publication, Research, Report
Data Analysis, Evaluation

Research Report
Trend Analysis

Replication, National/International
Advocacy, Development of
Communication Tools, CRC Reporting

ADVOCACY

Local Administration
State Government
Central Government
International Bodies / Networks
The Childline Project grew steadily in the formative years and entered the consolidation stage around 2005 (see Figure 2). The Project envisages a partnership model at the city-level run by Childline supported organisations in close cooperation with other stakeholders such as Government Departments of Education, Women and Child Development, Labour, Police, judiciary, Probationary Officers, legal aid cells, professional organisations, volunteers and others, generally referred to as the Allied Systems. This strategy was to ensure that no additional resources in infrastructural arrangements and systems were needed and no duplication of efforts was required. The Project team enlists the active support of relevant Allied System partners to respond to children in distress. Overall, the project is also an acknowledgement of Indian commitment to child rights and protection as a signatory of United Nations Convention on Rights of the Child (UNCRC) 1989.

Figure 2  CHILDLINE GROWTH

Progress of Childline Project

Nationwide, the number of calls recorded by Childline, which in 2003 were about 30 lakh calls has increased to over two crore calls by 2009-10. Emotional support and guidance continues to be the most sought intervention of Childline project, followed by intervention cases needing Medical help, Shelter and Missing children which stood at 24 per cent, 16 per cent and 21 per cent respectively (see Figure 3).

The Helpline is a round-the-clock service through a national toll-free telephone number – 1098. The calls are received at the Call Centre and processed for further action. First priority is accorded to assist the child and mitigate the emergency situation afflicting the child. Childline operates in close coordination of Departments of Government / institutions such as Police, Judiciary, Medical, District Administration and Municipality, Indian Railways and State Roadways Corporations, NGOs and concerned individuals.
Figure 1-1 All India Coverage of Childline Projects (December 2010)

Current Status:
- 84 Cities.
- 25 States
- 15 million calls to date.
- 2.30 million calls/yr
- 20% of World’s Child helpline calls

Legend
- Name of City
- Date of initiative: total no. of calls

Source: CIF
1.4.2 Administrative Management

Childline Project, a brainchild of erstwhile Union Minister in the Ministry of Social Justice and Empowerment, Ms. Menaka Gandhi, was fashioned on the UK Childline model. The project was initially started by faculty of Tata Institute of Social Work (TISS), Mumbai on an experimental basis in the city of Mumbai in 1996. The project was managed by Childline India Foundation, Mumbai, a Non-governmental Organisation (NGO). Considering its feasibility and success as a pilot project, the Union Ministry of Social Justice and Empowerment, Government of India took-over the Childline Project in 1998 under its scheme of Grant-in-Aid titled "An Integrated Programme for Street Children" for nation-wide spread. Childline India Foundation, which was the implementation agency, was retained to oversee and manage the country-wide project with yearly block grants from Government of India. An independent Ministry was carved-out in place of a Department of Women and Children in 2005-06. The Childline Project was shifted to the newly formed Union Ministry of Women and Child Development, Government of India. However, the structure and functioning of the Project has not been changed. The Project enjoyed continual support and expanded to more cities and towns. Presently (2010), Childline operates in 84 cities / towns. Under the ICPS, Childline, which is city-based helpline and outreach service will consolidate the Rural Child helpline model that it is already operating in States such as Bihar.
1.4.3 Legal Recognition of Childline Project

Childline is recognized as a service and entity in the Juvenile Justice (Care and Protection of Children) Act 2000 and its Amendment Act 2006. The importance of the Project as a priority for the Government of India is amply shown in the recently (2009) launched Integrated Child Protection Scheme (ICPS) with systems support and enhanced financial provision for existing projects and a rapid expansion of the project to over 350 cities in the Eleventh Five Year Plan Period. The hallmark of the ICPS scheme is the expansion of Childline Project to about 300 cities/towns and enhanced emoluments to Childline Project personnel. A planned introduction of services to rural areas with a unique model is also envisaged in the ICPS Scheme.

1.4.4 Structure & Role of Childline Organisations

Childline has three categories of organisation – Nodal, Collaborative and Support Organisations at the city-level. The three organisations have distinct roles. The nodal organizations in Childline shall be academic institutes or Non-Government Organizations with networking, coordination and research skills. The nodal organizations shall be responsible for creating a protective environment for children at the city level by conducting the need-assessment, create a local Resource Directory, organize the meeting of City Advisory Board periodically, conduct training and consultations of various partners in Government and NGOs, research and document learning and organize meetings of Childline personnel and stakeholders periodically. Collaborative
organisations are voluntary agencies, which function as the call centers for CHILDLINE. They work 24 hours and respond to calls that are received on the 1098 CHILDLINE service. The role and function of CHILDLINE collaborative organizations is to respond to calls received on the CHILDLINE 1098 on a 24/7 basis; carry-out city mapping to identify high risk areas where vulnerable children are found, intervention and case follow-up; periodical awareness and outreach in the community; monthly open house with children to understand issues that concern them; internal meetings once a week to discuss cases and follow-up; maintaining computerized documentation (on the CHILDNET package) on each call received and submission of monthly reports to the Nodal Organization. Support organizations are voluntary agencies with strong community based programs. The role of support organizations is to supplement the functions of the Childline collaborative organization. These organizations cover suburbs of urban Childline cities and distant villages from District Childline centres. The purpose of support organizations is to ensure that children receive timely assistance when in crisis situations and to help widen the reach of the Childline service. The role and functions of Childline support organizations are to have linkages with endemic areas where children in need are most likely to be found; create awareness for Childline in these areas; follow-up of cases that are referred by the Collaborative Organization; monthly Open house to elicit feedback from children to understand and bring to the fore issues concerning children and documentation of cases intervened.
The Collaborative and Support Organisations deal directly with case interventions, follow-up, awareness and outreach. The optimal number of personnel associated with a typical Childline city is 16 persons when all the three type of Organisations are functional in the city. These include the full-time, part-time and volunteers. Table 1 depicts the structure and personnel of city-level Childline Project. The table also shows the nominal revised salary / honorarium for Childline Personnel proposed in the new Integrated Child Protection Scheme (ICPS) in June 2009. The post of Para-Professional in the Collaborative Organisation has been revised to Counsellor in the new ICPS. The number of organisations to run the Childline project in each city is determined on a case-to case basis, depending on need-assessment study and size of the city.
<table>
<thead>
<tr>
<th>S/No.</th>
<th>Organisation</th>
<th>Personnel / Designation</th>
<th>No Qualifications/Exp</th>
<th>Salary (based on Class of City)</th>
<th>Current Salary (p.m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Nodal Organisation (Academic / Research body working in the field of children)</td>
<td>City Coordinator</td>
<td>1 MSW / Master in Child Development (8-10 yrs exp)</td>
<td>Full-time; Rs. 9000.00-6000.00/pm</td>
<td>10,000.00</td>
</tr>
<tr>
<td>2</td>
<td>Collaborative Organisation (Non-governmental Organisation - NGO)</td>
<td>Centre Coordinator</td>
<td>1 MSW / Master in Child Development (3-4 yrs exp)</td>
<td>Full-time; Rs. 7000.00-5000.00/pm</td>
<td>8000.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Para-professional*</td>
<td>1 Graduate / BSW - Fluency in English</td>
<td>Full-time; Rs. 3500.00-20000.00/pm</td>
<td>4000.00*</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Team Members</td>
<td>7 10th Std / Literacy skills</td>
<td>Full-time; Rs. 2200.00-1800.00/pm</td>
<td>4000.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Volunteers</td>
<td>3 Basic reading / writing skills</td>
<td>Full-time; Rs. 1000.00-500.00/pm</td>
<td>2000.00</td>
</tr>
<tr>
<td>3</td>
<td>Support Organisation (Non-governmental Organisation - NGO)</td>
<td>Coordinator</td>
<td>1 Not prescribed</td>
<td>Part-time; Rs. 1200.00-750.00/pm</td>
<td>2500.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Volunteers</td>
<td>2 Not prescribed</td>
<td>Part-time; Rs. 1000.00-600.00/pm</td>
<td>2000.00</td>
</tr>
</tbody>
</table>

Total 16 * The post of Para-professional is abolished. Instead, a Counselor @ 4000.00 is provided under the new ICPS.

For instance, the city of Hyderabad has two Support Organisations and the city of Delhi has five Collaborative Organisations due to the magnitude of demands and large geographical area.

1.4.5 Childline Personnel

Childline personnel perform the crucial role of keeping the Helpline working round the clock. The personnel work in shifts at the Call Centre to receive phone calls on 1098 and reach the distressed child in time.

The personnel are required to be alert at all times, act in a manner that permeates confidence in the caller, who could be a child, to speak up and share, deliver services, liaison with partner and resource organisations of the city in order to pool resources depending on the need of the case. Childline personnel also perform the all-important job...
of creating awareness in the community, targeting children and adults, highlighting the role of family in child care and protection.

1.5 Concept of Job Satisfaction

Job satisfaction is the positive feeling that an employee has about his work. It refers to the overall positive impression that is felt for a workplace by an employee. In other words, job satisfaction refers to the employee’s positive frame of mind due to his happiness about his work environment, pay, perks, relationships with his co-employees, facilities, opportunities for growth, responsibilities reposed in by his superiors and organisation etc.

Generally, five theories for understanding job satisfaction are distinguished (Ganguli, 1994). They are comparison theory, instrumentality theory, social influence theory, equity theory and the two-factor theory. The comparison theory examines the discrepancy between the individual standard and what is being received on the job.

The term ‘job satisfaction’ came into parlance in 1935 when the book on job satisfaction was published by Hoppock (Ganguli, 1994). It figures prominently in discussions on management of human resources (Aswathappa, 1991). Job satisfaction is an emotional response to a job situation that can be inferred from the responses, reactions and attitudes. It has two contexts – job content – having intrinsic factors and job context which has extrinsic factors. These are further discussed in the paragraphs to follow.
Job satisfaction is the favourableness or unfavourableness with which employees view their work (Gruneberg, 1976). The concept generally refers to a variety of aspects of the job that influence a person's levels of satisfaction with it (Arnold, 1991). Job satisfaction is a result of number of factors. The employee relationships with superiors and subordinates, attitude to work, job content, working conditions, compensation or salary are some of the factors that determine job satisfaction. Higher is the job satisfaction among workers, better is the working of the organisation. Job satisfaction is dynamic (Davis, 1981). Job satisfaction varies from person to person. The same situation can produce satisfaction in one and dissatisfaction in another. In a sense, the information processing model, based on the accumulation of cognitive information about the workplace, indicates that a person's job satisfaction is influenced directly by the characteristics of their job (Hackman, 1980). In fact, one of the rewards for some people is the satisfaction they get from their tasks. The work assignment is itself a source of job satisfaction (Dulbin, 1974).

According to Aswathappa (1991), the three important dimensions of job satisfaction are: (i) Job satisfaction refers to one's feeling towards one's job. It can only be inferred but not seen; (ii) Job satisfaction is often determined by how well outcomes meet to exceed expectations. Satisfaction in one's job means increased commitment in the fulfillment of formal requirements. There is greater willingness to invest personal energy and time in job performance. (iii) The term job satisfaction and job attitudes are typically used interchangeably. Both refer to effective
orientations on the part of individuals towards their work roles which they are presumably occupying.

1.5.1 Definition of Job Satisfaction

Job satisfaction has been variously defined. The definition by Locke is comprehensive and widely quoted. He defined job satisfaction as a pleasurable positive emotional state resulting from the appraisal of one's job or job experiences. It results from the perception that one's job fulfills or allows the fulfillment of one's important job values providing and to the degree that these values are congruent with one's needs (Locke, 1976).

It has been defined as the amount of overall positive affect (or feeling) that individuals have towards their jobs (Feldman et al., 1983). According to Amar Singh & Sharma, job satisfaction is a favourableness with which workers view their job and it results when there is a fit between job requirements and the wants and expectations of employees (Singh & Sharma, 1999). Andrew defined job satisfaction as "the amount of pleasure or contentment associated with a job" (Andrew, 1988).

By definition and implication, job satisfaction refers to happiness of individuals on the job. This, in turn, is related to several variables such as age, gender, educational background, length of service, marital status on one side and favourable work climate in an organisation, pay, working conditions, job responsibilities, recognition, relationships with co-workers and supervisors, job security, opportunities for growth, autonomy, control, supervision, flexibility, communications and information flows, involvement in decision making, participation and affinity of worker to his job and his employer etc.
Job satisfaction is also a reflection of one's life satisfaction. It is an extension of life challenges and happiness in the context of workplace. Job satisfaction cannot be wished or washed away. Davis likens job satisfaction to a person's health. Just like general physical conditions of individuals, job satisfaction needs attention, diagnosis and treatment (Davis, 1981).

Managements face challenges to obtain peak performance from employees and are constantly working in this direction. However, research indicates that many employees work for earning a living (Ganguli, 1954). Modern day forces seem to have aided in increased alienation among workers, which has a critical bearing of diminishing interest or satisfaction among workers. Added to this, the woes of economic recession, uncertainty of jobs, spiraling prices, slack governmental aid package for workers and a general feeling of gloom are factors which can affect job satisfaction among employees.

1.5.2 Motivation
Motivation is the drive to carry out a task to one's satisfaction. The building blocks of a generalized model of motivation are: (1) needs or expectations; (2) behaviour; (3) goals and (4) some form of feedback (Steers, 1979). Three variables have been considered important to understand motivation at work. They are (1) Individual characteristics – interests, attitudes and needs; (2) job characteristics – type of intrinsic rewards, autonomy, feedback, variety in tasks; and (3) Work environment characteristics – work environment including peers,
supervisors, organisational actions such as rewards, climate etc. (Steers, 1979). The interplay of intrinsic and extrinsic motivational factors is complex and does not necessarily provide scientific answers. For instance, the gratification of basic needs such as hunger actually reduces the motivation towards the said need. Such variations dictate cautious treading on generalizing the subject of motivation in the workplace. However, such challenges also propel analysts and theorists to work on these complex phenomena.

1.5.3 Job Satisfaction & Performance

A sizable portion of behavioural science research in organizations has focused on possible connections between job attitudes, job satisfaction, and various job behaviours (Cummings, 1970). Literature on behaviour in organizations had examined the link between job satisfaction and performance. The two-factor theory of Herzberg (Herzberg, 1961) and the work by his colleagues (Herzberg F. M., 1957) provides the best illustration of current theory and research formulated on the view that satisfaction leads to performance. Two job variables – hygiene factors such as supervision, physical working conditions, regular salary, and benefits, company policies etc. as potential sources of dissatisfaction and motivators like recognition, challenging assignments, scope for professional growth etc. contributing to work satisfaction leading to performance. Herzberg concurred that the low performance-satisfaction correlations obtained in other research studies can be explained since “…the usual morale measures are confounded…..they tap both kind of attitudes …” i.e., satisfiers and dissatisfiers (Herzberg F. M., 1959).
The Porter-Lawler model (Figure 6) posits circularity in the relationship between performance and satisfaction as causal and dependent variable respectively. Both intrinsic and extrinsic rewards mediate the relationship. Performance leads to rewards which in turn lead to higher satisfaction. However, the model suffers since a number of intervening variables between performance and rewards exist and it is unlikely that satisfaction (or dissatisfaction) has as much impact on performance as performance has on satisfaction (Lawler, 1967b). In this model, the relationship can influence performance only when equitable rewards exist. Additionally, moderation by role perceptions, abilities and traits may also determine performance. Since a number of intervening variables are involved, it may be unlikely that satisfaction (or dissatisfaction) has as much impact on performance as performance has on satisfaction (Schwab & Cummings, 1970).

Figure 6: Performance to Satisfaction – Porter-Lawler Model
1.6 Human Service Organisations

Knowledge, skills and values, along with organizational needs, norms and culture are dynamic forces that shape Social Work practice. Organizational contexts may be a particularly powerful shaping force and can have both positive and negative influences on Social Work practice. Positive attributes include the authority and mandate to provide services in the public interest. Negative attributes include burdensome paperwork and operating rules that may run counter to the provision of timely or effective service to clients. Non-Governmental Human Service Organizations also are the funnel through which government and philanthropic funds flow. The receipt of these funds, in turn, obligates the organization to do certain things—serve particular groups rather than others, provide specific types of services for designated periods of time, prepare reports, and account for the outcomes of services. They provide programmes and services to address needs of individuals, groups, and communities. This is done through planning, provision, and evaluation of a wide range of services to prevent or ameliorate personal, interpersonal, community and social problems.

Human service organizations obtain their purpose from societal needs and priorities as defined by the larger social environment at any given time (Gibelman, 2008). The human service workforce is responsible for ensuring the safety and well-being of many underprivileged and financially disadvantaged members of society (NCCD, 2006).
The present chapter introduced the helping profession in the context of Childline Project. The detailed implementation strategy of Childline Project run by Childline India Foundation, Mumbai in partnership with over 150 NGOs was explained. Briefly, the importance and role of Childline personnel along with the services that are being rendered by them to children by operating the Childline on phone number 1098 was also discussed. The theoretical constructs relating to job satisfaction, Herzberg Theory and its journey from the 1930s has also been discussed. The context of job satisfaction, factors – both intrinsic and extrinsic, and related concepts such as motivation, job performance, stress and burnout have also been elaborated. The following chapter will review the literature on the subject.