CURRENT CHALLENGES PROBLEMS AND PROSPECTS OF ORPHANAGES OF MALAPPURAM DISTRICT

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Chapter VIII

CURRENT CHALLENGES
PROBLEMS AND PROSPECTS OF
ORPHANAGES OF
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CURRENT CHALLENGES PROBLEMS AND PROSPECTS OF ORPHANAGES OF MALAPPURAM DISTRICT

The orphanages of Malappuram district are in a phase of transition. As an important segment of the voluntary sector of the regional economy they are facing several important problems which needs immediate attention. Their problems have been totally neglected by the planners and policy makers. In a state like Kerala, where social welfare programmes have been an important item of the agenda of the government, the negligence to the problems of orphanages is quite surprising. It is in this context that we examine the current issues, problems and challenges facing them. The prospects for their development in the form of the policy implications and suggestions will also be discussed.

8.1. CURRENT CHALLENGES AND PROBLEMS

8.1.1. Problems Related to Organisation

8.1.1.1. Absence of the spirit of Volunteerism

The majority of orphanages of the district were started by highly committed and spirited people, without any other material motives. Volunteerism was a part of life for them. But in recent years, this spirit of volunteerism has been adulterated and the organisers of many of the new
institutions are not so committed and dedicated to the cause of the institution. This has brought in several other motives in starting orphanages, like material benefits, starting of other educational educations, etc.

8.1.1.2. Predominance of Religious Motives

Orphanages came up predominantly motivated by religious spirit. The religious conviction of the people has been an important factor in sustaining the institutions also. But the predominance of religious motive acts as a deterrent in bringing in professionalism in the management and administration of orphanages. Religious motives also prevent the orphanages from restructuring the routine of inmates and introducing modern management practices.

8.1.1.3. Absence of Leadership in Organisation

The leadership behind the initiation and management of orphanages is important since it shape the future characteristics and direction of growth of institution. Such leaders with a vision are only very few now. The history of orphanages like Tirurangadi Orphanage, (sample unit from Tirurangadi taluk) testify it. It grew to the present status under the highly committed and motivated leadership with a vision. Many other institutions included in the sample frame are devoid such leadership.
8.1.1.4. Indifference of the Elite Class in Society

The rich, educated and elite class in society have always considered the orphanages as somebody else business or others' business. There are only very few exceptions to this. Their involvement in the promotion of such institutions is often limited to long rhetoric and some contribution in money. They looks down at the inmates and the workers of these institutions, with a feeling that they depend on the charity and generosity of the elite. This has given a feeling of isolation and alienation for the workers of orphanages impeding the growth of self esteem in them.

8.1.1.5. Absence of Vertical and Horizontal Co-ordination

The large number of orphanages comes up without any planning and programme of action. The coordination of these institutions vertically and horizontally is essential for their growth. The vertical coordination by the Kerala State Orphanage Control Board is only partially effective as it is not able to monitor the day today management and administration of these institutions. Its role is limited to giving recognition to the institution. Organisations like Kerala State Muslim Orphanages Co-ordination Committee attempt at the horizontal co-ordination. But their efforts meet with limited success as the diversity of the problems are too may to be tackled by them.
8.1.1.6. Absence of Proper Planning and Strategy

Orphanages do not work on any definite action plan or strategy. There is an element of uncertainty in different components of its functioning. Technics like Project Planning, Execution and Evaluation are totally unknown to them. This leads to a lot of wastage of resources in terms of time and money. When a new batch of students is admitted at the beginning of the year, no strategy is prepared for this group, taking care of the heterogeneous character and diversity of social background from which they come.

8.1.1.7. Replicability

Replicability means the tendency to imitate the successful models continuously. Replicability is a common problem found by the entire voluntary sector. The success of one agency in one sphere of activity lead others to have the same strategy. In orphanages also, there is a tendency of replication without considering other factors. Each institution has a unique characteristic which has to be considered while chalking out programmes. Otherwise they will only reproduce the actions of others without fruits.

8.1.1.8. Absence of Uniform Policy of Intake

There is no uniform policy for the orphanages regarding their intake every year. They look only at the sanctioned strength and applications. Each institution gives admission to a heterogeneous group of children. There is no
uniformity in the character of inmates. This makes group specific attention impossible. Further almost all institutions admit both destitute and orphans. The psychological setting of these two group are totally different. This also makes group specific strategies difficult.

8.1.1.9. Absence of Committed Field Workers

The orphanages do not have any field workers. The receivers or representatives authorised by them collect only the contributions from the areas assigned to them. The services of orphanages do not reach the really needy sections of society due to the absence of effective field work. Many children of poor families stop education at an early age and many children without parents work as household servants, ignorant of the facilities offered by orphanages for their education and well being.

8.1.1.10. Deteriorating Quality of Service

The quality of service extended by orphanages depend on the quantity and quality of their infrastructure and staff. Orphanages find it difficult to sustain the quality of their services. When compared to the quality of services provided by many Boarding Schools, the quality of service of orphanages is poor. At the present financial status, many of the orphanages can't go for higher quality improvement programmes.
8.1.1.1. Absence of Link with Need and Resource

There is no link between need and resources in the case of most of the orphanages. This makes the progress of some institutions slow when compared with others. Well established institutions are ensured of sustained flow of resources to them. But recent and "poor" institutions continue to be in a state of uncertainty with respect to resources and future.

8.1.2. Problems of Inmates

8.1.2.1. Heterogeneity in Character of Inmates

The inmates of orphanages come from families with different social and economic status. Their emotional and intellectual level will also be highly variant. This necessitates individual attention to them. But orphanages are not able to provide group specific and individual specific attention to its inmates. There is a drab uniformity in the services offered by them. This uniformity in the strategy and approach meet with only limited success with a heterogeneous target group.

8.1.2.2. Attitude of Inmates

The attitude of the inmates of orphanages often create problems in their smooth functioning. Home sickness, rigidity in character, introversion, dishonesty and greed are found in many inmates. All sample units in the study have faced these problems in different degrees.
8.1.2.3. Internal Discipline

Lack of internal discipline among the inmates has been reported as an important problem in three sample units. Cases of indiscipline include theft, lying, physical assault of others, disrespect to teachers and wardens, misbehavior in the dinning hall and prayer hall and misbehavior towards catering staff, spreading of porno literature, non observance of study time, spoiling or destructing the equipments, damaging property, defacing walls etc.

8.1.2.4. Attitude of Parents or Relatives of Inmates

Orphanages do not have any platform for the relatives or parents of their inmates. The parents or relatives of inmates entrust everything related to their children with the orphanage authorities. They visit the institution only rarely. Orphanage wardens act as guardians of inmates in their schools also. Thus there is no link between the teachers of orphanage inmates and their relatives or parents. This adversely affects the education standards of these children.

8.1.2.5. Special Problems Related to Female Inmates

The orphanages with female inmates experience many special problems. The facilities for female inmates require more security and privacy. Similarly they require separate dining halls, prayer halls, study halls
and toilet facilities. Similarly the communication facilities for female inmates require special attention.

8.1.2.6. Health Problems

The orphanage inmates are faced with health problems like fever, headache, viral fever and skin diseases. No orphanage has a separate treatment room as there is no such provision in the statutes. A sick inmate is kept along with others, which always involve the risk of transmitting the disease to others.

8.1.3. Personnel Management Problems

8.1.3.1. Absence of Motivation Among Workers

Orphanages find that there is no whole hearted motivation among their workers. Only very few workers of orphanage consider it to be a sacred duty or service. The main reason for this is the incentive system, which is not motivating or encouraging for workers.

8.1.3.2. Non Availability of Permanent staff

The staff pattern in orphanages is always subject to transition as there is no uniform staff pattern or statutory staff pattern. All the sample units reported that they find it difficult to develop a second line of workers for orphanages. Youngsters are fully reluctant to take up assignments in
orphanages. There is a virtual shortage of efficient and experienced female wardens.

8.1.3.3. Lack of Training facilities for staff

There are no institutions running regular training programmes for orphanage staff. It is surprising that there is no prescribed qualification for a warden of orphanage. In the investigation it was found that highly qualified wardens do not continue in the orphanage for long time. They go out in search of alternative occupations. They always consider orphanages as their training grounds for future career growth.

8.1.3.4. Lack of Participation in Management

In all orphanages the workers or wardens do not have any say in the management. They do not have ample opportunities for conveying the requirements of inmates to the governing body or management. In some sample units it was found that the relation between management and wardens was one of highly bureaucratized nature and there was no horizontal equity. In some other sample units the wardens were found treated like mere workers of the organization and the Secretary or Correspondent was highly autocratic and inaccessible for them. It is indicative of the extent of degeneration of the system.
8.1.3.5. Problems Related to Catering Workers

In all sample units it was found that there were acute problems related to catering staff and other menial servants. There is a general dearth of qualified cooks, stewards and other workers. The catering workers in their turn complain of problems like low wages, unhygienic working conditions, heavy workload, lack of mechanical facilities etc. A revamping of the kitchen of orphanages is essential from the point of view of the general health of inmates and the interest of workers.

8.1.3.5. Lack of Pay Scale and Time Scale

There is no time bound pay scale for orphanage workers. They are not eligible for P.F, gratuity and other privileges. This has always kept the morale of orphanage workers very low. Most of the workers in the kitchen are very old and unhealthy and carry many diseases. Many of them retire after serving the institution for several decades without any benefits applicable to even the private sector employees.

8.1.4. Problems of Supporting Network and Financial Management

8.1.4.1. Non Sustainability of Revenue Sources

This is the most important problem faced by all orphanages on the financial side. Their revenue has a high element of uncertainty and unpredictability. The sustainability of sources like old students, contributions,
zakat, foreign contribution etc., are highly doubtful. Though during the four years under study showed no wide variation in the sources of revenue, from the long term point of view none of these sources are sustainable.

8.1.4.2. Increasing Proportion of Unproductive Expenditure

The expenditure on items like transport, construction works and non specified others are on the increase. This is at the cost of expresses for special coaching, health facilities, sanitation facilities and better services for the inmates. There is a general increase in the expenditure on all items due to the price increase of commodities.

8.1.4.3. Lack of Uniform Practices of Financial Reporting

There is no uniformity in the practice of financial reporting by orphanages. They keep the common records as prescribed by law. But there is lack of transparency in the financial procedures and book keeping system. Of the twenty sample units it was found that only four publish the annual financial statement for circulation among the public. The credibility of these institutions are very high when compared to others with respect to financial matters.

8.1.4.4. Charges of Misuse of Fund or Diversion of Funds

In the case of some institutions there are allegation of misuse of funds or diversion of funds for other forms of expenditure. There are no proven
charges of misuse or misappropriation. But creditability of institutions depend on the transparency in financial matters and accountability to the general public.

8.1.4.5. Lack of Productive Assets

Some of the orphanages possess land and buildings as important assets. But the income from these sources have remained very low. The revenue from is land found to be highly unstable and involving huge recurring expenditure.

8.1.4.6. Lack of Information on Funding Agencies

There are several internal and external agencies financing the projects of orphanages. But the lack of information on these and the inexpertise in project preparation and submission has made these agencies in accessible for the orphanages. Agencies like UNICEF, Islamic Development Bank, International Islamic Charitable Foundation have several programmes of supporting orphanages and charitable homes. But these agencies still remain inaccessible to orphanages due to lack of information or expertise in making use of them.

8.1.4.7. Problems with Foreign Funding

Individual funding from foreign countries are often for constructing prayer halls for orphanages. This adds to the assets of the institution without
directly contributing for the welfare of inmates. This has resulted in many orphanages having larger and better prayer halls than the bed rooms or dormitories of their inmates.

8.1.5. Problems Related to Old Students

8.1.5.1. Absence of Follow up Strategy for Old Students

Most of the orphanages have found it difficult to have a follow up strategy for their old students. In this respect they are totally ill equipped. There is no old student organizations of organised form in any of the orphanages. They have failed to tap the potentialities of old students for the future progress of the institution. The follow up in the matters of higher education, employment, marriage etc, are found to be difficult. With the present staff pattern and mechanism of administration, they are ill equipped to solve these problems. This is due to the semi-permanent nature of the administrative set up of orphanages.

8.1.5.2. Absence of Placement Facilities for Old Students

Most of sample units were found to be emphasising on vocational training for their inmates. But they do not have adequate arrangements for placement of successful candidates. Only 54% of the sample of old students reported that the job training they received at orphanages had any relevance
for their present job. There is no special placement cell or employment bureau functioning for the orphanages.

8.1.6. The Problems of Interface with Government

8.1.6.1. Insufficiency and Delay in Government Grant

The government grant to orphanages is grossly inadequate. It was found that grant constitute only 11% of the total revenue requirements of orphanages. The present rate of grant is Rs. 125/- per inmate per month. There is delay in the disbursement of grant due to procedural problems. Further, one institution can avail the grant of only one governmental agency at a time. Thus an orphanage getting grant from state government is not eligible for any support of the central government. This is highly unjust because the grant by the state government is inadequate for the requirement of the institution.

8.1.6.2. Interference with Local Bodies

The relation between orphanages and local bodies like Grama Panchayat, Municipal Corporation and District Panchayat has been found to be an area of many problems. The local bodies are empowered to issue the sanitation certificate, grant building number and approve construction plans of orphanages. The Village Officer is empowered to issue the Destitution Certificate for the orphan and non orphan inmates. (Appendices XXI and XXII
give the facsimile of these certificates). District Panchayat is now acting as a nodal agency for the disbursement of grant orphanages. All these involve lengthy administrative or official procedures.

8.1.6.3. Problems of Social Welfare Department

The Social Welfare Department, under which the orphanages are functioning is under staffed to examine the accounts and records submitted by the orphanages for grant, to conduct routine inspections and to organise surprise visits to orphanages. The staff pattern of this department has not been revised in accordance with the increase in the number of orphanages and inmates. This leads to further procedural delays.

8.2. PROSPECTS, POLICY IMPLICATIONS AND SUGGESTIONS

8.2.1. The Promotion of the Spirit of Volunteerism

To impart vitality to the functioning of orphanages the spirit of volunteerism is to be promoted. This can be done by the orphanages themselves. They can imbibe the spirit of dedication and service among its inmates so that they turn to be potential promoters and ambassadors of their future sustainability also.
8.2.2. Change of Attitude by Constant Public Relation Programme

The attitude of the educated elite class towards the orphanages could be changed by constant public relation programmes organised by the coordinating committees of orphanages. It is heartening to note that the Orphanage Control Board and District Associations of orphanages have initiated few steps in this regard by organising arts and sports festivals for the inmates of orphanages.

8.2.3. Development of the Middle Level Management Cadre for Orphanages

The problem of lack of proper leadership for orphanages could be solved by the creation of middle level management cadre for orphanages. They could be placed between the organising committee and the present administrators in the present structure of administration. Youngsters with post graduation in Sociology, Economics and Social Work could be recruited for the purpose. The Co-ordination Committees can prepare a list of such potential candidates and consider for appointment against future vacancies.

8.2.4. Increasing Vertical and Horizontal Co-ordination

The horizontal coordination among the of orphanages could be increased by forming or revamping their Associations at taluk level. Already a few such organisations exist. A representative of the District level or Taluk
level Association may be granted the status of a member or special invitee on the Governing Body of each orphanage. This will ensure better coordination among the orphanages. Vertical coordination could be improved by appointing District Level Honorary Liaison Officers by the District Level Associations. They can carry out the liason work with the District Social Welfare Office and the District Panchayat Office. The state level office bearers can act as Hon. State Liaison Officers for the liason work with the Government of Kerala.

8.2.5. Preparation of Action Plan and Uniform Policy of Admissions

Each orphanage can prepare an Action Plan for the academic year sufficiently early, by consulting experts in the field. This will give predictability and certainty to the expenditure of orphanages. A uniform policy guideline for admissions may be prepared by the Co-ordination Committees taking into account the local requirements, future plan and resources.

8.2.6. Grading and Accreditation of Orphanages

Orphanages should consider steps for all round improvement of the quality of their service. This could not be attained over night, but there must be concerted efforts in this regard. This includes not merely the improvement of facilities, but also the gradual up gradation of the different services offered by them. For this grading or accreditation system for orphanages could be
introduced by nodal agencies like Orphanage Control Board. This will result in all round improvement of quality of service.

8.2.7. Introduction of Common Chest for Orphanages

As in Western countries feasibility of a ‘Common Chest’ for orphanages could be considered in Kerala also. This will ensure a balanced division of resources. Common Chest is the Common Fund for orphanages, which will pool all contributions together and distribute equitably among the organisations on the basis of prescribed norms. This will ensure resources for all institutions. At least the feasibility of such a system could be examined in the context of the state by the Orphanage Control Board.

8.2.8. Formation of Parents Association or Guardians Association in Orphanages

To ensure better link with parents or relatives, Parents Associations or Guardians Association could be formed at each orphanage. It will have to meet regularly which will ensure better quality in service and better parent institution relation. This will also lead to the change of attitude of the inmates.

8.2.9. Regular Counselling Service

Orphanage may seek service of a professional counsellor for the correction of emotional imbalance of inmates. This will go a long way in
solving the disciplinary problems and enhance the interest in curricular activities Qualified wardens may be given special training in counseling so that the system work more effectively.

8.2.10. Introduction of More Co-curricular and Extra Curricular Activities

The variety of and time for co-curricular activities and extra curricular activities should be increased in the orphanages. Introduction of more indoor games especially for female inmates like table tennis involve only lesser cost.

8.2.11. Formation of Inmates Union

Association or Union of orphanages inmates may be formed under the patronage of wardens, strictly on non political grounds to give training to inmates in parliamentary procedures and to foster creativity among them. Under each Union clubs like Fine Arts Club, Sports Club, Quiz Club, Debating Club, Forestry Club, Literary Club and Social Service Club may be formed with inmates as secretaries. This will go a long way in fostering creativity and developing the personality of the inmates.

8.2.12. Personality Development and Soft Skill Development Programmes

Special programmes may be conducted with the help of teachers for the personality development and soft skill development of inmates. There are
agencies conducting such programmes for different groups on cost sharing basis.

8.2.13. Sex Education to Inmates

Sex education may be imparted to inmates concerning the biological aspects of reproduction and health. Such programmes can be conducted for female inmates by lady doctors or health workers. It is an urgent need for the female inmates as they attain puberty while in the orphanages.

8.2.14. Provision Separate Treatment Room

Orphanages should find provision for separate room for the treatment of sick inmates. A convenient room may be converted for the purpose with necessary furniture. Necessary provisions could be introduced in the Statutes regarding this, for affiliation and government grant. Besides, regular medical check up of inmates could be arranged with the help of the local Primary Health Centre.

8.2.15. Better System of Incentive for Staff

The system of incentive to the orphanage staff shall be revised immediately to cater to the requisites of time and need. A time scale may be prescribed for them by the Orphanage Control Board. The privilege of Minimum Wage Act should be extended to all workers of orphanages under
the existing provisions of Hostel Establishment Act. Gratuity and Contributory Provident Fund may be introduced for them.

8.2.16. Introduction of Orphanage Welfare Fund

A Welfare scheme for the orphanage staff may be introduced with a contributory element. It is surprising to note that Kerala which run more than thirty welfare funds and more than twenty pension schemes, has neglected this sector, which impart a silent service in the human resource development and social welfare. The major reason for this is that the orphanage workers are totally unorganised.

8.2.17. Training and Orientation Programmes for Orphanage Staff

Compulsory training programme for orphanage staff should be introduced under the auspices Social Welfare Department or Orphanage Control Board. The Institute of Management in Government or private training agencies or premier educational institutions run such short duration programmes with certification on a cost sharing basis. This is very essential from the point of view of quality improvement. The Receivers or Agents should also be trained properly so that they can effectively act as field workers. The training programme should cover the catering staff also.
8.2.18. Introduction of Staff Participation in Management

To ensure better co-ordination and to boost the morale and self esteem of orphanage staff, a representative from their side may be nominated to the Governing Body of the institutions. For this necessary amendments could be made in the provision of the Act.

8.2.19. Introduction of Uniform System of Accounting and Book Keeping

To rationalise financial management practices, a uniform system of book keeping and accounting should be introduced. Required statutory changes may be introduced for the purpose. This will enhance credibility and accountability of these institutions. Publication of Annual Report and Accounts should be made statutory obligation for the orphanages.

8.2.20. Creation of Separate Financial Monitoring Cell

A separate Financial Monitoring Cell may be created with the Orphanage Control Board to monitor the financial transactions of orphanages. The Cell may periodically review the trends in transactions and give suggestions for better financial prudence.

8.2.21. Promotion of Sustainable Source of Revenue

The orphanages should be encouraged to promote sustainable sources of revenue for them, instead of depending on highly uncertain and flexible
sources. Generation of internal resources should be encouraged and subsidy component may be introduced in relation to internal resource generation.

8.2.22. Provision of Information on Funding Agencies

The orphanage Control Board should assume the responsibility of providing information to orphanages on various funding agencies and their programmes. A Special Cell may be created with the Board for the purpose.

8.2.23. Streamlining the Provision Related to Foreign Funding

All foreign contribution to orphanages should be brought under the provisions of Foreign Contribution Regulation Act (FCRA) 1976. The Act give wide exemptions to the foreign contributions from institutional agencies. The orphanages have failed to make use of the provisions of this Act for the purpose of receiving financial aid from abroad. Appendix XXIII give the details of exemption given to "Foreign Contribution" under FCRA - Rules. The present provision of permission to spend only Rs. 500/- per inmate from foreign contribution should be waived or amended.

8.2.24. Formation of Old Students Association

Old students Associations should be formed at all orphanages. Just like provisions in Kerala Educational Rules (KER) necessary provision may be introduced in Act for the purpose. This will enable the orphanages to tap the potential of this group for the future development of the organisation.
8.2.25. Creation of Placement Cell and Employment Bureau

A Placement Cell should be created at the district level with the District Associations for the placement of old students of orphanages. This will go a long way in improving the placement rate of old students.

8.2.26. Streamlining of Vocational Education

The orphanages give thrust to vocational education. But it has to be streamlined in tune with the requirements of market. Some of the sample units were found to be going with printing press training and book binding. They have to diversity the courses incorporating more technology component and market relevance. Further, up gradation of labs should receive top priority.

8.2.27. Creation of Career Corners

Each orphanage should set up a Career Corner in a suitable place accessible to inmates. Current literature on careers, opportunities may be kept there for reference. Career Awareness and Career Selection Programmes can be organised under the auspices of such Career Corners.

8.2.28. Improvement of Library Facilities

The library facilities at orphanages have to be improved by acquiring more books and periodicals. Orphanage Wardens may be given special
training in accounting and preserving books or services of part time librarians may be obtained for the purpose.

8.2.29. Streamlining the Grants- in- Aid System

The Grant-in-aid system of orphanages requires immediate streamlining. The rate of grant should be enhanced from the present Rs.125/- to a reasonable level. There must be periodical revision of grants with increase in Consumer Price Index (CPI). The present system of single point grant system should be replaced by multipoint grants- in- aid system. By this orphanages will be able to utilise the grants and financial support of both State Government and Central Government. The procedures for grant disbursements should be simplified and a single window system may be introduced for institutions submitting accounts promptly.

8.2.30. Improvement of Relation with Local bodies and Revenue Department

Voluntary agencies like orphanages and local bodies can be complementary in their functioning. The involvement of District Panchayat in disbursement of grant is unnecessary. This provision may be squashed. The local bodies and the officials of Revenue Department like Village Officers should not take things for granted; and should see that orphanages comply with the provisions of the Act, before issuing necessary certificates to them.
8.2.31. Revision of Staff Pattern of Social Welfare Department

The staff pattern of Social Welfare Department may be revised in accordance with workload. The position of Field Officers or Inspectors may be created in the department for inspecting institutions. This will speed up the work of administrative staff of the office also.

8.2.32. Reservation of Seats in Educational Institutions

The inmates of orphanages may be reserved seats in the educational institutions run by the same Managing Committee. Feasibility of reserving seats for "orphans" in colleges may be examined as it is now applicable to physically handicapped people. This will correct their social handicap.

8.2.33. Restructuring the Time Table or Daily Routine

Generally the orphanages have a time table by which each day starts very early. The time table may be rationalised and more sleeping time provided to inmates of primary school stage. Similarly, the time for religious or moral instructions may be reduced or rationalised to give more time for self study and extra reading.

8.2.34. Rationalising the System of Uniform Dress for Inmates

The system of uniform dress for inmates should be revised, if not completely given up. Uniform should not become a symbol of child's social
identity. Dress should imbibe the spirit of self esteem and not inferiority complex, among the inmates.

8.2.35. Networking of Orphanages

The feasibility of networking of orphanages should be examined. It will go a long way in promoting efficiency in their functioning and providing flexibility to administrative procedures. This will also facilitate the creation of a data bank of orphanages and charitable institutions.

8.2.36. Creation of Data Bank on Orphanages

Steps should initiated by the Social Welfare Department or Orphanage Control Board to create a data bank on orphanages and charitable institutions. This will be highly helpful to social science researchers, planning and policy makers. Such a data bank will also be useful in the timely comparison of the performance of these institutions.

8.2.37. Streamlining the Functions of Orphanage Control Board

The Orphanage Control Board may be transformed from the present affiliating agency to the status of Orphanage Development Authority or Commission. This will give autonomous status to the Board and help it in extending better services to orphanages. It can be split into three Regional Boards for administrative convenience. The present system of affiliation or
recognition for a period of 7 years may be revised down to a shorter period of five years to remove complacency in organisations.

8.2.38. Constitution of Awards and Prizes

Awards and Prizes may be constituted for well performing orphanages and wardens. This will give a moral boost to their services and develop competitive spirit among them. Recognition of service of long serving wardens or orphanage workers is also important in promoting efficiency among them.