

Block

4

Social Action and Social Policy

UNIT 12 Social Action: Concept and Application

UNIT 13 Social Policy and Social Welfare

UNIT 14 Management of Social Welfare Services

THE PEOPLE'S
UNIVERSITY

UNIT 12 SOCIAL ACTION: CONCEPT AND APPLICATION

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Contents

- 12.0 Objectives
- 12.1 Introduction
- 12.2 Social Action: Concept and Related Terms
- 12.3 History of Social Action
- 12.4 Scope and Relevance of Social Action
- 12.5 Social Action: Some Reflections
- 12.6 Let Us Sum Up
- 12.7 Further Readings and References
- 12.8 Answers to Check Your Progress

12.0 OBJECTIVES

In the previous Block, we learnt about community mobilisation and group process for community development. In this Block we will be learning about social action and social policy. In this Unit, you will gain an understanding of the meaning and concept of social action. It traces the history of evolution of social action in the Indian panorama. It also covers related terms having similar goals and processes. This Unit chalks out unique characteristics of social action with relevant examples. Overall, this Unit will give you comprehensive idea of social action and its applicability in critical issues that surround the contemporary world.

12.1 INTRODUCTION

Social Action has been used to signify a wide range of primarily voluntary initiative to bring out change in social systems, processes and even structure. There are situations in the social environment that precipitate inequality and injustice, adding to the vulnerabilities and impoverishment, hardship and misery to certain sections of society, which, even after much of efforts, are not resolved amicably – such circumstances call for social action. In this method rights and interests of marginalized people are protected by coming in conflict with systems and structures that perpetuate accumulation of resources and power to disburse those resources in the hands of a few who are insensitive to the needs of weaker sections of society. Through social action, skewed resources and power are redistributed to uplift the disadvantaged groups in the society. Added to this, scope of social action is also to build a democratic and just, transparent and harmonious social structure and efforts are directed towards achieving these objectives too.

In this Unit, the meaning, process, relevance and scope of social action would be covered at length. You may realize that social action is one of the most applicable and appropriate methods in the India's context. *Narmada Bachao Andolan* and movement that led to realization of Right to Information Act, are some of the finest examples to show how pertinent social action is in the contemporary social environment. Let us look into the concept of social action in detail.

12.2 SOCIAL ACTION: CONCEPT AND RELATED TERMS

The term **Social Action** is being used to depict a spectrum of voluntary action or initiatives that aim to address relevant social, political, economic, ecological and ethical issues in the country. In the last few decades, the term has become increasingly ambivalent and ambiguous with interplay of varying meanings and contexts. A wide range of activities like; charity, relief work, service delivery, public policy initiatives, advocacy campaigns, social movements, socio-political mobilisation, networking for desired social change have been clubbed under the gamut of the term – social action. In a layman's understanding, social action would cover the whole rubric of activities directed towards desired social change for the benefit of masses. Varying meanings emerging out of different types and contexts of problems and their interventions makes social action a complex and yet dynamic concept.

In the Indian context, social reform movement and following movement for political freedom and the tradition of Gandhian approach to social work and social action have played a crucial role in shaping the perspective of social action meant for the upliftment of downtrodden. Social action is taken as a transformational practice to meet the objective of promoting well-being by bringing change in the arrangements in social system that lead to inequality and injustice, preventing people from realizing their full potential as self-determining agents. Likewise, from the Gandhian perspective, social action as a practice covers varying degrees of samrachana (reconstruction) and sangharsh (struggle).

Let us understand the concept of social action through some of the definitions provided by different authors.

Mary Richmond, for the first time, in 1922, made use of the term social action in social work. She has defined social action as “mass betterment through propaganda and social legislation”. This definition stresses on improving the condition of huge sections of population as an aim of social action with propaganda and social legislations as main strategies.

Lee (1937) stated, “social action seems to suggest efforts directed towards changes in law or social structure or towards the initiation of new movements for the modification of the current social practices”. Planned social change seems to be the aim of social action as per this definition.

Coyle (1937) noted, “social action is the attempt to change the social environment in ways, which will make life more satisfactory. It aims to affect not individuals but social institutions, laws, customs, communities”. This definition stresses on collectivistic approach of social action rather than individualistic.

Fitch (1940) maintained that social action is legally permissible action by a group (or by an individual trying to promote group action) for the purpose of furthering objectives that are both legal and socially desirable. This definition focuses on inclusion of those strategies that are legally permissible in the process of social action.

Hill (1951) described social action as “organized group effort to solve mass social problems or to further socially desirable objectives by attempting to influence basic social and economic conditions or practices”. Here, influencing basic social and economic conditions has been highlighted as the function of social action.

Wickendon (1956) applied the term social action to that aspect of organized social welfare actively directed towards shaping, modifying or maintaining the social institution and policies that collectively constitute the social environment. Desirable change in social structure is the key element in this definition.

Likewise, **Baldwin (1966)** defined social action as “an organized effort to change social and economic institutions as distinguished from social work or social service, the fields of which do not characteristically cover essential changes in established institutions. Social action covers movements of political reforms, industrial democracy, social legislation, racial and social justice, religious freedom and civic liberty, its techniques include propaganda, research and lobbying”. This is a comprehensive definition of social action, noting its uniqueness in relation to other social work methods, strategies and techniques being used and dimensions covered.

Friedlander (1977) stated that social action is an individual, group or community effort within the framework of social work philosophy and practice that aims to achieve social progress, to modify social policies and to improve social legislation and health and welfare services. Modifying social policies and improving legislations are significant aspects of this definition.

All these definitions give different viewpoints of social action and yet share many common features. To some, its scope is broad while others limit its relevance and significance in their definitions. Similarly, differential opinions are expressed regarding the usage of strategies and tactics of social action. Let us look at some more definitions of social action, especially those by Indian social work authors.

Nanawati (1965) considered social action as “a process of bringing about the desired changes by deliberate group and community efforts. Social action does not end with the enactment and signing of social legislation, but that the execution of the policies was the real test of success or failure of social action”. This definition focuses on long term impact of social action as indicator of its success.

Moorthy (1966) stated that “the scope of social action includes work during catastrophic situations such as fires, floods, epidemics, famines, etc., besides securing social legislation”. Work during calamities and disasters have been highlighted in this definition.

The Institute of Gandhian Studies defines social action as the term commonly applied to “social welfare activity, which is directed towards shaping or

modifying social institutions and policies that constitute the social environment in which we live.”

Singh (1986) maintained that “social action is a process in which conscious, systematic and organized efforts are made by some elite(s) and/or people themselves to bring about change in the system which is instrumental in solving problems and improving conditions which limit the social functioning of weaker and vulnerable sections. It is, on the practical plane, nearer to social reform than to social revolution, which aims at smashing the entire existing social structure and to build up a new social set-up. It is conflictual in nature but at the same time non-violent”. This broad definition covers many shades of social action – clarifying the process, goal, target groups, nature, resemblance with social reform and ethical base of non-violence.

Thus, we observe that social action aims at bringing about structural changes in the social and economic systems largely through social legislation and alterations in social policy. Disadvantaged section is the target population and mass mobilisation is crucial, yet, target group may or may not actively participate in the planned intervention. It is planned and conscious effort with specific strategies and techniques to be implemented to achieve the goals of equality, social justice and empowerment.

Now, attention may be diverted to some of the social interventions and processes that share similar aims and objectives as social action. One such term is **Advocacy**. A Latin word, advocacy means — raising voice on behalf of others [ad- on behalf of others and voca-raising voice]. It is an activity that influences, motivates and encourages democratic powers to take decisions on various social issues and problems in favour of downtrodden and marginalized population. Advocacy may be defined as the process of influencing and persuading those people who have social, political and economic powers so that they can bring desired changes in the policies with the aim to ensure equitable resource distribution in the social system.

Advocacy, in its aim and even usage of strategies is very similar to social action. They share same values and ethics as their belief in equitable distribution of resources, human rights and social justice. Advocacy is one of the strategies of social action, the latter being broader and more complex.

Another term that shares similarity with social action is **Social Movement**. Wilkinson (1971) defined social movement as “a deliberate collective endeavour to promote change in any direction and by any means, not excluding violence, illegality, revolution or withdrawal into ‘utopian’ community”. In another definition, Blumer (1957) says, “social movements are collective enterprises to establish a new order of life”. Peasant movement, tribal movement, dalit movement, women’s movement, students’ movement, etc., are a few examples of social movement. The downtrodden and the marginalized communities have mobilized themselves and raised their voice against the failure of state and society to safeguard their livelihood and Rights. Social action and social movement share same ideological beliefs and values, but social movements have been, more often than not, unplanned and sporadic while social action is a well-defined process initiated and guided by social work professionals in the

light of theoretical and conceptual basis. However, you may recall that Narmada Bachao Movement is led by a social work professional, Ms. Medha Patekar.

Social action is taken as an auxiliary method of professional social work. It is an organized effort to change or improve social and economic institutions. Some of the social problems like dowry system, depletion of natural resources, alcoholism, housing, health, etc., can be and have been tackled through social action. The objective of social action is the proper shaping and development of socio-cultural environment in which a richer and fuller life may be possible for all the citizens. From the above discussion, certain peculiar features of social action may well be delineated. It is essentially, an intervention directed for solution of mass problem(s) and aimed at improvement of mass conditions. It talks about influencing institutions, policies and practices. The goal of social action is redistribution of power, resources, human and material. It aims to do advocacy on behalf of, or along with, mobilized sections of disadvantaged client population. It tends to influence the decision-making process at the political and social levels.

Thus, we see that social action is seen as a method to be used to bring about or prevent change in the social system through a process of making people aware of the socio-political and economic realities that influence or condition their lives and by mobilizing them to organize themselves for bringing about the desired results through the use of appropriately worked out strategies, with the exception of violence. Let us take a look at the historical processes related to emergence of social action.

Check Your Progress 1

Note: Use the space provided for your answer.

- 1) Enlist five peculiar features of social action as given in the definitions above.

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12.3 HISTORY OF SOCIAL ACTION

India has a long tradition and history of reform movements, voluntary actions and philanthropic initiatives with the aim to seek welfare of masses. In the light of social situations, that were mainly social problems affecting the masses, reform movements took place in India. Even during Bhakti movement, Kabir, Nanak, and other religious reformers in their preaching addressed the removal or abolition of social evils in the name of traditional practices that were creating hurdles in the well-being of common people.

It may be noted that in the West, problems were mainly psychosocial in nature, more focused to individual behaviour and social interactions. This resulted in development of methods of social work practice like casework and group work, which was further substantiated with Freudian psychoanalytical theories and Erickson's psychosocial theories that were developed during that period only.

In India, problems were of different nature — illiteracy, poverty, exploitation of lower caste people, untouchability, abuse and exploitation of women and inherent practices of gender discrimination and the like. These social evils prevented a large section of the society from getting equitable distribution of resources and opportunities for development and thereby enjoying a dignified life. Social reform movement led by Raja Ram Mohan Roy, and Iswarchandar Vidhyasagar resulted in abolition of *sati pratha*, measures for permitting widow remarriage among Hindus, entry of women in the formal education system and so on. Dwarkanath Tagore, Debendranath Tagore, Keshab Chandra Sen and others worked for founding educational institutions for women and emancipation of women in West Bengal. In western part of the country like Maharashtra, Prarthana Samaj established in 1867 in Bombay clamoured for caste reform. Justice Ranade, considered as the Father of the Renaissance in Western India, founded Widow Marriage Association. Similarly, Jyotiba Phule established orphanages and schools for girls. In the same way, Ramakrishana Mission founded by Swami Vivekananda did a lot of social service like starting dispensaries and orphanages, running schools, etc.

All these initiatives set the stage for more concrete form of social action. Certain benefits of these social reform movements were passage of social legislations like abolition of sati custom, widow remarriage Act, mobilisation of masses and awareness about social evils. Further, historical evidences reflect that though there have been history of social reform and social movements for more than two thousand years in India, a more formalized and coherent form of social action emerged in the beginning of the nineteenth century. This formalized social action which emerged as a political response to the colonial state by the British in India. As the social base for political freedom broadened, the dividing line between social movement for abolition of social evils in the country and political movement as freedom struggle almost disappeared. Movements led by socially enlightened individuals, particularly, in the last half of the nineteenth century, helped in creating social and political spaces for social action.

Freedom movement, especially led by Mahatma Gandhi laid foundation of a strong culture of social action. It may be noted that the legacy of the Gandhian social action has played a crucial role in laying the foundation of social action in India. Gandhian social action includes a combination of *samrachana* (that is, reconstruction) and *satyagraha* (insistence on truth). He practiced and preached for imbibing values of non-violence, stressed on ideas of *swadeshi* (of one's own country) and *swaraj* (self-rule). Gandhian ideology of peaceful protest in the freedom struggle has made the whole world bow down in front of his ideology, conviction and belief. Alongside, he also stressed on reconstruction— The Tolstoy farm was set up by Gandhi, with the funding support of his German friend Kallenbach, Sir Ratan Tata, Nizam of Hyderabad, Indian National Congress and Muslim League. These led to formation of various kinds of institutions to strengthen social action.

Further, Gandhian activism to protect the rights of peasants in Champaran and Kheda and the rights of mill workers in Ahmedabad demonstrated the effectiveness of micro-level social action in influencing the larger political arenas and action. The Gandhian praxis of grassroots political struggle along with macro-level policy initiatives and broader interventions for social reform further set the guidelines for social action. The ideas of satyagrah and swadeshi served both as ethical principles as well as political strategies. The cumulative social action at the socio-political arena helped in the emergence of a more radical stream in the freedom movement in the first decades of the twentieth century. Inspired by Gandhiji, the political movement, infused with the spirit of social reform, became a national movement participated by all, irrespective of caste, creed or community.

After 1920, for about three decades, many other instances of social action emerged at the center-stage. Prominent ones are communist movements, Dalit movement initiated by Dr. Ambedkar, the Hindutva movement propounded by Hindu Mahasabha and Rashtriya Swayam Sevak Sangh. In consonance, the social reform movement against the hegemonical Brahmanism, led by Mahatma Phule in Maharashtra, Narayana Guru in Kerala and Periyar Ramaswamy Naykkar in Tamil Nadu were other important social justice initiatives. The reformist initiatives for the welfare and equality of women by Pandita Ramabai and Savitribai Phule also played significant role in the endeavours of political freedom. Likewise, Ramakrishna Mission initiated a number of charitable, reformist, educational, welfare and development activities.

All these small scale and large, regional and national level social action initiatives propagated mass mobilisation, mass awareness and action, provided ample opportunity to practice skills, techniques of social action, encouraged leadership among few and ability to question surroundings among the masses that hamper their social functioning. This in turn, strengthened the historical background of social action in India and courage and confidence to fight for freedom against colonialism.

After Independence, many young idealists expressed their dissent to the apathy of the state and to the cynical manipulation by the dominant political parties. Social action by Jai Prakash Narayan, social movement led by Medha Patekar, Aruna Roy and Arvind Kejriwal's initiatives for Right to Information Act and many more are some fine examples of relatively recent social action interventions.

World-wide trend: Likewise, the world history is also full of examples of social action that were expressed in the form of Civil Rights Movement, Student Unrest in the USA against the Vietnam War, the revolt in Prague against the authoritarian State, the Naxalite movement in India and the neo-left movements in different parts of the world. Many of these movements were a reaction to an increasingly authoritarian and oppressive state and associated insensitive socio-political processes. Emergence of Liberation theology was an expression of dissent to the oppressive power structures of the state. Feminist movement sought to question the structure of patriarchy. The two aspects common in various kinds of movement were the sense of dissent (to traditional state, power structures, culture and ideologies) and a mass mobilisation to bring about change in the existing structure and system. These social movements, reform initiatives

12.4 SCOPE AND RELEVANCE OF SOCIAL ACTION

The scope of social action is very vast. The innovative approaches, participatory techniques, outreach, and holistic thinking are critically important in creating a better world. In fact, it is due to social action by some of the socially enlightened people and voluntary sector, that various basic Rights - the Right to Health, the Right to Water and Food, the Right to Shelter and Work, the Right to Knowledge, the Right to a Dignified and Just life, the Right to one's Entitlements, etc., have been put on the table. Recently, the successes made in terms of legislation like as Right To Information Act and National Rural Employment Guarantee Act are because of concerted efforts and constant pressure exerted on the government by civil society organizations.

Apparently, you may think that if government of our country that has committed itself to be welfare-state, takes adequate measures for the welfare and development of the weaker section of the society, then, what is the scope left for social action. Hypothetically you may be right but despite the pro-active face of the government, socio-demographic indicators give us a dismal picture of the country. Nearly 40 percent of the country's population is living below poverty line. Poverty levels continue to be high even though every year newer schemes and approaches for poverty alleviation are designed and implemented. Even after more than 60 years of Independence, there are places like Kalahandi where still people die of hunger. At many places like in Orissa, people sell off their offspring for a few rupees because of poverty. Crores and crores of rupees are allocated for combating poverty, and statistics reflect that numbers of people below poverty line are increasing every year.

Further, female literacy rate in the country is still nearly 50%. According to one estimate, close to 50% of students in the age group of 6-11 years are not able to read, write and do simple arithmetic. Similarly with respect to health, the situation is very bleak if not worse — 80% people opt for private health care system when need arises as government health care system lays behind both in quality and quantity. It is estimated that about 3% of the population are pushed below poverty line every year because of health expenditure. Social security system in the country lags behind even those nations that are economically quite poor off compared to us.

Nonetheless, taking the broader and optimistic view of India's fast progress and booming economy would not let us (the social work professionals) to pay attention to problems like poverty, illiteracy, unemployment, gender discrimination, female foeticide, child labour, accessibility and affordability of adequate health care system, provision of social security system and so on and so forth. Social action is meant to bring about necessary changes in the policy and legislation for well-being of disadvantaged sections of society. Further, if policies and social legislations are in place, then focus should be shifted to implementation stage. Despite innumerable schemes and programmes, policies and legislations, if things at grassroots are not right, then, social action may be

carried out to set the systems right, which indeed is the need of the hour in the present Indian context. It may be affirmed again that there is a need to bring out necessary changes in the system — fixing people who are not performing their duties sincerely, people who are corrupt and eat up money meant for the welfare of the poor, politicians involved in various scams — all these situations call for social action as milder approaches would not work in such cases.

There have been innumerable instances of successful work accomplishments through social action. Social action is a powerful tool that becomes much more effective if the primary stakeholders (beneficiaries) are mobilized to create the pressure. Now- a-days, even media is playing a vital and pro-active role — justice in Jessica Lal Murder case, and Priyadarshini Mattoo case were resolved after media’s social action. Even Indian cinema has projected potential of social action in an excellent manner through movies like Lage Raho Munna Bhai, Rang De Basanti that have triggered successful social action and advocacy in different parts of the country. There are many more examples of social action that have been carried out in recent past in various parts of the country.

Check Your Progress 2

Note: Use the space provided for your answer.

- 1) Discuss briefly the scope of social action with elderly with special reference to India.

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12.5 SOCIAL ACTION: SOME REFLECTIONS

Social action is an important instrument in social development. As the empowerment approach gained momentum, the relevance of social action increased further. There was a paradigm shift in the way planning and implementation of socially relevant projects and programmes were taken up. Initially social planners and policy makers planned for the people at grassroots ‘assuming’ their problems and needs (Trickle down theory). Then, gradually there was shift in the focus and primary beneficiaries are now involved in the process of planning and implementation which is bottom up approach. With 73rd and 74th Constitutional Amendments people at grassroots are enabled to take active part in social auditing through gram sabha and ensure accountability, transparency and judicious use of their resources. Though many evaluation studies have shown that panchayati raj system is a paper tiger, it may be visualized as a solid system, at least anatomically, that needs social action intervention and people’s active participation may be sought to make the system function effectively.

In most of the Third World countries, welfaristic approach dominates due to charity and religious obligations. In that context, adopting an empowerment perspective, largely through consensus, is not an easy task. There is a need to

build up a new theoretical discourse and perspective on social action, based on a fresh look at the various social action practices and institutionalization process, in the context of the paradigm shift in the production of knowledge, communication and political process.

The process of social action is often moulded by the larger socio-political contexts and cultural ethos. Social action encompasses both moral and political under currents. There are some slippery patches while practicing social action, avoidance of which requires a great deal of maturity. Often times, when one gets lot of recognition and support from the public while mobilizing people, it becomes difficult to control temptation to ‘enjoy’ power. As seen in several recent mobilisations (disguised as social action), political parties approach the leaders for collaborations for their petty gains. While political platform gives power to bring about the desired change in the social structure and systems quite rapidly, more often than not, people get caught in the clutches of vote politics and lose out their actual goal for which the mission and the movement began. On the flipside, public support fizzles out soon if the desired results are not achieved in a limited time. Thus, practicing social action needs to be very careful of the dynamics of this powerful method of working with people.

One of the interesting facts that you may realize is that while there is no dearth of interventions through social action in the country, before or after independence. It just required commitment, understanding of the issue at hand and conviction and courage.

Check Your Progress 3

Note: Use the space provided for your answer.

- 1) Mention very briefly any social action intervention that you have initiated/ experienced/observed in your surroundings.

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12.6 LET US SUM UP

Social action is one of the very challenging and powerful methods used for mobilizing masses in order to bring about structural changes in the social system or to prevent negative changes. It is based on human rights perspective and adopts the process of empowerment through redistributive justice. Certain social problems like poverty, exploitation, abuse, stigmatization, ecological issues, bonded labour, child labour, women empowerment, substance abuse, etc., can be tackled through social action. The main objective of social action is to bring solution of mass problems, improve in mass conditions and redistribution of power, resources (human, material and moral). Other similar terms like advocacy and social movement were also mentioned in this Unit the historical evolution of social action tracing bhakti movement, social reform movements

and political struggle led by Gandhiji. Gandhian ideology plays a crucial role in social action.

While discussing scope and relevance of social action, we explored that majority of developmental issues in the contemporary world may be resolved through social action. If we want to have long term solutions and believe in human rights and empowerment perspective, then social action becomes apt for us.

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UNIT 13 SOCIAL POLICY AND SOCIAL WELFARE

Structure

- 13.0 Objectives
- 13.1 Introduction
- 13.2 Emergence of Social Policy as a Concept and Definitions
- 13.3 Principles of Social Policy
- 13.4 Models of Social Policy
- 13.5 Health and Social Policy
- 13.6 Education and Social Policy
- 13.7 Policies for Women
- 13.8 Social Welfare and Social Policy
- 13.9 Conclusion
- 13.10 Let Us Sum Up
- 13.11 Keywords
- 13.12 Suggested Readings
- 13.13 Check Your Progress - Possible Answers

13.0 OBJECTIVES

In the previous Unit, you learnt about the characteristics of social action. This Unit will focus on developing an understanding of social policy, how policies have evolved over the years, the concept, characteristics, principles and models. Different policies are brought under discussion in this Unit which also reveal how perspectives have changed over the years which has impacted the planning process and welfare programmes for citizens. After studying this Unit, you will be able to:

- Understand the concept of social policy, its characteristics, principles and models
- Understand the social policies related to health, education and women
- Acquire knowledge on various schemes and programmes related to social welfare and community development

13.1 INTRODUCTION

Social Policy is made up of two terms, Social and Policy. Let us first understand what these two terms mean. To be social is to be connected with other people who constitute society. This connection includes interaction with people to fulfil social needs of acceptance, growth, creation, freedom, and survival. Policy refers to a

plan of action with protocol or guidelines made to safeguard the masses at large. Policies are generally adopted by the government (state) or by an organisation. Modern governments, especially in the developing countries have been giving adequate importance to social policies to overcome social problems, such as ill-health, illiteracy, poor housing, alcohol and drug abuse, elderly abuse, and social injustice to the deprived and marginalised communities. According to the Russian Nobel laureate Aleksandr Solzhenitsyn, “If state and social policy will not be based on morality, then mankind has no future to speak of...” This statement reinforces that any policy must be evolved for sustained human development and effective social policies could lead to two consequences: legitimisation of State and citizen well-being and development. As the number of social policies started increasing, the domain of social policy, as an academic discipline started widening its boundaries by taking insights from other disciplines like sociology, home science, economics, history, politics, law etc (Anitha 2022).

13.2 EMERGENCE OF SOCIAL POLICY AS A CONCEPT AND DEFINITIONS

Social policy emerged as a concept of welfare after the World War II. Social policy refers to a State’s efforts to benefit society or a particular segment of society through social intervention. In a country like ours where there are economic, social, political, and cultural discrepancies, meeting the unmet needs of people and bringing everyone to power is a task ahead of the State.

The definition of social policy has evolved over the years. Social Policy was conceived in 1940s by Richard Titmuss, also known as the father of social policy. He saw social policy as a positive instrument of change. According to Titmuss (1974) “The focus of social policy is to foster change in terms of ‘changing situations, systems, practices, and behaviour’.” The London School of Economics defines social policy as “an interdisciplinary and applied subject concerned with the analysis of societies’ responses to social need”, which seeks to foster in its students a capacity to understand theory and evidence drawn from a wide range of social science disciplines, including economics, sociology, psychology, geography, history, law, philosophy and political science.

According to David G. Gil, “Social policies are courses of action designed to influence: i) the overall quality of life in a society; ii) the circumstances of living of individuals and groups in that society; and iii) the nature of intra- societal relationships among individuals, groups and society as a whole.”

According to Kulkarni, “Social policy is the strategy of action indicating means and methods to be followed in successive phases to achieve the declared social objectives.” Marshall states that the term Social policy refers to “the policy of governments with regard to action, having a direct impact on the welfare of citizens, by providing them with services or income.”

While summarizing the whole discussion, it can be said that social policy is a deliberate action on the part of individuals, collectivities and governments, undertaken to organise services, opportunities and social action so as to affect the life-styles of people and initiate a process to prevent, postpone, initiate and manage change (Sharma 2017).

13.2.1 Characteristics of Social Policy

The characteristics of social policy are discussed as follows:

1) The concern of social policy is related to social and economic justice based on the principle of equality. This means that the redistribution of social resources should take place from the better off sections towards the worse off sections of the society. Many writers on social policy including such well-known names as Titmuss, Donnison and Boulding have stressed that the distinguishing trait of social policy is its distributional or redistributive character.

2) Another important characteristic of social policy is concern for the weaker and vulnerable sections of society such as poor women, children, the disabled, and backward classes. The objective is to bring them at par with the rest of society. Social policies thus visualize an egalitarian society where inequalities are reduced to a minimum.

3) Social policies do not exist in isolation - This characteristic is determined to a large extent by the socio-political scenario of a nation, its economic viability and last but not the least, by socio-cultural ethos of people of the nation. Now after liberalisation, globalisation and privatization, policies have become global and changes in one corner of the world definitely leave impact over rest of the world. A prominent live example of this feature is the opening up of economy by most of third world countries in accordance with guidelines of World Bank and International Monetary Fund (Sharma 2017).

Social policy is a way in which governments across the world meet the basic needs of education, health, social security, and the overall well-being of their people. Every state adopts policies to respond to challenges related to social and economic conditions that define the different segments of population in a country. Challenges can be global or local in nature. Economic inflation-deflation, climate change, food crisis, and energy consumption are more global in nature and affect the major part of the world at large. Local challenges include poverty, migration, natural disasters, corruption, and pollution among many others, which are more country-specific. The ultimate objective of social policy is to identify sustainable processes to provide an enabling environment of growth, reduce inequalities, increase equitable access to services, and bring equity in socio-economic status, gender, and other vulnerable groups.

13.2.2 Core Areas for Social Policy Formulation

Social policy formulation is influenced by the following actors: i) Government, ii) Political parties, iii) Individual reforms, vi) Plan documents, iv) Voluntary organisations, v) Social action groups, vii) Laws and courts, viii) Parliamentary committees, ix) Consumer reactions, x) Technological breakdown etc. People's well-being can be promoted by the government, when they tend to identify the core areas of social policy. Spicker (2014) identifies the core areas of social policy, as follows:

- Health policy, social security, education, employment, community care, and housing;
- Uncertain circumstances wherein people's welfare would be at stake, such as, disability, disaster, old age, illness, family breakdown;

- Anti-social issues like crime and drug addiction;
- Socially disadvantaged like transgender persons, poverty-stricken community etc.; and
- An array of collective social responses like provision of financial aids, voluntary efforts, government-community partnerships (like Garima Greh Scheme) to the above social problems. Garima Greh has been presented later in the chapter as a case study.

From the above core areas of social policy, we can understand that the term ‘social policy’ refers to the social action and responses taken by policy makers to promote people’s welfare. In the process, government collaborates with multiple actors to identify social realities and take appropriate action (Anitha 2022).

13.2.3 How Much Do Countries Spend on Social Policy?

In broad definitional terms, social policy consists of three sectors: education, health, and social protection. Developing countries on average spend about 4.5 per cent of their gross domestic product (GDP) on health, 3 per cent on education, and 2 per cent on social protection. However, there is a large variation in how much countries spend (Haan 2020). Table 13.1 provides a glance at the differences in GDP spends across different countries on health and education. There are important regional differences, and you may notice a huge difference in India’s expenditure viz a viz other developed countries.

Table 13.1: Differences in GDP spends across different countries on Health and Education

Countries	GDP (current US\$)	Current health expenditure (% of GDP)	Out of pocket health spending (% of total health expenditure) as of 2019	Government expenditure on education, total (% of GDP)
France	2.78 (2022 trillion)	12.21 (2020)	8.94 (2020)	5.2 (2021)
Japan	4.23 (2022 trillion)	10.90 (2020)	12.57 (2020)	3.3 (2021)
United Kingdom	3.09 (2022 trillion)	11.94 (2021)	13.60 (2020)	5.3 (2021)
United States	25.44 (2022 trillion)	18.82 (2020)	9.89 (2020)	5.4 (2020)
India	3.42 (2022 trillion)	2.96 (2020)	50.59 (2020)	4.6 (2021)

Source: *The World Bank* (data retrieved on April 7, 2024)

Table 13.1 depicts that India’s expenditure on health care is as low as close to 3% of the GDP, where as other developing countries spend between 10-18%.

Current health expenditure refers to indication on the percentage of resources channelled towards healthcare by the government. If you look at out-of-pocket health spending, which means money spent by a family or an individual to access any healthcare facilities, it is almost 50% in India, i.e. on an average Indians spend 50% of the expenditure from their own pocket vs 9-13% in other developed countries. The government's expenditure of education is 4.6% close to other countries, however the point to emphasise here is that India's illiteracy rate is higher than all other countries mentioned. Social policies guide the government to make a budget and allocate accordingly.

In India, for example, despite a public commitment to universal health care, high share of private spending suggests that access to services is unequally distributed: the better-off can pay for additional services, while for poor people health spending often leads to indebtedness (Haan 2020).

To understand social policy in a better way, it is important to first understand its principles. There are different principles of social policy given by different authors; however, there is no single definition or explanation. But the important thing here is to understand the essence of the application of these principles. In this Unit, we will learn about the five principles which govern the conceptualisation and planning of social policy.

13.3 PRINCIPLES OF SOCIAL POLICY

Principles are guidelines or rules that direct decisions or drafting of a policy. Social policies are made with the objective that everyone has fair opportunities concerning social indicators, and principles ensures that policies are developed in the most just manner.

(i) **Equality:** Social policy conventionally is thought to be concerned with redistribution and increasing equality, or at least relieving distress and poverty; economic policy conventionally is thought to be concerned with distribution and increasing output. These distinctions are no longer satisfactory. In present times, the relationship is two-way. It is not only social policy affecting economic interventions, but also economic and environmental factors which play an equal role in framing social policies.

The extent of equality does not only depend on how many people are poor or below the poverty line, it also depends on how poor people are, and how rich the rest of the people are. The gap between the poor and rich refers to inequality.

Inequality can be measured in two main ways: inequality of outcome, and inequality of opportunity. Inequality of outcome refers to how wealth is distributed across the population. In terms of income, assets, land, health, education levels, etc. Inequality of opportunity is related to discrimination, on the basis of gender, race, or ethnic group; and differences in conditions in family background and resources (social class). Measurement of inequality of opportunity is more difficult than measuring inequality of outcomes.

In developing countries, policies have mostly focused on addressing poverty, particularly through a targeted approach, and with success. But

these targeted approaches are also part of a broader set of policies and approaches that impact the entire population. Social policy is a broader concept than poverty alleviation.

The principle of equality indicates that no member of the society should be deprived of any opportunities or nobody should use one's own powers, as this would lead to a conflict with social justice (violation of constitutional rights). Based on this principle, the institutions of society (government or judiciary or civil society) can only intervene when an individual or group is/are inadequate (incapable) to meet their own needs. Only under circumstances of incapability the institutional intervention becomes meaningful. For example, during 1990s, in Rajasthan, the villagers were legally deprived of understanding the existing laws related to right to minimum wage. They were not paid, as per the laws by the authorities. Seeing this social injustice, 'Mazdoor Kisan Shakti Sangathan' (MKSS), a NGO, created legal awareness among the people and mobilised them to demand open access to the records of expenditure for various programmes at the local level. In fact, the MKSS battled for three years to enable their demands to be met. As a result, People's Right to Information became a social movement by 1996, which demanded that all government bodies should maintain and preserve records for future reference. To give a statutory basis to the social movement and with continuous lobbying from National Campaign for the People's Right to Information (NCPRI), the Government of India enacted the Right to Information Act in 2005. Thus, the institutional intervention of MKSS legally empowered the people to stand for their rights to seek information and become informed citizenry (Anitha 2022).

(ii) **Solidarity:** Solidarity, as a concept, emerged during the 19th century labour movement when the workers mobilised themselves for collective action. Solidarity implies mutual contract among social groups, such as, family, clubs, federations, etc. with the aim to build mutual accountability and responsibility. Gradually, the principle of solidarity started finding its place in legislations and laws. In social policy context, the principle of solidarity reinstates the need for providing support based on mutual cooperation, networking, and collective action. For example, National Rural Health Mission (NRHM) was launched in 2005 to provide accessible, affordable, and quality healthcare to the rural population, especially, the vulnerable groups. Characteristic example of application of the principle of solidarity in NRHM is the Village Health, Sanitation, and Nutrition Committee (VHSNC). In fact, the Committee serves as a platform to take collective actions on village health issues, such as, improving health awareness and outreach activities. Madon (2020) while studying the status of NRHM in Karnataka observes that VHSNCs act, as vital social spaces in creating awareness about chronic diseases and epidemics amongst low-income communities. Notably, the study found inter-sectoral collaboration between VHSNC members and different line departments, NGOs, the gram panchayat and village households (Anitha 2022).

(iii) **Equality of Opportunity:** According to this principle, all human beings are equal in the sphere of opportunity. It opposes ideas of caste, class,

slavery, and hierarchy in a society where one's belongingness to a particular group determines the opportunity she/he is born with. Policies based on the conception of equal opportunity for all do not specify racial, religious or, gender characteristics.

Social policies are meant to meet the needs of people, be it by providing cash benefits, health services to maintain well-being or basic housing facilities to provide shelter; education, and capacitybuilding of people to help them live independently and contribute to society. Each service represents an important area of human need without which the survival of individuals would be a difficult scenario. However, an important food for thought is whether policies are made based on the need of people or whether needs are created based on policies made? How are policies made, by whom and for whom? These are points to reflect on.

- (iv) **Subsidiary:** According to the principle of subsidiary, local people are the prime stakeholders in decision-making. When people are not empowered, the role of local government and civil society actors have been looked upon, as the one closest to the society where they will have their effect. For example, it was the role of MKSS that made the villagers empowered. Similarly, the role of local government in certain gram panchayats has led to people's well-being. To illustrate, in December 2018, Jakatwadi Pram panchayat of Satara District in Maharashtra made a landmark decision to provide financial assistance of Rs. 20,000 to widows who wish to remarry. After a detailed discussion with the people of the Panchayat including the village elders for nearly 6 - 7 months, the local people unanimously came forward to break the social taboo associated with women. The panchayat declared that the funds for meeting the expenditure would be given from gram panchayat's budget for women and child welfare. It has been reported that the village has also established a rehabilitation centre for youth affected by alcoholism. An opinion of a villager would reflect the psyche of the village: "We are not a wealthy village, but aspire to be a cultured one" (Deshpande, 2018). This example also reflects the principle of solidarity. Indeed, social policy is not about being wealthy rather it reinforces people's well-being, as its prime mission (Anitha 2022).
- (v) **Freedom and Rights:** Social policies should ensure that different types of citizen rights are protected. Like civil rights, social rights by ensuring social welfare and social security, right to education by all individuals, political rights of voting or joining politics, right to food, and right to work amongst many others. The main goal of social policies is to ensure that everyone in society lives in harmony, a far from conflicts. Thus, the target is to ensure social justice, social development, social balance, social integration and social democracy. Refer to **Box 1** which talks about Garima Grehs which are Shelter Homes for Transgender Persons along with a National Portal for Transgender Persons to ensure basic amenities to them.

Box 1

SMILE Garima Greh: Shelter Homes for Transgender Persons

The scheme 'SMILE - Support for Marginalized Individuals for Livelihood and Enterprise,' has been formulated by Ministry of Social Justice and Empowerment and includes the sub scheme 'Comprehensive Rehabilitation for Welfare of Transgender Persons'. One of the components of this sub-scheme is setting up of Garima Grehs (Shelter Home for Transgender Persons) with the aim of setting up of at least one Garima Greh in each State. The aim of Garima Greh is to provide shelter to Destitute and abandoned Transgender persons with basic amenities like food, shelter, medical care and recreational facilities. An online monitoring system has been created on the National Portal for Transgender Persons for the Garima Grehs to login using the username and password provided to them. The system is used to track the activities, beneficiary, staff details and other programmes being conducted at the shelter homes for the transgender community.

SMILE GARIMA GREH: SHELTER HOMES FOR TRANSGENDER PERSONS



Source: <https://transgender.dosje.gov.in>

Besides the above, Garima Greh will provide support for the capacity-building/skill development of Transgender persons:

- To ensure the shelter home with facilities of lodging and boarding, clothing, recreation, medical and counselling.
- To safeguard the rights of transgender persons and protect them from atrocities.
- To empower a transgender person through skill-development, skill-upgradation programmes and facilitate employment.
- To provide a safe and inclusive environment for their holistic development.

Through individualised plans for the overall development of transgender persons, Garima Grehs are well equipped to support transgender persons in need of care and protection. As per information released on 30th November 2021 by Press Information Bureau, Ministry of Social Justice and Empowerment, 12 pilot shelter homes - Garima Grehs, got initiated in the country.

Source:

- Support for Marginalised Individuals for Livelihood and Enterprise. Available at <https://transgender.dosje.gov.in/GarimaGreh/>
- Garima Greh for Transgenders. Available at <https://pib.gov.in/Pressreleaseshare.aspx?PRID=1776457>

Social Action and Social Policy

(vi) Social Justice: This refers to fairness in the distribution of resources, opportunities and rights to every citizen. Be it healthcare, housing, employment, education, a socially just society distributes all its resources fairly. Social justice aims to reduce inequalities caused by macro systems. All the policies that ensure that everyone has fair opportunities with regard to income, taxes, wages, education, and social security contribute to the development of social justice. In India, the Ministry of Social Justice and Empowerment envisions to ensure social justice through programmes and schemes for economic development, social development and education.

(vii) Social Balance: This ensures that everyone in the society lives in harmony and balance. One of the first steps in achieving that would be to reduce social differences. Especially the differences and inequalities, with regard to opportunities, of the individuals living in different regions. It is one of the main objectives of social policy practitioners to eliminate the differences regarding the development level and to ensure that everyone benefits from the same social services. Social balance also refers to a way in which costs and benefits of the impact of the actions or activities that a society undertakes are measured. Positive benefits include employment, wealth generation, less gap between rich and poor. Negative social costs include unemployment, illiteracy, unequal distribution of resources to name a few. Social policy should ensure measures to reduce (negative) social costs and create a balance that adds value to the society.

Some of the strategies for effecting changes in social policies are: i) Use of mass media, ii) Creation of public opinion, iii) Demonstrations, iv) Public Interest Litigation, v) Discussions, Meetings and Seminars, vi) Building pressure over government, vii) Submission of memorandum, viii) Signature campaign, and ix) Pressure groups etc. (Sharma 2017).

Intext Activity 1

Visit the website of Ministry of Social Justice and Empowerment and write down the categories of people for who all you see policies being drafted (<https://socialjustice.gov.in/>)

.....

.....

.....

Check Your Progress I

Note: Use the space provided for your answer

1. Do you think social policies are important? If yes, how do citizens benefit from them?

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2. Give two definitions of social policy.

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3. Write about any one characteristic of social policy.

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4. List the core areas of social policy formulation.

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5. How important are equality and solidarity as principles of social policy?

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6. What is the main aim of Garima Greh?

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13.4 MODELS OF SOCIAL POLICY

Model A: Residual Welfare Model of Social Policy:The formulation of this model is closely related to laissez-faire position. With concomitant social changes that have accompanied industrialization and urbanization, there emerged a grudging recognition that under rather exceptional circumstances, malfunctions of market or of the family, may necessitate some temporary supplement to social provisions. From the angle of policy, however, this approach perceives the family and the market as the only instruments for meeting human needs. There is emphasis on “means-testing” and “less eligibility”. Selectivity is inherent in such a policy-frame and only the poor who qualify means test are selected for benefits (Sharma 2017).

Model B: Industrial Achievement - Performance Model of Social Policy:This incorporates a significant role for social welfare institutions. It holds that social

needs should be met on the basis of merit, work performance and productivity. It is derived from various economic and psychological theories concerned with incentives, efforts and reward and the formation of class and group loyalties.

Model C: Institutional Redistributive Model of Social Policy: This envisages built-in institutional social provision to overcome the stresses of modern complex industrial-urban life. This model sees social welfare as a major integrated institution in society, providing Universalist services outside the market on the principle of need. It is basically a model incorporating systems of redistribution in command-over-resources-through-time. Modern concept of social policy is inextricably bound with social justice. Mere equalization of opportunities in an in-equalitarian socio-economic system reduces social justice just to absurdity. Thus, in the modern concept of social policy, concepts of positive discrimination and equity find prominent place. India follows this model while envisaging social policies. These three models are, of course, only very broad approximations to the theories and ideas of economists, philosophers, political scientists and sociologists. Many variants could be developed of a more sophisticated kind. The evolving concept of social policy everywhere is a challenging task, more so in the age of dynamic technological changes affecting physical environment and social mobility.

The problems that come in the way of policy implementation are i) Lack of political will, ii) Prevalence of coalition government, iii) Widespread corruption at each and every level of functioning, iv) Financial constraints, v) Red-tapism, vi) Erosion of moral values, vii) Financial constraints, viii) Inadequate staffing, ix) Absence of training, x) Lack of people's participation, xi) Gross mismatch between actual needs and perceived needs of people, and xii) Delay in getting justice (Sharma 2017).

13.5 HEALTH AND SOCIAL POLICY

13.5.1 Social Determinants posing Health Risks

To understand social policy pertaining to health, it is important to understand the social determinants of health risks. The Preamble of World Health Organisation (WHO) Constitution defines health as, "Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity". Public health refers to all organised measures to prevent disease, promote health, and prolong life among the population as a whole (WHO, 2010).

The social determinants of health are referred to as those social-economic conditions in which people live and spend their life. Factors such as where an individual is born, where does s/he live, the condition of the environment, genetics, income education level, and our relationships in society, all these have considerable impacts on health. These circumstances are shaped by the distribution of money, power, and resources at global, national, and local levels.

Social determinants are believed to be responsible for health inequalities (WHO, 2010). The determinants of health include social structure, economic status, environment, physical, and individual characteristics, behaviours, and many more.

The overall development of the country depends on how healthy its population is. The all-around health of citizens is important. India must strive to develop policies in alignment with the public interest. The right to health is a right to which all human beings are entitled. India is a socialist and welfare country. It is the government's role to frame policies and programmes for the welfare of the society at large and take possible steps to make India a healthy country.

Public health problems demand changes in individual behaviour along with environmental changes. For example, climate change is happening all over the world; flora fauna and humans, all are getting impacted. To improve the present situation human race would have to take strong steps and change existing harmful practices so that the destruction slows down and one can protect the earth for generations to come.

Issues of public health are mostly social in character and thus social policy plays an essential role. The strategic planning, inclusion, implementation, and capacity building of health care professionals is a step towards improving the health status of the country.

India's health scenario faces several public health concerns both in terms of curative and preventive health services. The health system is characterized by two significantly different realities. On one side of the health care services is private health care, which is mostly expensive, with demand from both, within and outside the country. India is now on the list of one of the most attractive destinations as far as medical tourism is concerned. Highly competent doctors, high-quality technology, and world-class care make people from around the world visit the country through which the country experiences positive economic gains for private players as well as revenue gains for economy. However, the other side of public health still faces a lot of challenges and major problems. Public health infrastructure is inadequate for the burgeoning health burden of a fast population.

Due to a vast disparity in social and economic determinants, India faces 'triple burden of diseases' which includes communicable diseases, emerging non – communicable diseases, and emerging infectious diseases (National Health Profile, 2015). Unregulated systems, lack of resources, and a dominant private health sector with huge out-of-pocket expenditure have made health care witness many challenges in terms of availability, quality, and affordability.

It is indeed a challenge for the Indian government to reach out to its population in a systematic way, especially those living in peri-urban, rural and tribal areas mainly due to structural and geographical constraints in improving their standard of living through opportunities for better livelihoods, health care, education, and gender equity. The NHP 2013 revealed that in our country only 33 per cent of Government doctors were available in the rural areas where nearly 70 per cent of our population lives.

To recognize the 'Right to Health' and create a sense of demand for it, a community empowerment approach was envisaged in National Rural Health Mission (NRHM). The mission document of India's NRHM (2005–2012) clearly spelled out the importance of community participation as part of the decentralized process of health care management.

The right to health is not included directly as a fundamental right in the Indian Constitution. It provides a framework for the achievement of the objectives laid down in the preamble. Article 38 of the Indian Constitution imposes liability on states that states will secure a social order for the promotion of the welfare of the people. Article 47 considers the primary duty of the state to improve public health, secure justice, and the human condition of work, an extension of sickness, old age, disablement, and maternity benefits and also contemplated.

13.5.2 National Health Policy 2017

The Indian health sector is developed with the help of various five-year plans (FYPs) and policies. The National Health Policies - NHP1983 and NHP 2002 played a guiding role for the FYPs and achieved their goals though not satisfactory. Thereafter, based on changing dynamics of health sector, the context changed in four major ways:

- a. The ever-changing health priorities; and a growing burden of non-communicable diseases and infectious diseases.
- b. Emergence of the health care industry and its sudden growth.
- c. Out-of-pocket expenditure, estimated to be one of the major contributors to poverty.
- d. Rising economic growth that enables enhanced fiscal capacity.

Providing basic health services to citizens has been India's prime objective since its independence. As stated by Chan, Director General WHO, 2017, "Universal Health Coverage (UHC) is the single most powerful concept that public health has to offer." UHC means that all citizens have access to quality health services and don't suffer from financial hardships. The Government of India took some drastic steps to enhance the public health delivery system and increase accessibility through a number of initiatives, the most important one being the flagship programme National Rural Health Mission (NRHM); Over the years even various States have taken steps and have come up with innovative schemes, like running free mobile clinics, distributing free drugs, etc. Incentivized institutional delivery which includes free ambulance service, incentives for ASHA, and initiatives for better delivery of services have been some strategic interventions for identified outcomes, all aimed towards Universal Health Care.

In India, there still remains a large population, which is devoid of accessing basic health services in the time of need. Lack of availability, accessibility, and quality increases health inequalities. UHC is the silver lining, once it is met the whole population will benefit along with a sense of security and improved health indicators. The National Health Profile 2015 mentions promotion of universal access to quality healthcare, minimal financial hardship, and increase access to services like free drugs and diagnostics in public hospitals among others, in sync with a vision of achieving UHC and Health for All in India.

With its focus on preventive and promotive health care and universal access to quality health care services, the NHP 2017 envisages provision of a large package of assured comprehensive primary health care through the 'Health and

Wellness Centres'. The health care package also includes care for major NCDs {non-communicable diseases}, mental health, palliative care and rehabilitative care services.

Goal and Objectives of NHP 2017

The NHP 2017 aims to “inform, clarify, strengthen and priorities the role of the Government in shaping health system in all its dimensions – investment in health, organisation of health care services, prevention of diseases and promotion of good health through cross-sectoral actions, access to technologies, developing human resources, encouraging medical pluralism, building knowledge base...” The NHP seeks to utilise the services of accredited non-governmental healthcare providers in health care deficit areas in the public domain. Free drugs, free diagnostics and free emergency care services in all public hospitals are included in NHP 2017. The aim of the policy is to achieve a significant reduction in out-of-pocket expenditure in healthcare costs of patients; reinforce trust in public healthcare system and influence operation and growth of private healthcare industry as well as medical technologies in alignment with public health goals. Private collaboration for strategic purchasing, skill development programmes, capacity building, awareness generation, developing sustainable networks for community to strengthen mental health services, and disaster management is envisaged. For encouraging private sector participation in the provision of health care services the policy advocates financial and nonfinancial incentives. The policy further proposes raising public health expenditure to 2.5% of the GDP in a time-bound manner. The emphasis of NHP 2017 is on comprehensive primary health care package which includes primary health care, preventive care and rehabilitative care services. A major proportion (up to two-third or more) of resources would be allocated to primary care followed by secondary and tertiary care. The policy assigns specific quantitative targets aimed at reduction of diseases. Among the many provisions are health cards for every family that will enable access to primary care facilities nationwide and foster accessibility. The policy focuses on reducing micronutrient malnourishment and systematic approach to address heterogeneity in micronutrient adequacy across regions. It advocates to strengthen the health surveillance system and establish registries for diseases of public health importance, by 2020. Optimum levels of child and adolescent healthcare, and school health programmes as major focus areas are envisaged. The policy recommends mainstreaming the different health systems, including better access to AYUSH remedies through co-location in public facilities in order to leverage pluralistic health-care legacies. Introduction of Yoga much more widely in school and work places as part of promotion of good health is advocated through the policy. Extensive deployment of digital tools for improving the efficiency and outcome of the healthcare system and establishment of National Digital Health Authority (NDHA) to regulate, develop and deploy digital health across the continuum of care are advocated through NHP 2017 (Sapru 2021). The Key features and targets of NHP 2017 are presented at a glance below:

Key Features of National Health Policy 2017 are as follows:

- To provide superior healthcare services to all age groups and genders.
- To ensure universal high-quality healthcare services at an affordable cost.

Social Action and Social Policy

- To promote a healthcare-oriented approach in all development policies.
- To lower the number of people who die too soon from cancer, heart disease, breathing problems, and diabetes by 25% before 2025.
- To recognize the importance of sustainable development and set time-bound quantitative goals.
- To improve healthcare in all aspects, including services that help people stay healthy, feel better when sick, and recover from illnesses.

Key targets of NHP 2017 are as follows:

- Reduce Infant Mortality rate to 28 by 2019.
- Increase Life Expectancy at birth from 67.5 to 70 by 2025.
- Reduce under Five Mortality to 23 by 2025.
- Reduce premature mortality from cardiovascular diseases, cancer, diabetes or chronic respiratory diseases by 25 per cent by 2025.
- Achieve the global 2020 HIV target (also termed as 90:90:90 for HIV/AIDS i.e. 90 per cent of all people living with HIV know their HIV status, 90 per cent of all people diagnosed with HIV infection receive sustained antiretroviral therapy and 90 per cent of all people receiving antiretroviral therapy will have viral suppression)

13.5.3 National Health Mission

The Government of India launched National Health Mission (NHM) in 2013, which encompasses its two Sub-Missions, the National Rural Health Mission (NRHM) and National Urban Health Mission (NUHM). The main programmatic components include Health System Strengthening in rural and urban areas. One of the major components of NHM amongst others is Reproductive, Maternal, Newborn, Child, Adolescent Health and Nutrition (RMNCH+N). Improving the maternal and child health and their survival are central to the achievement of national health goals under the National Health Mission (NHM). This is also related to UN Sustainable Development Goal (SDG) - 3 which focuses on reducing maternal, newborn and child mortality. In the past years, innovative strategies evolved under the national programme to deliver evidence-based interventions to various population groups. Following the Government of India's "Call to Action (CAT) Summit" in February, 2013, the Ministry of Health & Family Welfare launched RMNCAH+N to influence the key interventions for reducing maternal and child morbidity and mortality. The RMNCAH+N strategy is built upon the continuum of care concept and is holistic in design, encompassing all interventions aimed at reproductive, maternal, new-born, child, adolescent health and Nutrition under a broad umbrella, and focusing on the strategic lifecycle approach. The RMNCAH+N strategy promotes links between various interventions across thematic areas to enhance coverage throughout the lifecycle to improve child survival in India. The 'plus' within the strategy focuses on:

- Inclusion of adolescence as a distinct life stage within the overall strategy.
- Linking maternal and child health to reproductive health and other components like family planning, adolescent health, HIV, gender, and preconception and prenatal diagnostic techniques.

- Linking home and community-based services to facility-based services.
- Ensuring linkages, referrals, and counter-referrals between and among various levels of health care system to create a continuous care pathway, and to bring an additive /synergistic effect in terms of overall outcomes and impact.

13.6 EDUCATION AND SOCIAL POLICY

Education is one of the most powerful mediums for bringing about a positive change in society. Once a family is educated, the value systems are passed on from one generation to another. It serves in reducing poverty, improving quality of life, better health care, reducing inequality, and providing employment. Everyone is a stakeholder when it comes to education, there is no age, gender, caste, class, or specially abled who should be devoid of education. It is our Fundamental right.

Post-India gaining independence, the government established various education commissions in order to recommend policies for the improvement of the education system in India. The constitution of India clearly stated that education is the responsibility of both state and central governments.

In independent India, education policies have been closely influenced by the Education Commissions that were set up from time to time. These commissions gave recommendations based on the principles stated in the constitution, like the principle of 'equality of educational opportunity principle of social justice and, political agendas due to which many gaps in our educational system still persist.

The reports of the commissions have no doubt had an effect on education policy. But the main lag has been a gap between recommendations and implementation due to various reasons which were either social, political or systemic in nature.

13.6.1 Reports of Commissions

- The First Education Commission** was the University Education Commission of 1948, under the chairmanship of Dr. S. Radhakrishnan. This Commission aimed at creating universities which would provide knowledge and wisdom for comprehensive development of the personality of individuals thus improving generations thereafter.
- The Second Education Commission** was set up under the chairmanship of Dr. A. Lakshmanaswami Mudaliar in 1952. It was this commission that recommended uniform patterns of education throughout India. This commission focussed on high school education and suggested to introduce a variety of high schools with technical expertise.
- The Mudaliar Commission** was followed by the appointment of the Indian Education Commission under the chairmanship of D. S. Kothari. Popularly known as the Kothari Commission (1964-66), it was this commission based on whose recommendation the National Educational Policy of 1968 was formulated.

13.6.2 Early Policies and Programmes on Education

National Policy on Education (1968): The policy suggested the provision of compulsory education to children in the 6-14 years age group as proposed in the Indian Constitution. Its major objective was to provide education to all sections of society, with a particular focus on scheduled castes, scheduled tribes, other backward classes, and women, who were deprived of educational opportunities for centuries. Further, it also gave importance to the establishment of open universities and the Indira Gandhi National Open University (IGNOU) was established in Delhi in 1985. Further, it also recommended that regional languages must be encouraged for being used in secondary schools with English being the medium of instruction in schools and it considered Hindi as the national language.

Programme of Action (1992): The 1986 National Policy on Education was modified in 1992 and the 'Common Minimum Programme' was adopted. It stressed on promotion of development and strengthening of national integration. It emphasized the need for greater transformation of the Indian educational system, with a focus on quality enhancement. The programme also stressed developing moral values among students and bringing education closer to life (Ranganathan 2007).

Sarva Shiksha Abhiyan (SSA): Also known as the Education for All Movement, this Abhiyan is a central government programme aimed at universalizing elementary education in a time-bound manner. This programme has been in operation since 2000-2001. However, its origin dates back to 1993-94, when the District Primary Education Programme (DPEP) was launched. The SSA proposed that the education system must develop in consonance with contemporary societal needs (Mohanty 2003). The availability of infrastructure is fundamental in providing access to education. The SSA aimed at creating an ideal system of education that enabled individuals to develop and inculcate knowledge, create awareness of social and human values, and build a strong character.

Under the SSA scheme between 2002-03 and 2008-09, 1,48,492 new primary schools and 1,33,277 new upper primary schools were opened and an additional 8,00,000 classrooms were built, significantly expanding access to the elementary level. Further, the Mission also motivated increased efforts to develop, fund and implement specific strategies to reach deprived urban children, particularly in 35 cities with more than one million inhabitants (10th Joint Review Mission of SSA, Govt. of India, 2009). The 23rd Joint Review Mission of SSA lists Activity Based Learning (ABL) in the State of Tamil Nadu, Padhe Bharat Badhe Bharat (2014), use of Continuous Professional Development (CPD) (as per Justice Verma Report) and Unified District Information System for Education (U-DISE) being subsumed within All Schools, Monitoring, Individual Tracking, and Analysis (ASMITA) as major achievements (Centre for Policy Research 2016).

13.6.3 Right to Education Act (2009)

Right to Education Act or The Right of Children to Free and Compulsory Education Act emphasizes the importance of free and compulsory education for children who are in the age group of 6 to 14 years. The Act came into existence on 1st April 2010 and since then India became one of the 135 countries to make education a fundamental right of every child.

Some salient features of the Act include

- All private schools have to reserve 25% of seats for children of socially disadvantaged groups.
- No child shall be held back, expelled, or required to pass a board examination until the completion of elementary education.
- For school dropouts there is special training, given under this Act.
- The responsibilities of the implementation of this Act have been distributed among the centre, state, and local governmental bodies. The central government bears 70 percent of the expenses of the implementation of this Act and 30 percent is provided by the state government.

RTE faces several challenges in the implementation level. Some of them are mentioned below.

- RTE covers children in classes 1 to 8 only.
- Silent on the right to education for children with disability.
- Act does not talk of the post-elementary stage. After completing elementary education in elite schools children from vulnerable groups will not be able to pursue their education in such schools or colleges.
- Many incidents of corruption by school management were reported while implementing the Act.

13.6.4 The National Education Policy 2020

After six years of work and consultations with thousands of educators, policymakers, and members of civil society came the National Education Policy (NEP) 2020. It was truly a democratic effort and is highly aspirational, aiming for India to “have an education system by 2040, that is second to none, with equitable access to the highest quality education for all learners, regardless of social and economic background.”

Some salient features of NEP 2020 are:

- a. Ensuring Universal Access at All Levels of schooling from pre-primary school to Grade 12
- b. New Curricular and Pedagogical Structure (5+3+3+4)
- c. Emphasis on promoting multilingualism and Indian languages; The medium of instruction until at least Grade 5, but preferably till Grade 8 and beyond, will be the home language / mother tongue / local language / regional language
- d. Equitable and inclusive education - Special emphasis given on Socially and Economically Disadvantaged Groups (SEDGs)
- e. Robust and transparent processes for recruitment of teachers and merit based performance
- f. Creation of an autonomous body, the National Educational Technology Forum (NETF) to provide a platform for the free exchange of ideas on the

use of technology to enhance learning, assessment, planning, administration.
Appropriate integration of technology into all levels of education

- g. Achieving 100% youth and adult literacy
- h. The Centre and the States will work together to increase the public investment in Education sector to reach 6% of GDP at the earliest

Recognizing the need to keep up with a rapidly changing world and knowledge landscape, the NEP 2020 articulates that “the purpose of the education system is to develop good human beings capable of rational thought and action, possessing compassion and empathy, courage and resilience, scientific temper and creative imagination, with sound ethical moorings and values. It aims at producing engaged, productive, and contributing citizens for building an equitable, inclusive and plural society as envisaged by our constitution.”

What makes NEP 2020 different from the Previous Education Policies?

(i) ***Inclusion of early childhood education (ECCE):*** Education will begin at age 3. The idea is to focus on children’s foundational years (ages 3-8). The NEP aims to extend this right to children from ages 3-18. This is particularly relevant for public schools, which serve a majority of children from low-income families and who, compared to middle-income group families, often lack preschool education, thereby widening the gap between them further.

Presently, quality ECCE is not available to crores of young children, particularly children from socio-economically disadvantaged backgrounds. Strong investment in ECCE has the potential to give all young children such access, enabling them to participate and flourish in the educational system throughout their lives. Universal provisioning of quality early childhood development, care, and education must thus be achieved as soon as possible, and no later than 2030, to ensure that all students entering Grade 1 are school ready.

(ii) ***A focus on equity and inclusion:*** An entire section in the policy is devoted to the inclusion of Socio-Economically Disadvantaged Groups (SEDGs), broadly categorized as girls, transgender and children with special needs, children from rural areas, Dalits, and victims of trafficking. Additionally, it recognizes that children with disabilities are not receiving the attention required to learn and thrive in schools, primarily because teachers are simply not trained or equipped to address their learning needs. Thus, it makes an effort to ensure teachers are adequately prepared in the area of special education.

Inclusion and equity will become a key aspect of teacher education (and training for all leadership, administrative, and other positions in schools); efforts will be made to recruit more high-quality teachers and leaders from SEDGs in order to bring in excellent role models for all students. The school curriculum will include, early on, material on human values such as respect for all persons, empathy, tolerance, human rights, gender equality, non-violence, global citizenship, inclusion, and equity. It would also include more detailed knowledge of various cultures, religions, languages, gender identities, etc. to sensitize and develop respect for diversity. Any biases and

stereotypes in school curriculum will be removed, and more material will be included that is relevant and relatable to all communities.

(iii) An expanded concept of 'quality': The NEP 2020 also calls for much-needed teacher education reform, including an overhaul of pre-service programmes, including the B.Ed, and for the first time, mental health and social-emotional learning receive a strong mention. The need to leverage technology is also recognized, along with intentions to extend optical fibres to the remotest villages and achieve universal digital access and literacy.

A national repository of high-quality resources on foundational literacy and numeracy will be made available on the Digital Infrastructure for Knowledge Sharing (DIKSHA). A concerted national effort will be made to ensure universal access and allow all children of the country to obtain quality holistic education—including vocational education - from pre-school to Grade 12. The quality of teacher education, recruitment, deployment, service conditions, and empowerment of teachers is not where it should be, and consequently, the quality and motivation of teachers does not reach the desired standards. The high respect for teachers and the high status of the teaching profession is aimed restored so as to inspire the best to enter the teaching profession.

The NEP 2020 is ambitious and progressive, as was the NEP 1986 and the Right to Education Act 2009. There is an enormous opportunity for India's considerable young population to become its biggest strength. However, to achieve this, the government must fully commit itself to the policy's implementation with the political will and urgency it deserves.

13.7 POLICIES FOR WOMEN

13.7.1 National Policy for the Empowerment of Women (2001)

The principle of gender equality is enshrined in the Indian Constitution in its Preamble, Fundamental Rights, Fundamental Duties and Directive Principles. The Constitution not only grants equality to women, but also empowers the State to adopt measures of positive discrimination in favour of women. Within the framework of a democratic polity, India's laws, development policies, plans and programmes have aimed at women's advancement in different spheres. From the Fifth Five Year Plan (1974-78) onwards there was a marked shift in the approach to women's issues from welfare to development. The cause for empowerment of women has been recognized as the central issue in determining the status of women. The National Commission for Women was set up by an Act of Parliament in 1990 to safeguard the rights and legal entitlements of women. The 73rd and 74th Amendments (1993) to the Constitution of India have provided for women's reservation of seats in the local bodies of Panchayats and Municipalities, laying a strong foundation for their participation in decision making at local levels.

India has also ratified various international conventions and human rights instruments committing to secure equal rights of women. Key ones among them is the ratification of the Convention on Elimination of All Forms of

Discrimination Against Women (CEDAW) in 1993. The Mexico Plan of Action (1975), the Nairobi Forward Looking Strategies (1985), the Beijing Declaration as well as the Platform for Action (1995) and the Outcome Document adopted by the UNGA Session on Gender Equality and Development & Peace for the 21st century, titled 'Further actions and initiatives to implement the Beijing Declaration and the Platform for Action' have been unreservedly endorsed by India for appropriate follow up. The Policy also takes note of the commitments of the Ninth Five Year Plans and other Sectoral Policies relating to empowerment of Women. In spite of all this, the women's movement and a wide-spread network of non-Government Organisations which have strong grass-roots presence and deep insight into women's concerns, there still exists a wide gap between the goals enunciated in the Constitution, legislation, policies, plans, programmes, and related mechanisms on one hand and the situational reality of women's status in India, on the other. This got revealed in the Report of the Committee on the Status of Women in India, 'Towards Equality', 1974 and highlighted in the National Perspective Plan for Women, 1988-2000, the Shramshakti Report, 1988 and the 'Platform for Action, Five Years After- An assessment.'

The underlying causes of gender inequality are related to social and economic structure, which is based on informal and formal norms, and practices. The access of women particularly those belonging to weaker sections including Scheduled Castes/Scheduled Tribes/ Other backward Classes and minorities, majority of whom are in the rural areas and in the informal, unorganized sector – to education, health and productive resources, among others, is inadequate. Discrimination against girl children, adolescent girls and women persists in parts of the country. Therefore, they remain largely marginalized, poor and socially excluded.

Goal and Objectives of National Policy for the Empowerment of Women:

The policy goal entails bringing about the advancement, development and empowerment of women. Wide dissemination of the policy was meant to encourage active participation of all stakeholders for achieving its goals. Specifically, the objectives of this Policy include the following:

- (i) Creating an environment through positive economic and social policies for full development of women to enable them to realize their full potential
- (ii) The de-jure and de-facto enjoyment of all human rights and fundamental freedom by women on equal basis with men in all spheres – political, economic, social, cultural and civil.
- (iii) Equal access to participation and decision making of women in social, political and economic life of the nation.
- (iv) Equal access to women to health care, quality education at all levels, career and vocational guidance, employment, equal remuneration, occupational health and safety, social security and public office etc.
- (v) Strengthening legal systems aimed at eliminating all forms of discrimination against women.
- (vi) Changing societal attitudes and community practices by active participation and involvement of both men and women.

- (vii) Mainstreaming a gender perspective in the development process.
- (viii) Elimination of discrimination and all forms of violence against women and the girl child; and
- (ix) Building and strengthening partnerships with civil society, particularly women's organizations.

13.7.2 National Policy for Women 2016

This policy envisions a society for women in which they attain their full potential and are able to participate as equal partners in all spheres of life. The policy focuses on ensuring equal rights and opportunities for women, by emphasising the role of an effective framework to enable the process of developing such policies, programmes and practices. The broad objective of the policy is to create a conducive socio-cultural, economic and political environment to enable women to enjoy de jure and de facto Fundamental Rights and realize their full potential.

13.7.3 Some Welfare Schemes for Women

Some welfare schemes for women in India are :

- (i) ***Beti Bachao Beti Padhao*** which aims at taking coordinated and convergent efforts to ensure the survival, protection and education of the girl child.
- (ii) ***Support to Training and Employment Programme for Women (STEP)*** which is a Central Sector Scheme launched in 1986-87, that seeks to upgrade the skills of poor and asset less women and provide employment on a sustainable basis by mobilizing them in viable cooperative groups, strengthening marketing linkages, support services and access to credit.
- (iii) ***Rajiv Gandhi Scheme for Empowerment of Adolescent Girls (RGSEAG)*** – also known as ‘***SABLA***,’ is a Centrally-sponsored scheme of the Government to meet nutritional needs and provide vocational training for girls above 16 years of age for their economic empowerment.
- (iv) ***Rashtriya Mahila Kosh – (National Credit Fund for Women)***, was set up in 1993 with a corpus of Rs. 31 crores, against the backdrop of socio-economic constraints faced by poor women to access micro-credit from the formal financial system in the country, especially those in the rural and in unorganized sectors.
- (v) ***Indira Gandhi Matritva Sahyog Yojana (IGMSY) – Conditional Maternity Benefit (CMB)*** Scheme is targeted at pregnant and lactating women, with an aim to contribute to a better enabling environment by providing cash incentives for improved health and nutrition to pregnant and nursing mothers.
- (vi) ***Ujjwala Scheme*** is a comprehensive scheme launched in 2007 for the prevention of trafficking and rescue, rehabilitation and reintegration of victims of trafficking for commercial sexual exploitation.
- (vii) ***SWADHAR (A Scheme for Women in Difficult Circumstances)*** aims at the protection of women, especially in a difficult circumstance like widows, destitute and deserted women, women ex-prisoners, victims of

sexual abuse and crimes, including those trafficked and rescued from brothels, migrant or refugee women who have been rendered homeless due to natural calamities.

Check Your Progress II

Note: Use the space provided for your answer

1. Read the National Health Policy 2017. List down any one feature of the policy makes it unique.

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2. Read the National Education Policy 2020. List down any one feature of the policy makes it unique.

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3. List down the 'plus' components within the RMNCAH+N strategy of the National Health Mission.

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4. What was the aim of Sarva Shiksha Abhayan?

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5. What are the salient features of NEP 2020?

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6. List down any three objectives of National Policy for the Empowerment of Women.

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7. What does the National Policy for Women 2016 entail?

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8. Name any four welfare schemes for women.

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13.8 SOCIAL WELFARE AND SOCIAL POLICY

Social welfare is an ever-evolving subject. Year on year as the magnitude of core issues changes, new demands come up with the ever-changing world. What held true 75 years back when we gained independence, isn't fully true today.

After the Independence, one of the major social welfare goals as to provide shelter and food to the refugees. The task was handled by the government in association with some social workers. A few professional social workers also participated in this tremendous humanitarian work. Unfortunately, the problem exists, though the magnitude and seriousness of the issue have reduced by many folds.

Let us first understand what Social Welfare means

Social welfare is an organized function and is regarded as a body of activities designed to enable individuals, families, groups and communities to cope with the social problems of changing conditions. But, in addition to and extending beyond the range of its responsibilities for specific services, social welfare has a further function within the broad area of a country's social development.

Social welfare tasks are those which help in meeting social needs at individual, group or community levels. Such tasks may consist of providing services as a response to social needs or problems; predicting the emergence of social problems and timely planning preventive measures against their occurrence, or helping to create conditions conducive to social development. This could be done by employing human and material resources effectively by ultimately contributing to nation-building.

13.8.1 Increasing Role of the State

The year 1950 was indeed a remarkable one. It was the year during which the Constitution came into force and the Planning Commission was established to begin work on the planned development of the country. The Directive Principles of State Policy emphasized the achievement of justice-social, economic and political. This was further elaborated in the various articles of the Constitution. Article 38, directs the state "to secure and protect a social order which stands for the welfare of the people".

Various articles of the Constitution deal with specific activities to be undertaken by the state in this direction. Some of them are: securing adequate means of livelihood for all citizens; providing health care facilities; protecting childhood and youth against exploitation; securing the right to work, education and employment, providing human conditions of work, and a decent standard of life, to provide fair and just opportunities weaker sections of the people, especially the scheduled castes and tribes.

Historically social welfare in India was mainly concerned with bringing about changes in the social system for the welfare of the members of the society. At the same time, it did not ignore the need to provide specific services to the individuals and sections of the population, who were either adversely affected by certain harsh features of the social system or by circumstances beyond their control. The country is now committed to the goal of a socialistic pattern of society with an aim to raise the standard of living of the people. To achieve that, planning is one of the most crucial steps. Accurate planning and supplementing programmes can help India fulfil its socialist mission. On the other hand, it is also concerned, to provide effective curative, rehabilitative, and preventive services to the deprived and handicapped individuals, groups, and communities who need such services.

The Indian policy context was never easy. It is complicated and diversified symbolizing the complexity of ground reality. Social and economic biases, caste and class discrimination, and geographical diversity make our social reality a difficult zone in spite of policy interventions. Our government has adopted a rights-based approach that raises concerns about the financial feasibility to cater to such a large population. Social policy has been evolving year after year to cater to each citizen in the most just manner.

Once a policy comes into place the battle does not end there. Honest implementation is the biggest challenge. Structural lags, unprepared systems, and political bias contribute to not letting schemes and programmes reach the last leg. To sum up, welfare policies alone cannot bring a change. The State's role doesn't end by passing legislation, schemes or yojanas; success can be ensured by strict monitoring, regular evaluations and social audits. **Box 2** talks about a success story of one such district among many.

13.8.2 Some of India's Major Welfare Programmes at a Glance

Ayushman Bharat

- It was launched in September 2018 under the aegis of the Ministry of Health and Family Welfare (MoHFW).
- It consists of two initiatives: (1) The Pradhan Mantri Jan Arogya Yojana (PMJAY); and 2) The establishment of 1.5 lakh Health and Wellness Centres.
- PMJAY is a health insurance scheme aimed at providing health cover of ₹ 5 lakhs per family per year for inpatient secondary and tertiary care to poor and vulnerable families that form the bottom 40% of the Indian population and reducing out-of-pocket health expenditures.

- The Health and Wellness Centre initiative aimed to transform 1.5 lakh Sub Health Centres and Primary Health Centres – the first point of contact in primary healthcare, to Health and Wellness Centres by 2022.

DAY-NRLM and Swarnajayanti Gram Swarozgar Yojana (SGSY)

The objective of this scheme, launched in 1999, is to provide sustainable income to the rural poor. The program aims at establishing a large number of micro-enterprises in the rural areas, building upon the potential of the rural poor.

The salient features of the scheme include:

- It aims at establishing a large number of micro-enterprises in the rural areas, building upon the potential of the rural poor.
- The beneficiary families (known as Swarozgaris) may be individuals or groups like self-help groups of (SHGs).
- In establishing micro-enterprises, four- five key activities are to be identified in each block based on the resources of the people, occupational skills of the people and availability of markets.

Aajeevika - Deendayal Antyodaya Yojana - National Rural Livelihoods Mission (DAY-NRLM) was launched by the Ministry of Rural Development (MoRD), Government of India in June 2011, as a restructured version of SGSY. Aided in part through investment support by the World Bank, the Mission aims at creating efficient and effective institutional platforms of the rural poor, enabling them to increase household income through sustainable livelihoods enhancements and improved access to financial services.

Atal Mission for Rejuvenation and Urban Transformation (AMRUT) Mission

- AMRUT, implemented by the Ministry of Housing and Urban Affairs, was launched in June 2015 in 500 select cities and towns across the country.
- The Mission focuses on development of basic infrastructure for water supply, sewerage and septage management, storm water drainage, green spaces and parks, and non-motorized urban transport.
- AMRUT Mission was subsumed under AMRUT 2.0, which was launched in October 2021. AMRUT 2.0 will be implemented for a period of 5 years, till Financial Year (FY) 2025-26.
- AMRUT 2.0 is designed to provide universal coverage of water supply through functional taps to all households in all the statutory towns in the country, coverage of sewage and septage management in 500 cities covered in the first phase of the AMRUT scheme, and promotion of circular economy of water through development of City Water Balance Plan.

Food Subsidy and the National Food Security Act

- It is Government of India's flagship programme aimed to ensure food security through the supply and distribution of food grains and other essential commodities.

Social Action and Social Policy

- In 2013, the enactment of the National Food Security Act (NFSA) made the provision of adequate quantities of quality food at affordable prices and ensuring nutritional security a right.
- The Act legally mandates the coverage of two-thirds of India's population.
- This act is implemented by the Ministry of Consumer Affairs, Food and Public Distribution (MoCAF&PD).

Rashtriya Swastha Bima Yojana (RSBY)

Rashtriya Swasthya Bima Yojana (RSBY) was launched to provide health insurance coverage for the families belonging to the below-the-poverty line and other unorganized sector workers. The salient features of the scheme include:

- The Information Technology (IT) Intensive scheme uses biometric-enabled smart card for every beneficiary family included under the RSBY Scheme. This smart card contains their fingerprints and photographs.
- Empowering the beneficiary with the freedom to choose between public and private hospitals.
- A key feature of RSBY is that the beneficiary in a particular district of any state will be able to use his or her smart card in any of the RSBY empanelled hospitals across the country.

Jal Jeevan Mission (JJM)

- It is Government of India's flagship rural drinking water supply scheme.
- It subsumes the previous National Rural Drinking Water Programme (NRDWP).
- This mission aims to provide functional tap connections to every rural household for drinking, cooking, and other domestic needs on a sustainable basis by 2024.
- It is implemented by the Department of Drinking Water and Sanitation (DDWS) under the Ministry of Jal Shakti (MJS).

Janani Shishu Suraksha Karyakaram (JSSK)

- The Government of India launched Janani Shishu Suraksha Karyakaram (JSSK) on 1st June, 2011.
- The Scheme is estimated to benefit more than 12 million pregnant women who access Government health facilities for their delivery and will motivate those who still choose to deliver at their homes to opt for institutional deliveries, hoping that states would come forward and ensure that benefits under JSSK would reach every needy pregnant woman coming to government institutional facility.
- Free entitlements for pregnant women in JSSK are: Free and cashless delivery, Free C-Section, Free drugs and consumables, Free diagnostics, Free diet during stay in the health institutions, Free provision of blood, Exemption from user charges, Free transport from home to health institutions, Free transport between facilities in case of referral, and Free drop back from Institutions to home after 48 hours of stay.

- Free Entitlements for Sick new-borns till 30 days after birth and for sick infants are: Free treatment, Free drugs and consumables, Free diagnostics, Free provision of blood, Exemption from user charges, Free Transport from home to health Institutions, Free transport between facilities in case of referral, and Free drop back from institutions to home.

Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS)

- It is Government of India's flagship scheme to provide at least 100 days of guaranteed wage employment in a financial year to every rural household that demands work.
- It was launched in 2006 following the Mahatma Gandhi National Rural Employment Guarantee Act, 2005.
- It is the largest scheme of the Ministry of Rural Development (MoRD).

Pradhan Mantri Awaas Yojana – Gramin (PMAY – G)

- Government of India's flagship 'Housing for All' scheme.
- Launched in November 2016 after restructuring the Indira Awaas Yojana (IAY), a rural housing scheme started in 1996.
- Aims to provide monetary assistance for the construction of a pucca house with basic amenities for all rural homeless families, and those living in dilapidated and kutcha houses by 2022. The scheme was extended till March 2024.
- Implemented by the Ministry of Rural Development (MoRD).

Pradhan Mantri Matru Vandana Yojana (PMMVY)

- This is Government of India's maternity benefit scheme providing conditional cash transfers to pregnant women and lactating mothers for the first live birth.
- Previously known as the Indira Gandhi Matritva Sahyog Yojana, the scheme was launched in 2010 and renamed in 2017.
- At the national level, the scheme is implemented by the Ministry of Women and Child Development (MWCD).
- At the state level, the scheme entails use of the Anganwadi Centre (AWC) platform under the Women and Child Department or Social Justice Department.

Mission Vatsalya

- The erstwhile Child Protection Services (CPS) Scheme, implemented by the Ministry of Women and Child Development (MWCD) since 2009-10 for the welfare and rehabilitation of children, was subsumed under Mission Vatsalya in FY 2021-22.
- Mission Vatsalya is a roadmap to achieve development and child protection priorities aligned with the Sustainable Development Goals.

Social Action and Social Policy

- The Juvenile Justice (Care and Protection of Children) Act, 2015 and the Protection of Children from Sexual Offences Act, 2012 form the basic framework for implementation of the Mission.
- Mission Vatsalya promotes family based non-institutional care of children in difficult circumstances based on the principle that institutionalization of children should be a last resort measure.

Pradhan Mantri Jan Dhan Yojana (PMJDY)

- This Yojana was launched in 2014 with an objective of ensuring access to various financial services like availability of basic savings bank account, access to need based credit, remittances facility, insurance, and pension, to the excluded sections i.e. weaker sections and low income groups.
- Under this scheme, a basic savings bank deposit account can be opened in any bank branch or Business Correspondent (Bank Mitra) outlet by persons not having any other account.
- Other benefits include no minimum balance requirement in PMJDY account, RuPay Debit card, accident insurance cover of 1 lakh, and eligibility for Direct Benefit Transfer (DBT) under other welfare schemes.
- The scheme is implemented by the Department of Financial Service, Ministry of Finance.

Saksham Anganwadi and Poshan 2.0

- In the Financial Year 2021-22, the Government of India restructured the Integrated Child Development Scheme (ICDS) and POSHAN Abhiyaan into Saksham Anganwadi and Poshan 2.0.
- This consists of the following sub-schemes: The erstwhile ICDS, POSHAN Abhiyaan, and Scheme for Adolescent Girls.
- The stated objective of this restructuring was to convert the nutrition related initiatives of MWCD and strengthen convergence with other concerned ministries like Health and Family Welfare, AYUSH, Rural Development, Panchayati Raj, and Environment and Forests.
- It is the largest scheme of MWCD.
- It aims to reduce the incidence of mortality, morbidity, malnutrition, and school dropout, as well as enhance the capability of the mother to look after the health and nutritional needs of her child. It also aims to lay the foundation for proper psychological, physical, and social development of the child.
- The ICDS was launched in 1975 in 33 districts and universalised in 2005.
- POSHAN Abhiyaan, earlier known as the National Nutrition Mission, was launched in March 2018, with an aim to improve nutritional outcomes in a phased manner.

The above description of welfare programmes is not an exhaustive one. There are many more welfare schemes / programmes being run by the Government of India for cross sections of the society for youth, health, education, employment

etc, and new ones get announced from time to time. You can search on the websites of different Ministries of the Government to understand their respective welfare schemes. **Box 2** presents the case study of a globally known model known as ‘Solar Mama.’ The Aspirational District Fellows in Gumla nurtured a partnership with the Rural College of Rajasthan to evolve a household-based solar electrification scheme.

Box 2

Case Study: SOLAR MAMAs District: Gumla in Jharkhand

There are still some districts in India which have no access to electrification due to genuine logistical challenges like scattered settlements, difficult topography and challenges of inaccessibility. One of them being Gumla in Jharkhand. To mitigate this challenge, the District Administration, Block Level Federation along with Barefoot College (an NGO) organised local women in Self-Help Groups (SHGs) and trained them with skills needed for fabrication of solar panels, lights and photovoltaic circuits. These women are fondly addressed as *Solar Mamas*.



The first phase of the project involved solar electrification of 150 un-electrified households. All the households formed a Committee for implementing the scheme and its subsequent management. They contributed Rs. 1000 each, either all at once or in instalments as their contribution. The investment for each home would come to between Rs. 14000 to Rs. 18000. The Rural College selected two young ladies from the village who underwent training in installation and maintenance of the solar electrification system. Each household paid a fixed sum to the Committee to cover the remuneration of these two persons. The ‘Solar Mama’ practice carries immense potential to ensure electrification in far flung areas characterised by small hamlets each with scattered settlements and brighten the lives of the villagers. Women were also trained to practise sustainable livelihoods like bee-keeping and coffee plantation. As a result of this initiative, women of Gumla District have equipped themselves with skill sets that ensure a steady income and also greatly helped in providing electricity to those households which were lingering in darkness.

Source: Best Practices, Aspirational Districts, Vol I, Niti Ayog

Picture Source: <https://www.facebook.com/BarefootCollege/posts/meet-birmuni-solar-mama-of-gumla-district-in-jharkhand-she-helped-to-electrify-1/10158830202350903/>

Check Your Progress III

Note: Use the space provided for your answer

1. Write three salient features of any two social welfare schemes being run by the Government.

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13.9 CONCLUSION

Social Policies help in building the nation. They guide people and governments to maintain order so that a nation can reach its optimum potential. Be it education, health or empowerment of underprivileged sections there is no area at the macro level for which policies are not made. By now you must have understood that evolving a policy is one thing but proper implementation is the sole factor that has the power to bring about a change.

13.10 LET US SUM UP

Social policy is a way in which governments across the world meet the basic needs of education, health, social security, and the overall well-being of their citizens. Every state adopts different policies to respond to the different challenges they face as a society. The ultimate objective of social policy is to identify sustainable processes to provide an enabling environment of growth, reduce inequalities, increase equitable access to services, and bring equity in socio-economic status, gender, and other vulnerable groups.

In this Unit, we understood social policy, its concept, characteristics, and principles. We also learnt about social policies related to health, education and women, and some welfare schemes being run by the Government. With our country's diverse and vast population the main aim is to reach each and every citizen and provide quality services in all fields. No person should be devoid of basic facilities of shelter, water, electricity, food, education, and health. After all to live a dignified life is their fundamental right.

13.11 KEYWORDS

Socialist

Refers to political – economic approach, in which the state or government owns the means of production and takes major decisions keeping the welfare of people as central

Gross Domestic Product (GDP)	Is a measure of the monetary value of final goods and services produced in a country. GDP is mostly calculated annually
Rights	Rights are entitlements given to citizens. They can be legal, social, and ethical in nature
Out of Pocket	Refers to expenditures that individuals pay from their personal reserves like money paid to avail a health care facility.

13.12 REFERENCES AND SUGGESTED READINGS

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13.13 CHECK YOUR PROGRESS - POSSIBLE ANSWERS

Check Your Progress I

1. Social Policies are very important for any Country and State. They treat every citizen with equal eyes. There are no biases that help in creating an equitable society. Social policies empower citizens, especially groups that are under privileged and, ensure that everyone is benefitted legally, socially, ethically and, economically.
2. According to David G. Gil: Social policies are a course of action designed to influence: i) the overall quality of life in a society; ii) the circumstances of living of individuals and groups in that society; and iii) the nature of intra-societal relationships among individuals, groups and society as a whole.

According to Kulkarni “Social policy is the strategy of action indicating the means and methods to be followed in successive phases to achieve the declared social objectives.” Marshall states that the term social policy refers to “the policy of governments with regard to action, having a direct impact on the welfare of citizens, by providing them with services or income.”

3. Social policy is meant for justice- the objective is to bring the weaker and vulnerable sections of society such as poor, women, children, disabled, backward classes is the second characteristic of social policy, at par with the rest of society. Thus, social policies visualize an egalitarian society where inequalities are reduced to a minimum.
4. Health, employment, education, social welfare, poverty, anti-social issues to name a few.
5. The principle of equality indicates that no member of the society be deprived of any opportunities or use one’s own powers, as this would lead

Social Action and Social Policy

to a conflict with social justice (violation of constitutional rights). Based on this principle, the institutions of society (government or judiciary or civil society) can only intervene when an individual or group is/are inadequate (incapable) to meet their own needs.

Solidarity implies mutual contract among social groups, such as, family, clubs, federations, etc. with the aim to build mutual accountability and responsibility. For sustenance of any social policy principle of solidarity is essential. It promotes, togetherness, value of shared resources and collectiveness.

6. Senior Citizens, Schedule Caste, Other backward classes, and Transgender to name a few.
7. The main aim of Garima Greh is to provide shelter to Destitute & abandoned Transgender persons with basic amenities like shelter, food, medical care and recreational facilities. Besides that, it will provide support for the capacity-building/skill development of Transgender persons.

Check Your Progress II

1. Among the many unique things, one of the salient features of the National Health Policy 2017 is the focus of the policy on reducing micronutrient malnourishment and systematic approach to address heterogeneity in micronutrient adequacy across regions.
2. One of the highlights of NEP 2020 has been a major focus on Early Childhood Care Education (ECCE). The NEP 2020 emphasizes on the criticality of the early years to ensure quality early childhood care and education for all children between 3-6 years by 2025. A National Curricular and Pedagogical Framework for Early Childhood Care and Education (NCPFECCE) for children up to the age of 8 will be developed by NCERT. The planning and implementation of early childhood education will be carried out jointly by the Ministries of HRD, Women and Child Development (WCD), Health and Family Welfare (HFW), and Tribal Affairs. (** Note – your answer can be different according to, what you think is a unique feature*).
3. Following are the 'plus' components within the RMNCAH+N strategy of the National Health Mission:
 - a. Inclusion of adolescence as a distinct life stage within the overall strategy.
 - b. Linking maternal and child health to reproductive health and other components like family planning, adolescent health, HIV, gender, and preconception and prenatal diagnostic techniques.
 - c. Linking home and community-based services to facility-based services.
 - d. Ensuring linkages, referrals, and counter-referrals between and among various levels of health care system to create a continuous care pathway, and to bring an additive /synergistic effect in terms of overall outcomes and impact.

4. The Sarva Shiksha Abhiyan aimed at universalizing elementary education in a time-bound manner, by creating an ideal system of education that enabled individuals to develop and inculcate knowledge, create awareness of social and human values, and build a strong character.
5. The salient features of NEP 2020 are:
 - a. Ensuring Universal Access at All Levels of schooling from pre-primary school to Grade 12
 - b. New Curricular and Pedagogical Structure (5+3+3+4)
 - c. Equitable and inclusive education - Special emphasis given on Socially and Economically Disadvantaged Groups (SEDGs)
 - d. Robust and transparent processes for recruitment of teachers and merit based performance
 - e. Creation of an autonomous body, the National Educational Technology Forum (NETF) to provide a platform for the free exchange of ideas on the use of technology to enhance learning, assessment, planning, administration. Appropriate integration of technology into all levels of education.
 - f. The Centre and the States will work together to increase public investment in Education sector to reach 6% of GDP at the earliest.
6. Three objectives of National Policy for the Empowerment of Women are as follows:
 - a. Creating an environment through positive economic and social policies for full development of women to enable them to realize their full potential
 - b. Equal access to participation and decision making of women in social, political and economic life of the nation
 - c. Equal access to women to health care, quality education at all levels, career and vocational
7. The broad objective of the policy is to create a conducive socio-cultural, economic and political environment to enable women enjoy de jure and de facto Fundamental Rights and realize their full potential.
8. Following are four welfare schemes for women:
 - a. *Beti Bachao Beti Padhao* which aims at taking coordinated and convergent efforts to **ensure the survival, protection and education of the girl child.**
 - b. *Rashtriya Mahila Kosh* – (*National Credit Fund for Women*), set up in 1993 with a corpus of Rs. 31 crores, against the backdrop of socio-economic constraints faced by poor women **to access micro-credit from the formal financial system in the country**, especially those in the rural and in unorganized sectors.
 - c. *Indira Gandhi Matritva Sahyog Yojana (IGMSY)* – *Conditional Maternity Benefit (CMB) Scheme* targeted at **pregnant and lactating women**, with

an aim to contribute to a better enabling environment by **providing cash incentives for improved health and nutrition to pregnant and nursing mothers.**

- d. *Ujjwala Scheme* - a comprehensive scheme launched in 2007 **for the prevention of trafficking and rescue, rehabilitation and reintegration of victims** of trafficking for commercial sexual exploitation.

Check Your Progress III

- 1) Following are three salient features of two welfare schemes:

(i) ***Rashtriya Swastha Bima Yojana (RSBY)***: Rashtriya Swasthya Bima Yojana (RSBY) was launched to provide health insurance coverage for the families belonging to the below-the-poverty line and other unorganized sector workers. The salient features of the scheme include:

- Information Technology (IT) Intensive scheme uses biometric-enabled smart card for every beneficiary family included under the RSBY Scheme. This smart card contains their fingerprints and photographs.
- Empowering the beneficiary with the freedom to choose between public and private hospitals.
- A key feature of RSBY is that the beneficiary in a particular district of any state will be able to use his or her smart card in any of the RSBY empanelled hospitals across the country.

(ii) ***DAY-NRLM and Swaranjayanti Gram Swarozgar Yojana (SGSY)***: The objective of the scheme is to provide sustainable income to the rural poor. The program aims at establishing a large number of micro-enterprises in the rural areas, building upon the potential of the rural poor. The salient features of the scheme include:

- It aims at establishing a large number of micro-enterprises in the rural areas, building upon the potential of the rural poor.
- The beneficiary families (known as Swarozgaris) may be individuals or groups such as self-help groups (SHGs).
- In establishing micro-enterprises, four- five key activities are to be identified in each block based on the resources of the people, occupational skills of the people and availability of markets.

Aajeevika - Deendayal Antyodaya Yojana - National Rural Livelihoods Mission (DAY-NRLM) was launched by the Ministry of Rural Development (MoRD), Government of India in June 2011 as a restructured version of SGSY. Aided in part through investment support by the World Bank, the Mission aims at creating efficient and effective institutional platforms of the rural poor, enabling them to increase household income through sustainable livelihoods enhancements and improved access to financial services.

UNIT 14 MANAGEMENT OF SOCIAL WELFARE SERVICES

Contents

- 14.0 Objectives
- 14.1 Introduction
- 14.2 Ingredients of Management
- 14.3 Organizational Climate
- 14.4 Communication and Social Marketing
- 14.5 Public Relations
- 14.6 Fund Raising
- 14.7 Social Auditing
- 14.8 Capacity Building
- 14.9 Conflict Resolution and Dealing with Burnouts
- 14.10 Let Us Sum Up
- 14.11 Key Words
- 14.12 Further Readings and References

14.0 OBJECTIVES

Execution and management of social welfare services is important. In this Unit, you would be studying about certain characteristics of social welfare administration that influence service delivery. You would be learning about bureaucracy, authority, power, leadership and work culture. After reading this Unit, you should be able to gain insight into creating a work-oriented atmosphere, understanding relationship and working with professional team. Fund raising and public relations are two important aspects of social welfare administration that are covered in the Unit. Conflict resolution and dealing with burnouts are also discussed. You would also gain information about certain important topics like social auditing and transparency that are gaining significance in social welfare administration.

14.1 INTRODUCTION

Social welfare administration, plays a significant role in the service delivery system. Success of any programme meant for the well-being of any population group depends to a large extent on the efficacy of its administration. In this Unit, we would look into various ingredients of social welfare administration like bureaucracy, authority and power, leadership, team-work and so on. Before looking into these characteristics, let us first understand the constituents of social welfare administration system in India.

In India, welfare activities have traditionally been rendered by religious and philanthropic organizations of voluntary nature. Now-a-days, we see various actors are involved in planning and delivery of social welfare services – the government, the non-profit organizations, philanthropic and charitable organizations, community based organizations, the corporate sector, national and international organizations bound by bilateral and multi-lateral ties and so on. Voluntary organizations are taken as lesser bureaucratic, while government and similar large scale organizations are less flexible and firmly abide by the rules and regulations. Style of leadership is an important ingredient in management and professionals, in this regard, have to decide whether they would prefer transformational or transactional leaderships.

This multiplicity of actors or constituents of social welfare administration system rules out possibility of any uniformity and homogeneity in terms of organizational characteristics and service delivery. These organizations differ in terms of their level of bureaucracy, leadership styles, financial positions, work culture, authority, power, fund raising abilities, communication skills, and the like. All these factors and many others play crucial role in the management of programmes and projects. Globalization and related factors have resulted in workforce diversity that influence motivation, teamwork, conflict resolution and burn outs. In the subsequent sections you would be studying about these aspects of management of social welfare services. Let us first understand about certain crucial ingredients of management like bureaucracy, authority, power, leadership, etc., that, influence the efficacy of service delivery system.

14.2 INGREDIENTS OF MANAGEMENT

Authority, power and status: An organization is considered to be a web of inter-relationships, which are more often than not, coloured with authority, power and other formal and informal patterns of communication. In common parlance, authority and power are taken as synonymous. In fact, authority is defined as the decision-making right – when a right to take a decision with regard to a particular matter is vested in a particular position, that position is said to possess the said authority. On the other hand, power is one's ability to influence other's behaviour. It may so happen that an individual influencing others' behaviour is at a very low level in the organizational hierarchy.

Thus, authority is legal or legitimate while power is non-institutional. As each position in the organizational structure is entrusted with a certain responsibility, authority given should be adequate to handle that responsibility. No employee can work effectively if he/she lacks the requisite authority. Authority may be traditional (derived from tradition or norms), charismatic (derived from personal charisma or divine or exceptional powers) and legal authority (derived from principles, rules, regulations laid down by an organization). Status, on the other hand, is the location of people in comparison to others. It is some type of prestige grading that is in consonance with authority vested in a person. It influences motivation levels of employees and must be used by managers effectively.

Likewise, distribution of work in itself contains seeds of power-generation. There can be many bases of power as proposed by French and Raven – legitimate

(power-holder enjoys legal/legitimate authority), reward (power-holder has the power to grant promotion, rewards, etc.), coercive (power-holder has the power to hire, fire), expert (power holder possesses specialized knowledge, which others lack) and referent (power-holder has amicable attractive personality or connection with high-ups in the organization). It may be possible that a person with authority may not be having matching personality to command respect and acceptance from his/her subordinates and a person with power may not possess legitimate authority.

Authority, power and status are significant ingredients of administration that play crucial role in motivation, job satisfaction, politicking, and other aspects of organizational behaviour.

Bureaucracy is frequently used and abused word, which in common parlance connotes mindless application of the letters of the rules without any compassion, judgment or empathy. In olden times, organizations were smaller and there was face to face contact with the owner and the workers/employees. With the establishment of large sized organizations and employment of huge number of people dispersed over wide geographical locations, bureaucratic administrative framework was considered an ideal type. Certain salient characteristics of bureaucracy are – division of labour (division of work based on specialization and efficiency), hierarchy of authority (unity of command pattern between scalar and hierarchal pattern of subordinates and superiors), maintenance of formal written documents and extensive filing system, strict abidance of procedures, rules and regulations, expert training (on job orientation and refresher courses for employees), impersonality of interpersonal relations (interpersonal dealings are formal, impersonal and wholly devoid of emotions and sentiments) and rational programme of personnel administration (person's expertise and caliber as criteria for recruitment rather than ascriptive factors and fixed system of salary scale and promotion).

Max Weber, considered as Father of Bureaucracy, and his followers have maintained that these (above mentioned) characteristics of bureaucracy would bring rationality, uniformity, and efficiency in an organization. In modern times, no organization is wholly free from bureaucratic characteristics, though the degree may vary depending upon the type, size, structure and purpose of the organization. A critical look at present day organizations, especially those engaged in social welfare activities, bring out that over-conformity to rules stifles initiative, innovation and flexibility, and leads to delayed decision-making and red-tapism. At times, long hierarchy and cumbersome procedures defeat the very purpose for which the organization is set up. Specifically, in the case of social welfare administration, these negative outcomes of bureaucracy affect the service delivery system to a great extent.

Motivation is crucial factor to determine the health of the mind of the employees as well as organizational health. It is the process that accounts for an individual's intensity, direction and persistence of efforts towards attaining a goal. Only the ability or dexterity of employee is not sufficient, rather the will to work plays vital role in his/her performance. So, the job of managers or administrators does not end by recruiting suitable professionals for the job at hand, but retaining and maintaining their motivation and morale is also their duty.

Motivation is a highly dynamic and complex variable in organizational behaviour. The advocates of scientific management and classical theories thought that if basic needs of employees (food, shelter, security, etc.) are taken care of and productivity is linked to rewards, their motivation levels remain high. However, contemporary concepts of motivation take into account significance of informal groups, participative leadership, open communication, etc. A quick look at relevant theoretical propositions would be beneficial (since you already have read about most of these theories in psychology, here, they are not elaborated upon). Abraham Maslow's Need Priority model (an individual attempts to satisfy needs in an order – physiological needs, safety security needs, social affiliation needs, esteem needs and self-actualization needs) gave the managers idea to take care of basic needs of employees so as to maintain their motivation to work. In his Theory X & Theory Y, Douglas Mc Gregor proposed two distinct views of human beings – one basically negative (labeled theory X) and other basically positive (labeled Theory Y). In theory X based on assumptions that employees, by nature, dislike work, are indolent and self centred, passive and resistant to change. So, economic incentives, reward, punishment, persuasion, control and direction are required to keep employees motivated. Contrary to this, Theory Y maintains that employees are self-directed, motivated and responsible and management has to provide opportunity for development and advancement. Next, Herzberg's Two-Factor Theory of Motivation delineates two sets of factors that act as motivators (possibility of growth, responsibility, advancement, recognition) and hygiene or dissatisfiers (interpersonal relations with superiors, subordinates, job security, salary, etc.). As an administrator, one should be careful about the presence or absence of these factors to ensure conducive working environment. On the other hand, we have a wide range of contemporary theories on motivation, some important ones are mentioned here. ERG (Existence, Relatedness and Growth) theory is modified version of Maslow's theory based on empirical evidences which postulates that three sets of needs – Existence (physiological and safety needs), Relatedness (social affiliation needs) and Growth (esteem and self-actualization) are highly inter-related and more than one set of needs may be operative at the same time or gratification of higher level needs may give rise to desire to satisfy lower level needs. Goal setting theory says that specific and difficult goals with feedback lead to higher performance. Reinforcement theory maintains that behaviour is environmentally caused. Equity theory says that individuals compare their job inputs and outcomes with those of others and then respond to eliminate any inequalities. Relevance of these theories would be discussed in subsequent sections.

Leadership is the ability to influence a group towards the achievement of goals. In the social service sector, it is very crucial. It rests upon leaders and managers to get the organization realize its objectives. However, the primary task of the leadership also varies according to the stage of the organizational development. It varies from the early leadership which is primarily focused on demonstrating the usefulness of the new organization to the donors and the community – to the leadership which is more mature and which mainly involves expanding the scale of operations, mobilisation of funds, organizational procedures and networking, etc.

Let us review some of the salient theories on leadership. Trait theories consider

that certain inherent personal qualities determine leadership traits among certain individuals. On the other hand, behavioural theories of leadership maintain that people can be 'trained' in leadership. In contemporary times, there are two main types of leadership styles in use – transactional leadership and transformational leadership. Transactional leaders are those who guide or motivate their followers in the direction of established goals by clarifying role and task requirements. In contrast transformational leaders are those who inspire followers to transcend their own self-interests, and who are capable of having a profound and extraordinary effect on followers. It is maintained that transformational leadership style has an edge over transactional leadership.

14.3 ORGANIZATIONAL CLIMATE

In this section, we would be studying about organizational behaviour and work culture in the backdrop of globalization with special emphasis on social welfare administration. The field of organizational behaviour is concerned with the study of employees' behaviour in an organization and its effects on the performance of the organization.

In the advent of globalization, numerous changes have occurred in work culture and the organizational climate. Now, more than ever before, employees are from different socio-cultural background and with diverse personality types, values and priorities. Beneficiaries are no more passive receptors, rather active actors in their own development and well-being process. Perspective and process of service delivery have also changed remarkably. Service providers are becoming more heterogeneous in terms of gender, race, ethnicity, sexual orientation and other factors. Likewise, certain categories of workforce diversity, say, religious and caste minorities, SC/ST/OBC, disabled persons, displaced persons, gender issues, age factors, temporary/casual contracts and so on influence work culture much more in social work than in any other profession. Let us take a look at some of the knotty issues you may have to deal with in creating an encouraging work culture.

High Job Turnover: Social welfare administration system, in India, is dominated by voluntary sector that is, along with many positive aspects is also characterized by adhocism, regional imbalance, social Darwinism, where programmes are, more or less, fund driven rather need driven. There is often job dissatisfaction because of low salaries, insecurity because of ad-hoc/temporary project based jobs and not much independence for implementation of creative and innovative ideas and so on.

Social Darwinism: In common parlance, cut throat competition between organizations and also among colleagues is termed as Social Darwinism that leaves lesser scope of team work, coordination and cooperation. The system of funding at the macro level also promotes competition and conflict situations arise in the voluntary sector. Within the organization, ego-clashes, divergent personality factors, informal group cohesiveness, politics and rumors, different styles of performing tasks all tend to hamper inter-dependence and team work and also service delivery.

Personal-professional Self: This issue is quite pertinent to welfare

administration and social work professionals. During formal and informal interactions at workplace, employees tend to develop likes and dislikes regarding their colleagues. Added to this, increasing conflicts, tensions and stressful situations in modern times, in personal life of workers may hamper their 'professional self' that demand them to be compassionate, empathetic and devoid of their own tensions, pains and frustrations, which is not true at all the times.

Positive Relationship: We may infer that creating a positive climate for nurturing positive professional relationship characterized by feeling of mutual respect, trust and interdependence is vital for social welfare administration in order to realize its objectives. It contributes to the success of total enterprise. Persons who are well related to one another seek for even higher standard of performance. Trustworthiness, responsibility, articulating sound philosophy for personal growth, good channels of communication, etc., ensure positive climate. A positive climate is created when agency procedures and policies are clear. Positive climate is also created when sharing of work together happens. Social workers occupying the position of managers/administrators have a role and a responsibility for the creation of such a positive work culture.

Healing touch: In the field of welfare administration, employee's behaviour is all the more crucial as, more often than not, it requires 'healing touch' so as to have soothing effects on clients' problems, crises, pains and frustrations. Lack of human touch and compassion on the part of service providers is likely to defeat the very purpose of the programmes and services meant for welfare and well being of the disadvantaged sections of the society. On the other hand, when staff members and volunteers work in harmony there seems to be greater likelihood that the agency would attain its goals and that the clients and care providers would have a good experience together. Working together in harmony, with devotion and conviction would lead to meaningful endeavours. Bureaucratic characteristics may be necessary for large sized organizations but it is important that inflexibility, too much emphasis on rules and procedures, red tapism, and the like may be avoided so as to maintain human touch and caring attitude in service delivery.

Maintaining **morale and motivation** of staff, regular training, equality of opportunity for career development, democratic decision-making processes and smooth intra-organizational communication is very vital for harbouring positive work culture.

Next crucial function is **coordination** within the organization. The work atmosphere of an organization can be assessed from the relationship and coordination that exists between the various departments of the agency, among staff members and between the staff and the management.

Another aspect is the **participative decision-making**. Similarly, all staff should have an equal opportunity to contribute to the decision-making – which would lead to an enhanced feeling of commitment and a joint sense of responsibility. It also creates a congenial atmosphere for creativity.

As managers we need to be dexterous in handling problems and issues that come in the way of a positive work climate. One should keep in mind the practical implications of conceptual and theoretical understanding of ingredients of management discussed above. One needs to be skillful in dealing with work force diversity based on certain biographic characteristics like age (researches bring out that age is directly proportional to job satisfaction and inversely proportional to job turnover), gender (women more often adhere to authority, rules), tenure, ability and skills, stamina, dexterity, strength, values, attitudes and burnouts. Another aspect of work culture involves little emphasis on hierarchy and rules. Management by Objectives (a technique that involves participative decision-making of dividing work responsibility and fixing deadlines), maintaining flexibility (but not laissez faire style of leadership) and free flow of communication within the organization are beneficial.

Good management practices are essential to improve organizational climate. Some of the important management practices include fulfillment of defined social needs, finding out growth opportunities and solutions to problems, handling of conflict, equitable allocations of resources, determining priorities, assigning duties and functions, social diagnosis, making estimates and projections for future, provision and selection of alternatives, organization of division of work, scientific approach based on facts, innovation and modification of services, evaluation of results and making improvements, ensuring economical and wise utilization of public funds and improving the quality of life of beneficiaries and care providers. The ten most frequently cited skills of effective managers are verbal communication, managing time and stress, managing individual decisions, recognizing, defining, and solving problems, motivating and influencing others, delegating, setting goals and articulating a vision, self-awareness, team building and managing conflict.

Some of the dimensions of the organizational climate are individual autonomy, direct supervision, better performance, rewards, team spirit, honesty and openness on individual differences, fostering of development, application of new ideas and methods, taking risks and freedom to regulate individual behaviour. Managerial values include autonomy, equity, security and opportunity.

Most often, the effective and efficient delivery of services is determined to a large extent by the high motivation, and commitment of the staff and their identification with the organizational goals. The managers must develop group feelings and cooperation among staff of the organization. The climate requires overall progress of the organization, sustainable human relations and staff development programmes. In addition, effective supervision is also essential. Employees should get an opportunity in work situations to accept challenges, serve others, earn money, enjoy prestige and status and can be creative and independent. Initiative taking behaviour leads to high level of activity and experimentations. Happy and peaceful employer-employee relations can provide better beneficiary relations are the core of successful organizational climate.

14.4 COMMUNICATION AND SOCIAL MARKETING

Communication is the most vital ingredient in an organization. In fact, an organization cannot be conceived of without communication. It would not be wrong to claim that communication is the life-blood of an organization. Efficient communication is essential for all aspects of effective administration. Staff must be adequately and currently informed about plans, methods, schedules, problems, events and progress. It is necessary that instructions, knowledge and information be passed on for application to all concerned and that they be so clearly presented as to make misinterpretation or misunderstanding impossible. Proper and adequate communication is not just in one direction. It is two way passage. Communication must flow from the bottom to upwards, as well as from the top to down.

In an organization, there are different types of communication, each with its own sets of advantages and disadvantages. The methods of transmitting and receiving communication are – oral (which is primarily face to face situation), written (it includes letters, memoranda, agenda, manuals, handbooks, newspapers, magazines, etc.) and other communications (combinations of spoken words and usage of media like posters, flip charts, power-point presentations, etc.). In the organization, communication is categorized into three sets of dimensions – downward communication (communication from superior to subordinates related to plans, programmes, procedures, rules, and may be in the form of command, suggestion, advice, seeking information, details, explanations), upward communication (it is from subordinates to superior and in the form of giving information, feedback, clarifying doubts and the like) and horizontal or lateral communication (refers to communication across departments or between colleagues in the same/similar ranks). Further, the structures of lines of communication can be formal (this kind of communication is along the lines prescribed by the organization) and informal (also called grapevine, is not along the planned lines of interaction). All those communications – downward, upward, and horizontal, which organization provides for in order to achieve organizational objectives are formal communications. Generally, when formal/informal interactions take place between employees, they develop their own communication system called the informal communication. Now-a- days, we have faster means of communication in the form of computer aided communication, such as, emails, internet (intranet as well as extranet), videoconferencing and so on.

Let us now briefly discuss current issues in communication with regard to organizational behaviour, which should be kept in mind by the administrators/managers. Selective perception plays a crucial role in sending and understanding messages and meanings. Researches show that gender (women use language to create connection while men use it to emphasize status and power), cultural contexts (there may be cultural barriers because of interaction between people coming from high context cultures that rely heavily on non-verbal and subtle situational cues in communication and those from low context cultures that rely heavily on words to convey meaning in communication), emotions and feelings (diffuse ability to receive message in a barrier free state) and similar factors may influence effective communication. The manager should choose adequate

channels of communication as per the requirement such as memos, letters, bulletins, emails, telephone conversations, face to face interactions, etc. You would be studying different contours of communication in organizational functioning in social marketing, conflict management, public relations, fund raising and so on. Let us now briefly look at the concept and relevance of social marketing.

Social Marketing (SM) is the planning and implementation of programs designed to bring about social change using concepts from commercial marketing. Kotler (1975) defines social marketing as the design, implementation, and control of programmes seeking to increase the acceptability of a social idea or practice in a target group(s). It utilizes concepts of market segmentation, consumer research, idea configuration, communication, facilitation, incentives, and exchange theory to maximize target group response. Andreasen (1995) defines social marketing as the application of commercial marketing technologies to the analysis, planning, execution, and evaluation of programmes designed to influence the voluntary behavior of target audiences in order to improve their personal welfare and that of their society.

The principles of social marketing can be arranged in five Ps, which are as follows:

Product unlike commercial marketing where product is a tangible item, here, in SM, product is the behaviour or idea that the campaign planners would like the targeted individuals/ consumers to adopt. The product can be an action (e.g., immunizing children) or material item (e.g., condoms).

Price includes the costs associated with 'buying' the product, which is sum total of economic cost as well as psychological cost (embarrassment, say, in buying condoms for safe sex) and social cost (e.g., possibility of losing face).

Place comprises of the distribution channels used to make the product available to target audiences. When the product is a physical item, it must be easily obtainable by consumers (e.g. condoms available at paan-shops). In the case of product being an idea, say, education of girl child, it must be socially available and supported within the consumers' social sphere.

Promotion includes the efforts taken to ensure that the target audience is aware of the campaign. These publicity efforts should be designed to cultivate positive attitudes and intentions regarding the product that pave the way for behavior change.

Positioning means that the product must be positioned in such a way as to maximize benefits and minimize costs. Positioning is a psychological construct that involves the location of the product relative to other products and activities with which it competes. For instance, using condom would bring peace of mind plus freedom from STIs/HIV and pregnancy while not using it would lead to many health consequences with social and psychological underpinnings.

14.5 PUBLIC RELATIONS

Public relation (PR) is one of the important functions of social welfare administration which ensures the development of cordial and harmonious relations with the stakeholders. It is the practice of managing flow of information between the organization and the public. PR is an essential and integrated component of public policy or service. The public relations activities are meant to ensure the benefits to the citizens, for whom the policies and services are meant for. The Institute of Public Relations, USA, has defined Public Relations as “the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and its publics”. Likewise, Edward L. Bernays has given definition of Public Relations as “the attempt by information, persuasion and adjustment to engineer public support for an activity, cause, movement or institution”. Public relations and publicity are not synonymous but many PR campaigns include provisions for publicity also. Publicity is the spreading of information to gain public awareness for a product, person, service, cause or organization, and can be seen as a result of effective PR planning.

You may wonder, what is the need for organizations to engage in PR activities? Investing on PR helps the organization to achieve its objective effectively and smoothly. PR does not mean creating good image for a bad team, since false image cannot be sustained for a long time. Even if the organization’s services/programmes are good, it needs an effective Public Relations campaign for attracting, motivating the public to utilize the services, creating awareness about policies and programmes and publicizing the work of the organization. It not only encourages people’s participation but also helps in building credibility and better image in the public eye. An effective PR can create and build up the image of an individual or an organization or a nation. At the time when an organization is under crisis an effective Public Relations can remove the ‘misunderstanding’ and help in developing reciprocal understanding and goodwill between the organization and the public. The PR includes analysis of public perception, modifying/designing organization’s policy/programmes in consonance with public interest and then executing the programmes for communication with the public.

PR is a planned effort or management function. It is an execution of communication programme for rapport building, creating goodwill, understanding and acceptance as the chief end results sought by public relations activities. It is very important to understand the two components of PR - ‘**Public**’ and ‘**Relations**’. It is essential that socio-demographic and cultural characteristics, values, attitudes, perceptions of the ‘public’ (that includes employees in the organization as well as the community that the organization is serving) be studied objectively. ‘Relations’ means conscious decision of the kind of relation or image the administrators want to create in the eyes of the public. Let us look at the process of public relations.

The process of public relations is categorized into seven phases for better understanding: The first phase includes identifying and listing out the information or message to be disseminated. The second phase of PR process is to ascertain the existing image or awareness level about the issue in the target group or common public. The third phase is developing communication objectives and priorities.

The fourth phase of PR deals with developing the message and choosing appropriate media to transmission. The fifth phase of PR is the implementation of 'communication campaign' designed in the fourth phase and coordination or the dissemination of message. In the sixth phase, communication campaign is checked whether message has reached properly and the expected action or behaviour or knowledge on image factors emerged. The seventh phase of PR includes rectification of the communication campaign, in case the message does not reach properly after identification of reasons for the ineffectiveness. It is followed by dissemination of the revised message.

The Image building exercises start with understanding the present image and to chalk out, the desired image and to channelize all the PR activities towards it. Some possibilities that would call for PR are promotional opportunity (to inform about new service / policy which require wider publicity), competition (to overcome the resistance or pre-set mind condition), controversy (to eliminate the contradictory conditions in between the organization and the public), adverse publicity (to inform about the truth or correct issues and thereby removing the misunderstanding), catastrophe (announcement of any unfavourable issues) and crisis (whenever threats arise). Among the many channels, blogs are the most recent and economical means.

14.6 FUND RAISING

Fund raising is the process of soliciting and gathering money or other gifts in-kind, by requesting donations from individuals, businesses, charitable foundations, or governmental agencies. Although fund raising typically refers to efforts to gather funds for non-profit organizations, it is sometimes used to refer to the identification and solicitation of investors or other sources of capital for-profit enterprises.

Common sources of funds are (1) local, International donors and the Government. In this section, we would concentrate only on local sources of fund raising. Now the scenario is changing and even international NGOs are looking for fund raising, e.g. Plan International has targeted 30% of funding from local sources. Often in times of natural/manmade calamities like Tsunami/Kargil war, organizations engage themselves in fund raising.

Why we would raise funds? Obviously, it is impossible for any organization to implement activities and projects without certain human, technical and financial resources. Fund raising increases the amount of resources and even helps in development of corpus funds. It also reduces dependence on international and national donor organization, which, often times, may reduce flexibility of implementing innovative/creative ideas and targeting those needs that a community finds important. Fund raising brings a sense of ownership among community people and helps organization build social capital and community linkages. Mobilizing local resources increases the sustainability of community initiatives.

Before initiating fund raising endeavour, organizations must check their tax situation. There are two main provisions regarding this – Sec. 80G and Sec. 35 AC of the tax Act. Under Sec. 80G non-profit organizations working in specified

areas (which are deemed to be charitable) can register with income tax authority under this section, which enables the donors (whether individuals or companies) to claim relief up to 50% of the amount donated. The Sec. 35 AC is a more recent one where contributions are 100% tax exempted. It is applicable to specified projects rather than to registered organizations. Approval has to be sought from the National Committee for Promotion of Social and Economic Welfare, Delhi and NGOs generally have to undertake project for 3 years.

Another important issue in fund raising is to develop an ethically sound fund raising policy. It is crucial to list down socially inappropriate activities and not to accept any funds/resources from tainted sources, which may hamper organization's own image and credibility. For instance, taking money from cigarette/liquor manufacturing company/people with criminal background for any social cause would do more harm than any good. Further, it is also unethical and unsought for to exaggerate data/information, project beneficiaries as victims, accentuating their vulnerability (whereas in reality they are not so) while appealing for funds.

Next, understanding psychology of prospective donors on why people give is also necessary. People donate because – (i) they may be concerned about the problem; (ii) may have personal experience of the problem; (iii) peer pressure (iv) guilt feeling (v) duty (vi) name/fame/as memorial and (vii) tax benefits. For a successful fund raising campaign one needs to identify likely people, create the right message and communicate that right message.

Another point is how much to ask for - it depends on the situation. In crisis situations like earthquake, flood, etc., cash and kind donations are asked for. Asking people to contribute 'generously' often confuses them. Instead, people respond better if a range of options is provided to them. For instance, divide the work into units: 1 sapling planted = Rs.5; 10 saplings planted = Rs.50; one cataract operation = Rs. 500. Also linking the amount being asked with cause gives better results, say, sponsoring child's education/nutrition, etc.

Approaching the prospective donors has many ways – face to face, addressing groups, telephonic conversation, personal letter to known/unknown and circular letter. One may organize house to house or office to office collection, organize fund raising events, invite celebrity on exhibition/fair/mela, frame appeal, produce occasional newsletters, pamphlets for fund raising, tap religious resources (zakaat appeal before Ramzaan for donation) and so on and so forth. Tapping corporate donors is also one of the important strategies for fund raising. Companies generally donate to create goodwill in the local community, to generate publicity and for tax benefits. Certain examples of corporate giving are - cash donations, sponsoring an event, free office space, free space for workshops, making company facilities available including meeting rooms, printing, designing, lending a staff member, providing expertise/advice and so on. Many times employees agree to have regular amount deducted each month from his/her salary for donations as seen in the case of Helpage in Chennai. In fact, fund raising strategies are becoming increasingly more creative and innovative.

Check Your Progress 1

Note: Use the space provided for your answer.

- 1) ‘Bureaucracy is a necessary evil’. Discuss.

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14.7 SOCIAL AUDITING

Social audit is a comparatively new subject, particularly in the development sector in India. It is a tool to empower community people and demand the accountability of position-holders in the development and related works. It is corollary to ‘financial audit’. Social audit is a process wherein the community does an inspection, openly in public, of the quality, income expenditure, profit loss of a project, development work or a programme being carried out in its area. Social audit is based on the principle that democratic local governance should be carried out, as far as possible, with the consent and understanding of all concerned. It is thus a process and not an event.

Social audit is a way of measuring, understanding, reporting and ultimately improving an organization’s social and ethical performance. It helps to narrow gaps between vision/goal and reality. It is a technique to understand, measure, verify, report on and improve the social performance of the organization. Social auditing values the voice of stakeholders, including marginalized/poor groups whose voices are rarely heard and is taken up for the purpose of enhancing local governance, particularly for strengthening accountability and transparency in local bodies/organizations. Social audit trains the community on participatory local planning and encourages democracy and community participation. It promotes collective decision making and develops human resources and social capital.

The most appropriate institutional level for social audit is the *Gram Sabha*, which has been given ‘watchdog’ powers and responsibilities by the *Panchayati Raj Acts* to supervise and monitor the functioning of *panchayat* elected representatives and government functionaries, and examine the annual statement of accounts and audit reports. These are implied powers indirectly empowering *Gram Sabhas* to carry out social audits in addition to other functions. Members of the *Gram Sabha* and the village *panchayat*, intermediate *panchayat* and district *panchayat* through their representatives, can raise issues of social concern and public interest and demand an explanation. The *Gram Sabha* has the mandate to inspect all public documents related to budget allocations, list of beneficiaries, assistance under each scheme, muster rolls, bills, vouchers, accounts, etc., for scrutiny; examine annual statements of accounts and audit reports; discuss the report on the local administration of the preceding year; review local development for the year or any new activity of the programme; establish accountability of functionaries found guilty of violating established

norms/rules; suggest measures for promoting transparency in identifying, planning, implementing, monitoring and evaluating relevant local development programmes; and ensure opportunity for rural poor to voice their concerns while participating in social audit meetings.

Another powerful tool in social audit is the 'Right to Information Act' that specifies the modalities for obtaining information and providing penalties or failing to furnish or supplying false information. The Act paves the way for public debate on government development projects and works.

The process of social audit can be divided into following steps – (i) listing the expected goals/objectives of the project/activities that is to be audited; (ii) identifying stakeholders with a focus on their specific roles and duties; (iii) Defining performance indicators that are understood and accepted by most members participating in the process of social audit; (iv) regular meetings to review and discuss data/information on performance indicators; (v) follow-up of social audit meeting and reviewing stakeholders' actions and agreeing on future action as recommended by the stakeholders; and (vi) establishing a group of trusted local people, who are committed and independent, to be involved in the verification, and to judge if the decisions based upon social audit have been implemented. The findings of the social audit should be shared with all local stakeholders. This encourages transparency and accountability. We should thus, expand and popularize the concept and process of social audit, which would help in enhancing the objectives of democracy, social justice and empowerment of community people.

14.8 CAPACITY BUILDING

In the process of development, capacity building is taken as a vital component, even more important than economic resources. In recent years, capacity building has become an integral and inseparable part of development strategies. The UNDP's Global Conference, 2010, addressed the theme - 'capacity is development'.

The term capacity simply means the ability to do something and capacity building would be enhancing the ability towards meeting the potential. The interpretation of capacity would vary from situation to situation. The UNDP defines it as - "the ability of individuals, institutions and societies to perform functions, solve problems and set and achieve objectives in a sustainable manner". The World Customs Organisation defines capacity building as "activities which strengthen knowledge, abilities skills and behaviour of individuals and improve institutional structure and processes such that the organisation can efficiently meet its mission and goals in a sustainable way'. Capacity building generally refers to strengthening the skills, competencies and abilities of people and communities so they can overcome the causes of their suffering. The terms 'capacity building' or 'capacity development' denotes the efforts made in the direction of establishing human and institutional capacity.

Significance of capacity building: Years of administrative efforts to eliminate poverty and deprivation for bringing holistic development could not achieve desired results. Ample resources in terms of finances and technical expertise

were put in. But what was lacking is the 'capacity building'. Giving money to a poor person does not in itself ensure that he/she can break the vicious cycle of poverty. 'Capacity or ability' is needed to make use of resources provided - financial as well as technical. That is the reason why capacity building is accepted as a fuel to the engine of development.

This apart, capacity building has many more benefits. It leads to optimum utilization of scarce resources through consistent training and application of research and development. It aids an organisation in better preparation for future challenges by gaining insight and foresight to use workable alternatives. It gives an organisation a competitive advantage in their field of operation. Adequately trained human resource is the beginning of good governance which is critical to development. At the global or national level, capacity building is crucial for preventing international aid for development from becoming perpetual dependency. As a result, developing nations are focusing on capacity building.

Capacity building is conceptualized at the following levels:

Individual level: Capacity building at this level is concerned with creating conditions that allow individuals to enhance their knowledge and skills and adapt themselves better to the change. It is the process of equipping individuals to access to information and knowledge, training for honing the required skills that enable them to perform effectively.

Institutional level: It deals with strengthening institutions so that they are able to develop effective organisational structure, human resource and methods of planning and management of services to gain optimum results. The UNDP gives rationale for building capacity at the institutional level as, "institutions are at the heart of human development, and that when they are able to perform better, sustain that performance over time, and manage 'shocks' to the system, they can contribute more meaningfully to the achievement of national human development goals".

Societal level: Capacity building at the societal level involves establishment of a more participatory and development oriented public administration with all ingredients of good governance. The UN bodies and international organisations are facilitating capacity building of governments in developing countries so that they are able to handle the challenges associated with environmental, economic and social transformations. Government's capacity development, whether at the local, regional or national level, ensures better governance, strengthening of democratic systems and leading to sustainable development. Among others, it also includes bringing change in authoritarian modes of operation, focusing on participatory and inclusive planning and programme execution.

Further, infrastructure development is an important aspect of 'economic capacity building' as it increases the capacity of a society to improve trade, employment, economic development and quality of life.

14.9 CONFLICT RESOLUTION AND DEALING WITH BURNOUTS

There can be numerous situations at workplace leading to arguments and disagreements among colleagues. Some of this conflict is relatively easy to recognize, may not necessarily be easy to resolve. It can show itself through obvious enmity between individuals or in disputes between organized groups of people. Conflict may manifest itself in a number of ways including angry shouting, in always making contrary points to another person, or even in sullen withdrawal from all interactions. Conflict can also be between departments, agencies, organizations, groups and individuals or vice versa.

However, it is important to understand that conflict in itself is neither good nor bad. Conflict is the natural result of competitive environment that exists today. Conflict has a positive role too. It makes people better able to cope with further stressful situations and even envisage new breakthroughs and help create a collaborative culture. In fact, managers/administrators need to nurture constructive conflict dedicated to finding new solutions, new services and new understanding of the social situation. Diversity of personalities, perceptions, values, working style and coping patterns cause conflict at workplace.

The administrator should understand the conflict from its very preliminary stage and should take measures to resolve it. Conflict resolution denotes final solving of the conflict. There are a number of ways to resolve a problem, argument or difficulty by applying social work methods, techniques and skills. Emphatic, active and attentive listening, on the part of a team-leader/administrator/manager goes a long way in conflict resolution. It is followed by helping the aggrieved party nullify emotions as they can inhibit or distort communication which is critical to resolving dispute. Exploring the reasons for conflict, identifying misconceptions about the issue at hand, if any, cultural or value related issues, personality conflicts and level of resistance to change would be the next step. After this, there should be weighing of various alternative solutions followed by agreement on the most appropriate one. Agreement may involve some amount of negotiation, bargaining and compromise. The satisfaction of needs, cooperation and success underlie each negotiation. Negotiation is the usual method of conflict resolution through consensus. Negotiations should continue until it is reconciled, as failure is usually not acceptable. Conflict can be managed as individuals work out differences. Conciliation is another method of conflict resolution in which the settlement is reached in the presence of third party usually a conciliation officer. Arbitration is yet another method of conflict resolution in which the decision of the arbitrator is binding on the parties.

Burnouts means “become extinguished through a lack of fuel”. In our profession there are many situations which put us down and we lose motivation to work. Some of the probable reasons can be – the success rate of intervention may not be at desired levels, clients may not choose seemingly right alternative and our efforts in intervention appear to go in drain, conflicts, work pressures, tensions and stresses at the workplace and so on and so forth. It is necessary to deal with burnouts and some of the suggested ways are as follows:

1. The employee should maintain awareness of the changing social climate and a realistic evaluation of its impact on people, including themselves. This would help in widening of the perspective and dealing with burnouts in a better way.
2. Leaning helps to avoid burnouts. Looking each challenge/work as an opportunity to learn and grow is required.
3. Working in the field of one's own interest and about which they are motivated to learn more, is the best antidote against burnouts.
4. Time management and stress management are of vital importance in today's work environment. Learning to manage their individual work loads effectively and responsibly may help social workers/employees in keeping their motivation and morale high.
5. It is important to possess and maintain a personal value system consistent with the value system of human service, even if its tenets may run contrary to accepted social values.
6. For employees, find a personal life style, sufficiently satisfying to enable them to distance themselves from their work is required against burnouts. In other words, keeping professional and personal life separate is needed.

14.10 LET US SUM UP

In this Unit, you studied about a lot of issues influencing service delivery in welfare administration. Bureaucracy tends to bring inflexibility and red-tapism, while leadership styles have their own pros and cons. Authority and power influence behaviours of colleagues towards each other as well as have overall impact on service delivery. Work culture and organizational climate are dynamic concepts and a wide range of variables influence these – diversity of work force, nature of profession, fast competitive life, stress, tension, formal informal relations with colleagues, career advancement, office politics, competition, teamwork and collaboration and so on. Communication is considered as life-blood of any organization. Various types of communication and their impact were discussed. We also learnt about concept and principles of social marketing. Public relation as an important function of management was delineated. You also learnt about various strategies of fund-raising. Social auditing is crucial for maintaining transparency. Conflict is inevitable feature of our workplace and resolving it successfully is a skillful activity which you studied in the unit. Likewise, burnouts severely affect service delivery and the very nature of social work profession may lead to burnout situations frequently. You learnt about the ways of dealing with burnouts in the unit.

14.11 KEY WORDS

Communication: It is the transference and understanding of the meaning of messages communicated.

Public Relations is distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and

Social Action and Social Policy

cooperation between an organization and its public and uses research and sound and ethical communication as its principal tools.

Turnover: The voluntary-involuntary permanent withdrawal from an organization.

Public Relations vs. Publicity: PR is held to be the total relationship of the agency to the community and the public relations programme is the means by which that relationship is purposefully directed on behalf of the agency. Publicity is the use of various media of communication (such as the press, radio, motion pictures, printed matter and so on) by which the information regarding the agency is disseminated.

14.12 FURTHER READINGS AND REFERENCES

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