

## Executive Summary

Mahila Samakhya (Education for Women's Equality) was conceptualized and initiated by the Department of Education, Ministry of Human Resource Development in 1987-89 in response to achieve the goals of NPE (National Policy for Education 1986). It aims at empowering rural women, particularly from socially and economically marginalised groups, who are deprived of formal educational opportunities. Education for empowerment was broadly viewed as a process of building capabilities and confidence of women by imparting information and skills to take informed decisions on various matters affecting their lives at individual, community and societal level.

Gujarat was one of the pioneering states in the country to participate in the Mahila Samakhya (MS) Programme when it commenced in 1989. The programme focused on the sangha model, because it was realized that the women from the socio-economically deprived sections of the population, individually lacked resources, skills and strength to accomplish their self-development. The programme has laid great emphasis on the process of sangha formation, which has been achieved through mass mobilization and awareness raising of the marginalised women in the MS villages through information, awareness and follow-up support.

The MS programme in Gujarat has expanded from two districts to seven in the last 15 years. At present it is operative in 38 blocks (mainly in backward areas) covering 1621 villages. On the whole progress of MS in this state during the last decade and a half can be stated as having an average impact and can be described as below average in last two years. So far 1571 sanghas in operation in Gujarat out of which about 660 are strong, 552 medium and 359 are weak. This means that approximately 42% sanghas are strong enough to manage their activities and grow as autonomous units. Other 35 % have potential to develop into strong sanghas. In certain blocks the sanghas have moved forwards to institutional building efforts for sustainability by registering their federations at Taluka level as well as by creating alternative structures such as Nari adalats and Sanjeevani and Jasood centers for women's health. The weak sanghas constituting 23% of the entire programme are either new sanghas or have not received proper guidance, training and information support for the collective processes.

MS programme has raised the women's awareness about their own rights and developed in them confidence for collective action. The sanghas are emerging as agents for social change in the villages against certain social mal-practices such as child-marriages, illiteracy, dowry and domestic violence. Some strong sanghas are participating in village affairs demanding amenities such as water, sanitation and approach road to the village. Wherever self-help groups for savings and credit have been formed the funds have been utilized to protect the needy women from the exploitation of the moneylenders and to enable them to have some money of their own for small credit needs. Women's awareness about health, economic and legal issues have made an impact on the quality of life. Balika Shikshan Kendras (BSKs) have arrested dropout rates of adolescent girls to some extent and have been successful in mainstreaming them in formal education.

Alternative structures such as Nari Adalat/Mahila Panch which have emerged at the block level have generated confidence among women to address the issues of domestic violence and found cost-effective and quick in redressal of women's social/legal issues. Nari Adalats are not only offering an alternative gender justice system but also act as a pressure groups. Similarly, MS sanghas have been successful in establishing Jasood/ Sanjeevani Kendras where women's traditional knowledge of health and alternative medicine is being utilized for providing low-cost medical remedies as well spreading awareness about women's health issues.

Federations of mahasanghas are emerging as larger women's collectives at the block level to provide support to the sangha members on issues requiring wider external intervention and cooperation for issue based action and economic development..

## **Critical Programme Issues**

### **Organisational**

- The state office is almost non-functioning and unable to provide strategic leadership due to frequent changes in leadership and management inefficiency as well as shortage of resource personnel at the state office.
- There is no strategic long term planning based on shared a vision of MS Gujarat functionaries, so activities are conducted in a routine unfocussed manner. Short-term goals are not set within the larger renewed perspective of MS.
- Human resource management is the weakest area as there is no systematic approach for staff planning, recruitment, training, capability development and retention nor for assessment or for discontinuation.
- The SPO (State Project Office) has not been effective in providing guidance for programme inputs as well as research and documentation support to the District Implementation Units (DIUs).
- There is lack of trust, coordination and cooperation amongst the DIUs, which operate in their limited zones controlling 'fiefdoms' of their own without proper accountability.
- Personnel morale is low at all levels due to lack of trust and cooperation between office and the field staff.
- Communication between SPO and DIUs as well as amongst the DIUs is not managed effectively due to a weak, subversive communication system.

### **Finance and Administration**

- Non-availability of funds from GOI on time is a major hurdle in programme implementation within the stipulated time frame, particularly in the current financial year.
- The programme is loaded with high management cost ranging between 40 to 50 percent with disproportionately less expenditure on activities.
- Gross financial irregularities in the districts and the state office have been observed due to lack of proper supervision, weak control system and non- observance of rules and regulations, which too have not been revised.
- Ad hocism in purchases has been frequently practiced due to non- existence of purchase committees and lack of stringent procedures.

### **Programme Implementation**

- Programme implementation has been slack due to ineffective planning, review, follow up and lack of adequate staff at state office and DIUs

- Sufficient efforts to enhance capabilities of the field staff have not been made to enrich them with fresh inputs.
- Supervisory support mechanisms for programme management have been inadequate.
- Implementation of field activities have received a set back due to non-availability of funds since the last half year. Funds have barely been available to pay salaries.

### **Recommendations\***

- A full time capable State Programme Director of high integrity should be immediately appointed to provide dynamic leadership to the programme and build up institutional morale.
- The SPO should organize a vision workshop for all DIUs to develop a perspective plan and determine short-term goals and resource requirements for the programme collectively for the remaining period of the 10<sup>th</sup> plan.
- A Programme Committee should be formed, by inviting experts in five core areas of MS activities to provide guidance and a new thrust to the programme.
- Effective performance, planning and review system should be designed and implemented immediately with the help of a core group of resource persons familiar with MS.
- Communication between SPO and DIUs needs to be reviewed and made effective.
- Financial rules and regulations with check mechanisms need to be made stringent to control financial disbursements, advances for programme implementation and purchases. Purchase committees should be constituted and their approval should be mandatory for major purchases at state and district level.
- All bank accounts, at state and district levels should be operative with at least two signatories. Payments of salaries should be made by cheque.
- Quarterly audit by the state Accounts officer/Auditor is recommended.

\* (See -Issues, recommendations and strategies section)

## 1. Issues, Recommendations and Strategies

Issues	Recommendations	Strategies
<p><b>(A) Finance-</b></p> <ul style="list-style-type: none"> <li>• Fund flow from GOI is low. Only 85 lakhs received on 29.2.04 and 23.8.04 this year, and 25.0 lakhs from SSA as advance. Annual estimated budget of Rs 4.5 crore submitted for 2004-2005. No money for salaries of Nov. and Dec 2004. No funds for programme activities since June 2004 as reported in EC of 17<sup>th</sup> July 2004.</li> <li>• Activity vs management expenditure low due to the above reason. Most funds released to districts used to pay honoraria of staff only. (See annexure I)</li> <li>• Financial irregularities, lose regulatory and check mechanisms regarding purchase and advances. Bulk purchase of poor quality small items/ equipment at inflated rates. Large sums of advances drawn by state and district personnel in the name for programme expenses which are not settled timely.</li> <li>• Salary structure as per 10<sup>th</sup> plan not in operation</li> <li>• Cash payments of salary to sahyoginins and even to DIU staff in</li> </ul>	<ul style="list-style-type: none"> <li>• Regular fund flow to MS, Gujarat as per approved budget of the year, in this case 2004-2005. Release of funds on quarterly basis with due completion of formalities with GOI by MSG. Budget should not be approved in the ongoing financial year but before the financial year is to commence.</li> <li>• Timely release of funds to state for transfer to districts. SPO should take into account financial requirements of districts, before indulging in expenditures for expensive equipment and sundry luxuries for the office as was done by the last SPD.</li> <li>• Review of financial rules and regulations to make them stringent and effective. Large advances to personnel to be checked and settlement monitored. Rules to be adhered for payments in cash and by cheque and for purchase of any item or payments to consultants or resource persons.</li> <li>• Should be implemented by the time new staff is in place in 2005.</li> <li>• Strict directive from SPO to stop the practice. This was noticed by an earlier mission in 1998 also but MSG</li> </ul>	<ul style="list-style-type: none"> <li>• Funds to be released by GOI as soon as possible to clear back- log and plan for remaining phase. Budgeting and planning of activities to be done in Jan/ Feb, before the financial year begins. Approval of EC by end Feb or beginning of March. Budget sent to GOI with previous ten months' expenditure statement and expected expenditures for two remaining months.</li> <li>• Financial tracking and guidance by the SPD and Accounts Officer to ensure completion of formalities for seeking funds from GOI and following up expenditures of DIUs rigorously.</li> <li>• Strict norms of release of advances. Sub committees to be constituted to review the financial rules and norms of MSG, purchase, unit costs of field activities, and programme planning and monitoring.</li> <li>• Committee to be constituted or if constituted should place the structure before the EC for approval and implementation. Guidelines from other states can be referred to as well.</li> <li>• All personnel to be paid by cheque if the rule is that payments over Rs 1000 to be paid by</li> </ul>

<p>some cases. Norms and guidelines not observed.</p> <ul style="list-style-type: none"> <li>• Purchase procedures loose and ignored by signatories at state/district level for withdrawal of money and endorsement of cheques.</li> <li>• Financial monitoring of districts weak, internal audit done recently only. Outsourcing accounts and audit not yet done.</li> <li>• Districts receive funds for projects directly.</li> <li>• Transparency and accountability of expenditures and funds not there. Rules loosely followed at SPO, so DIUs also take license.</li> </ul>	<p>paid no heed.</p> <ul style="list-style-type: none"> <li>• Purchase procedures and guidelines need to be reviewed in the context of the recent past, when heavy purchases were made by the SPD through single signature.</li> <li>• Monthly expenditure statements to be tracked regularly. Field visit of accounts officer/auditor from SPO and accountant to districts. Position of Accounts Officer to be reviewed, out source to Chartered Accountant's firm.</li> <li>• Notification of project proposals and funding to EC and also approval by it.</li> <li>• The SPD and accounts officer at state level and DPC/RP and accountant at district level should be accountable together for any financial regularity not only the signatory of the cheque as at present (accountants officer/ accountant does not co sign cheques, but is culpable if irregularity is there.</li> </ul>	<p>cheque. Norm to be incorporated in rulebook.</p> <ul style="list-style-type: none"> <li>• Purchase Committees to be constituted for purchase of any item above Rs 10,000 at district and at state level. All cheques to be co signed by SPD/accounts person and DPC accounts person. To be spelt out in rulebook.</li> <li>• Check on observance of rules and regulations as per rules and regulations. Vigilant CA to be appointed</li> <li>• Norm for approval of projects and funding through EC and then transfer of funds to districts</li> <li>• Check mechanisms and stringent rules should be framed and observed as per the revised rule book. Financial offences should be made punishable through programme processes. SPD/DPC have to set the precedence for transparency and accountability.</li> </ul>
<p><b>(B) Administration/ Management</b></p> <ul style="list-style-type: none"> <li>• Appointment of SPD is a critical issue in view of the recent misuse of powers and autonomy. Though GoG is in favour of a person on deputation from government or someone from government holding additional charge of MS. This point has been stressed constantly by GoG, whereas it is not the case in any other MS state where appropriate persons have been found from outside government to run the programme. It has also been so in Gujarat earlier, but now the stand of</li> </ul>	<ul style="list-style-type: none"> <li>• Since advertisement has been placed for the post of SPD, the candidates should be appropriately screened and the past work credentials and records verified of the person selected. The person should be able to shoulder the current programmatic and administrative challenges of MSG. She should be under probation for three months and be guided by someone from government or by other MS SPDs or national office.</li> </ul>	<ul style="list-style-type: none"> <li>• The job description and tasks of the SPD should be clearly spelt out. Also her financial powers should be stringently defined and spelled out in the rulebook with check mechanisms in place before she takes charge. She should be given time to observe some other SPDs at work before she takes charge and understands the processes of MS.</li> </ul>

<p>GoG is firm.</p> <ul style="list-style-type: none"> <li>• Role of SPO has been basically to transfer funds to the districts when they are available, for over the last one year. The role of guidance, future visioning, facilitation of resource inputs for capacity building and providing strategies for better functioning have been in the back burner.</li> <li>• Arbitrary functioning of SPO. Lack of guidance and support to districts. Poor inter-district cohesion.</li> <li>• Low capacity building inputs by SPO, planned activities not undertaken</li> <li>• Alliance building and networking at state level has come to a stand still, MS is virtually isolated – it has neither credibility with the government nor a contact base with other noteworthy NGOs.</li> </ul>	<ul style="list-style-type: none"> <li>• The SPO has to become more proactive with a new, dynamic SPD who can provide guidance to infuse the programme with positive energy for planned implementation. Build linkages and alliances for the provision of capacity building and fresh ideas to the district teams.</li> <li>• SPO has to reorganise itself to become a role model for the districts and to bring together the diverse tangential forces operating with unity and a collective vision.</li> <li>• Some concerted effort has to be made by the SPO to ensure a visioning exercise, training needs assessment for the different levels of personnel and the federations and also to facilitate the capacity building. Rethinking has to be done regarding the restructuring of the programme to focus on resource support at block level for federations and alternative structures like nari adalats and sanjeevani kendras.</li> <li>• Renew the alliances for developing partnerships and to draw on the experiences and the learning's of others. Gujarat has a large resource network that has to be tapped by MSG with which the programme can establish a professional relationship.</li> </ul>	<ul style="list-style-type: none"> <li>• Appointment of an appropriate SPD and/or senior resource persons to take forward the programme in the 10<sup>th</sup> plan phase. Otherwise, follow an alternative strategy for the interim period to conclude the programme by the end of this phase.</li> <li>• A great deal depends on the new SPD ??? or leadership at the state level</li> <li>• Undertake a visioning exercise to work towards the autonomy and sustainability of federations. Take up strategic planning for activities and inputs within a limited time frame. Plan out the operations within a new structural framework at field level. Revise systems of transparency and accountability based on trust.</li> <li>• This should be a part of the strategic planning exercise and an effort should be made to build and strengthen alliances to benefit the programme.</li> </ul>
<p><b>( C)Monitoring and Review –</b></p> <ul style="list-style-type: none"> <li>• Monitoring reporting system ineffective. This has not evolved to the changing needs of the programme and is not consistent to the requirement at present.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved monitoring/ reporting systems required. Revamping of programme structure and reporting, quarterly programme review with regular feedback and follow up. Some kind of consistent reporting formats for sahyoginis and federations and sanghas that are</li> </ul>	<ul style="list-style-type: none"> <li>• New systems to be developed after reviewing those existing, to have a somewhat uniform pattern. Monthly reporting and review at block level with federations through oral feed back and simple illustrative formats for them</li> </ul>

<p>Financial and programme monitoring not co –related Presently budgeted activities not undertaken or monitored because no/ low funds</p>	<p>usable and illustrative of processes and quantitative outreach</p> <p>It has to be taken together in the perspective of planned activities and related expenses. Programme should not get affected due to non- availability of funds. Simultaneous monitoring of planned activities and expenditures is critical for checking diversion and misuse of funds.</p>	<p>and the sanghas. Quarterly reporting and feed back at DIU/state level as per plans made. Ground level processes and data should be shared upwards and information flow transferred downwards and horizontally at district and block level.</p> <ul style="list-style-type: none"> <li>• Systems to be developed with programme committee ( to be constituted), staff and auditors. Surety of availability of funds critical.</li> </ul>
<p><b>(D) Planning –</b></p> <ul style="list-style-type: none"> <li>• Planning is more on the lines of activities vs budget requirements not spelling out strategies and processes at different levels. Follow up of planned activities weak. This may also be due to lack of funds at district level.</li> <li>• Planning for staff recruitment and capacity building,</li> <li>• Up take of district level planning process not a regular process at state level. Follow up district activities by state office is critical to facilitate resource inputs. Districts more or less on their own, with no synchronised programme strategies at field level because of poor guidance from SPO</li> <li>• Capacity for expansion in new areas weak, nor any forward planning with district teams.</li> </ul>	<ul style="list-style-type: none"> <li>• Planning has to be in congruence with needs of the field – sanghas and federations, with proper review of results and follow up. Inter district sharing and learning should also take place, which has not happened. Districts and SPO should review and plan on a quarterly basis.</li> <li>• Selection of efficient skilled staff from existing pool and from outside to work in small competent teams at block level for rendering institutional capacity building of federations.</li> <li>• Co-ordination for planning and resource inputs to be critically managed by sensitive programme staff at SPO. Inter- district co-operation and sharing to be designed for shared activities for capacity development.</li> <li>• There should be no expansion of the programme under the present circumstances.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic planning exercise with focussed approach to strengthen federations by shifting operations to block level, with assured financial and technical resources.</li> <li>• Strategic planning, for programme delivery, re- structuring of operations, reduction of staff and efficient management monitoring systems to be developed within the first quarter of 2005, with the new staff. National office to assist</li> <li>• Induction of an experienced team at state level along with SPD. The team should take up the above on a priority basis to move the programme forward.</li> <li>• Consolidation of operation in areas where federations have potential for future sustainability</li> </ul>

<ul style="list-style-type: none"> <li>• Demands from sangha- for something new, economic sustainability of sanghas/ federations not addressed in a planned way to link them with other programmes. Some efforts in 2-3 districts</li> </ul>	<ul style="list-style-type: none"> <li>• This should be considered and included in the programme planning once the new teams are in place.</li> </ul>	<ul style="list-style-type: none"> <li>• Include members from strong federations, other organisations and district teams for including this in planning along with other interventions required by them.</li> </ul>
<ul style="list-style-type: none"> <li>• (E) Programme activities</li> <li>• Education</li> <li>• NPEGEL/KGBV/ECCE</li>   <li>• ECCE Centres</li>   <li>• BSKs</li> <li>• Teachers are weak link in BSKs need perspective clarity and tools for monitoring and management of education.</li>   <li>• Clarity on gender/ social issues among girls low.</li>   <li>• Post BSK education linkages missing</li>   <li>• BSK girls isolated from sanghas/ kishori sanghas</li> </ul>	<ul style="list-style-type: none"> <li>• Concretise partnership with SSA for NPEGEL and KGBV</li> <li>• Transfer of management and monitoring of ECCE centres to sanghas</li>   <li>• Strengthen teachers with training in pedagogy and transaction of curriculum, visioning and gender focussed approach.</li>   <li>• Develop an understanding among girls on gender issues.</li>   <li>• Develop post BSK work books, reading materials. Involve Nirantar Saksharta, Gujarat Vidyapeeth, Sewa and other resource organisations to help develop such materials and strategies</li>   <li>• Work on strategies of involving BSK girls with sanghas</li> </ul>	<ul style="list-style-type: none"> <li>• Develop work plans with districts/ federations and sanghas</li> <li>• Transfer funds to sangha accounts. They should spell out what they will contribute and how the federations will monitor. DIU to keep track of them as well.</li>   <li>• Organise state level workshop with BSK teachers and external resource persons and experts to facilitate review of existing practices and develop new tools and methodologies. Invite others who are running similar centres to learn from them</li> <li>• Sahyoginis and DIU personnel can help and girls can help write case studies of sangha initiatives. Information used in Yuvati Shivirs can be shared with them.</li> <li>• Hold review and development of material workshops with core teams of DIU, sahyoginis and teachers with resource persons/ organisations. Also access such materials from different sources and review them for own needs.</li> <li>• Girls can be involved in the literacy centres, in documentation for nari adalats and Sanjeevani kendras. They can help in campaigns against</li> </ul>

<ul style="list-style-type: none"> <li>• All girls from BSKs not mainstreamed or tracked for continuing education</li> <li>• Demand from adolescent girls and those who have passed 10<sup>th</sup>/12<sup>th</sup> class for skill development along with education</li> <li>• Literacy centres for women</li> <li>• Learning assessment of women and their gradual movement from basic 3Rs to reading comprehension and purposeful writing not visible. Materials related to their every day use and context not readily available for furthering education. Districts with very low literacy rates such as Baroda, Banaskantha, Surendranagar, Dang need to pay more attention to women's literacy and their learning in the context of strengthening sanghas and federations to become autonomous.</li> <li>• Alternative structures</li> <li>• Nari adalats still need more strengthening as alternative structures. Those that are new require focussed time bound inputs to emerge as strong for a.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure mainstreaming of girls from BSKs and those out side.</li> <li>• Facilitate such courses for adolescent girls through NGOs, vocational institutes.</li> <li>• Evaluation and training of teachers and leaning materials critical for all districts. Learning assessment grades/ levels to be developed. Materials to be accessed, reviewed and developed with resource persons/ experts. Follow up of women's learning with post literacy materials and strategies. Also develop easy self monitoring tools and training materials for sanghas so that they serve the dual purpose of education and self management.</li> <li>• More clarity on violence as an issue in some areas. Disseminate a wider understanding of violence against women, particularly among it perpetrators, to see its impact in the reduction of violence in the community.</li> <li>• Develop systems for managing and operating with more efficiency</li> <li>• Must be trained to do their own documentation of</li> </ul>	<p>child labour, domestic violence and early marriages.</p> <ul style="list-style-type: none"> <li>• Linkages with institutions like Vikas Vidyalaya, Hostels and vocational Institutes at state level and district level</li> <li>• Develop linkages with other institutions/hostels and track the girls after they leave BSK/ schools to help girls pursue vocational courses</li> <li>• State level initiative required for taking up the exercise and following it up. Identification of resource persons/experts to help do this exercise and provide sustained inputs. Involve Gujarat Vidyapeeth. Sewa and others in developing innovative materials both for literacy centres and for post literacy.</li> <li>• A state level review of nari adalats to assess them on suggested and other parameters and chart a future course of inputs for them as they are at different levels of maturity.</li> </ul>
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<ul style="list-style-type: none"> <li>• Health centres</li> <li>• In some districts only. Some are still not focused though they are involved in health melas, campaigns etc.</li> <li>• Sanghas/ Federations</li> <li>• All sanghas and federations not at same level due to varied inputs and levels of understanding. Medium level sanghas require support from</li> </ul>	<p>specific significant cases that have set a precedent in the area for <b>gender justice</b>.</p> <ul style="list-style-type: none"> <li>• Require holistic linkages with sanghas in their cluster so as not be isolated as a separate platform for justice</li> <li>• Linkages with the federations as whole are also critical to enable them to develop proposals and screen them before taking them on, play the role of legal counsellors to the federations.</li> <li>• Take up campaigns against child labour, early marriages, dowry, alcoholism and family violence with the assistance sanghas/ community and other allies</li> <li>• Require sharpening of agendas for action along with clarity of women's health issues in a rights perspective.</li> <li>• Stream lining of health activities apart from making and dispensing herbal remedies.</li> <li>• Proper recording, documentation of cases and success stories.</li> <li>• Validation of prescribed treatments and medicines before marketing. All centres can then market products under one umbrella name/ brand.</li> <li>• Own space and equipment essential for centres to function regularly as medicine sales and patient fees is nominal, while cost of running the centre is considerable</li> <li>• Training for self management and documentation to be facilitated for those who operate the centres</li> <li>• Clarity to be developed about operations and role of federations and how to become autonomous and financially sustainable. And clarity on role as resource group for sanghas in the cluster/block</li> </ul>	<ul style="list-style-type: none"> <li>• State level workshop of all health centres and health core teams with resource persons for further clarity on perspectives and future course of action.</li> <li>• Develop guidelines and action plan for activities of health centres</li> <li>• Facilitate documentation training for them</li> <li>• Facilitate validation through ayurvedic centre or practitioners marketability of product under brand</li> <li>• Inputs for these to establish centres to become financially sustainable in the future.</li> <li>• To be planned as package along with that for others.</li> <li>• Institute a study to document the processes, functioning, impact of health centres on women's changed perception of their health.</li> <li>• Assessment of federations for selecting strong ones into which capacity building inputs will bear fruit for future sustainability is critical.</li> </ul>
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<p>federations to become stronger. Whereas strong federations need inputs to become autonomous and sustainable. Programme should with draw from areas / blocks where sanghas are still weak after 6-7 years (or more) of inputs – weak sanghas in all districts. If other sanghas support/assist them, then it is a good sign.</p> <ul style="list-style-type: none"> <li>• Sanghas (over 50% )where several years of work has not shown results should be dropped. Operations in in blocks where 20-30 sanghas are there should be withdrawn</li> <li>• Very small federations in scattered areas need review for future potential. Should be dropped after due assessment.</li> </ul> <p><b>Block level structures</b></p> <ul style="list-style-type: none"> <li>• The block level structures visible are Health centres and nari adalats. The former need a space of their own. The latter are using public spaces of the government structures, but do need their own space. As yet there are no block offices to facilitate JRPs for decentralised operations.</li> </ul>	<ul style="list-style-type: none"> <li>• Skill and competency building for maintenance of accounts and use revolving funds. Skills to undertake trainings, conduct small surveys, strategies for issues, play a leadership role for sanghas. Completion of training of issue based committees and their network with committees of other federations</li> <li>• Identification of viable income generating activities with capacity for product absorption in local markets</li> <li>• Systems and formats for self monitoring of federations and sangha activities</li> <li>• Networking and alliances with other federations, NGOs and government departments. Exposure to the working of other federations in the country.</li> <li>• Inter federation networks can be developed for cross learning.</li> <li>• Proper planning for suggested inputs for federations.</li> </ul> <ul style="list-style-type: none"> <li>• Field operations should be focussed at block level, maybe 1 Block office serving 2 contiguous blocks, where federations are considerably strong.</li> <li>• All training and resource inputs channelised through block and block level functionaries – JRPs and CRPs</li> <li>• DIU to play role of district level coordination unit for 2-3 blocks or even 1-2 districts</li> <li>• Facilitation of infra structure for capable/ strong alternative structures and federations only.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic planning of all inputs along with programme planning for skills competencies and trainings. Time frame of 18 months should be kept in mind.</li> <li>• Facilitation of feasibility study for identifying economic activities for sanghas.</li> <li>• SPO to facilitate linkages/ alliances exposure at state level for sustainable federation building – Anandi, SEWA, Small Industries Deptt, Rural Training Institute, Banks etc</li> </ul> <ul style="list-style-type: none"> <li>• Minimisation of DIU, with focus on strengthening block level structures in a limited time frame of 18 months.</li> <li>• All resources mobilised, accessed and facilitated through block office – modules, curriculum, IEC and advocacy material etc.</li> <li>• Review/ monitoring activities strategically planned on a quarterly basis.</li> <li>• Local networking with government, other agencies and NGOs through federations to strengthen them.</li> <li>• Develop clarity about block level operations, planning and management among DIU staff &amp; JRPs/ CRPs federations.</li> <li>• Reorganise budget and activity planning</li> </ul>
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<p><b>Training/Documentation</b></p> <ul style="list-style-type: none"> <li>• Training and documentation not done on equal level in all areas. No cross learning within the programme and from others. Training modules and manuals scattered, literacy materials, curriculum of BSKs and Literacy centres not standardised. Training materials for federations and self monitoring simple formats for federations /sanghas in demand. Documentation good in some districts but lagging behind in others due to shortage of personnel or insufficient skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Collation and assessment of training materials used for different levels.</li> <li>• Develop specialised training and literacy materials for needs of sanghas and federations.</li> <li>• Provide training to sanghas/ federations also for documentation and maintenance of records.</li> <li>• Enhancement of documentation skills of district/block level staff imperative.</li> </ul>	<p>from March 2005 in accordance with altered set up.</p> <ul style="list-style-type: none"> <li>• Involvement of federations in Block level planning and operations for hands on learning</li> <li>• State level review of all training materials and strategies with trainers form within the programme and external resource persons.</li> <li>• Planning of training and other capacity building inputs in coordination with needs assessment. Follow up critical.</li> <li>• External team to review, with programme staff, all training material and provide assistance to develop modules, teaching learning materials and formats.</li> <li>• Training needs assessment with potential resource group that will provide needs based inputs for various levels.</li> <li>• Fresh materials to be developed on the basis of review of old and current needs of programme.</li> </ul>
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## **8. National Office**

In the current state of affairs the role of the National Office too becomes crucial in reshaping Gujarat MS to rise from the quagmire, in the interest of the sanghas and federations that are looking up to the programme for sustaining themselves. The assistance of the national office will not only help the SPO but also enable it to set a direction for the future with a vision for reform together with growth.

The main support can be in the following areas:

- Identification and selection of an SPD from the open market. In case of no such luck, selection of a full time team of 2 senior consultants and 2 resource persons at the SPO, under an SPD in-charge from government (present SPD would be acceptable ?).
- Assistance in planning a vision for the remaining phase, together with strategic planning for programme implementation along with all other inputs required.
- Needs assessment for capacity building inputs together with identification of resource persons and experts as per requirements planned for all levels.(see recommendations/strategies).
- Close monitoring through quarterly reviews with the assistance of a backstopping team. (National Office should provide this technical support through its financial resources).
- Sharing/ learning with other MS states at the level of federations on core theme areas – women’s and girls education, health, social justice, political participation, economic empowerment – specifically looking at future sustainability and autonomy.