Phasing out Plan from Slums of Yerwada - Pune

Contents

Executive summary

Community Aid and Sponsorship Program (CASP) happens to be the oldest partner of Plan International in their endeavor to work for child development in India. CASP with its rich experience in both child focus program as well as community organisation has paid rich dividend in enriching Plans experience in recognizing the varieties and complexities of Indian community and its culture. Perhaps one of the major experiences that both the organisations have learned from each other is that of the dynamics of inter-dependency of the community on a funding organisation, their pros & cons on one hand and the strength within the community to carryout sustainability, on the other.

Methodology

The phase-out planning from Yerwada is step in the right and progressive direction. Conceptually any development plan made for a community should envisage a clear policy of phasing out, its time period and the parameters of development within this time period envisioned. Such a plan should be drawn on the basis of detailed situation analysis taking into account the aspirations of people as well as involving them in the phase-in strategic plan.

In absence of such a strategy, the Yerwada phase-out plan has been drawn out on the basis of Reactive Model of strategic planning method. The primary method used has been SWOT analysis as well as social survey, which together diagnosed the situation clearly drawing out the vulnerable group for specific phase-out interventions. The process has been participatory in nature in which the entire group of Yerwada was involved from the day one. Regular monthly monitoring of work formed the major part of the group process.

The Plan

The implementation plan was undertaken in a group planning exercise, which comprised of both strategic planning method (TOWS matrix formatting) and Logical Frame Work analysis (LFA). The major emphasis of the implementation plan has been laid on **Networking with Government, Community Based Organisations (CBOs) & other existing NGOs**. It has also been planned that the implementation task force will be comprised of members from Govt., CBOs, Casp-Plan staff and representative from other NGOs. This will ensure the participation and ownership of all in the entire

process. In order to strengthen the CBOs separate training program with tailor made training content has been designed. In addition it has also been stated in the plan that a workshop will be conducted in order to jointly frame the working strategy. The plan also envisages special package by way of specific support in the four major domains of CASP-PLAN for the identified most vulnerable group in the community. This will be done by way of both strong networking and programs run by the CBOs through creation of an endowment fund. The plan suggests that the entire implementation strategy should be process documented for which format for process documentation is being suggested.
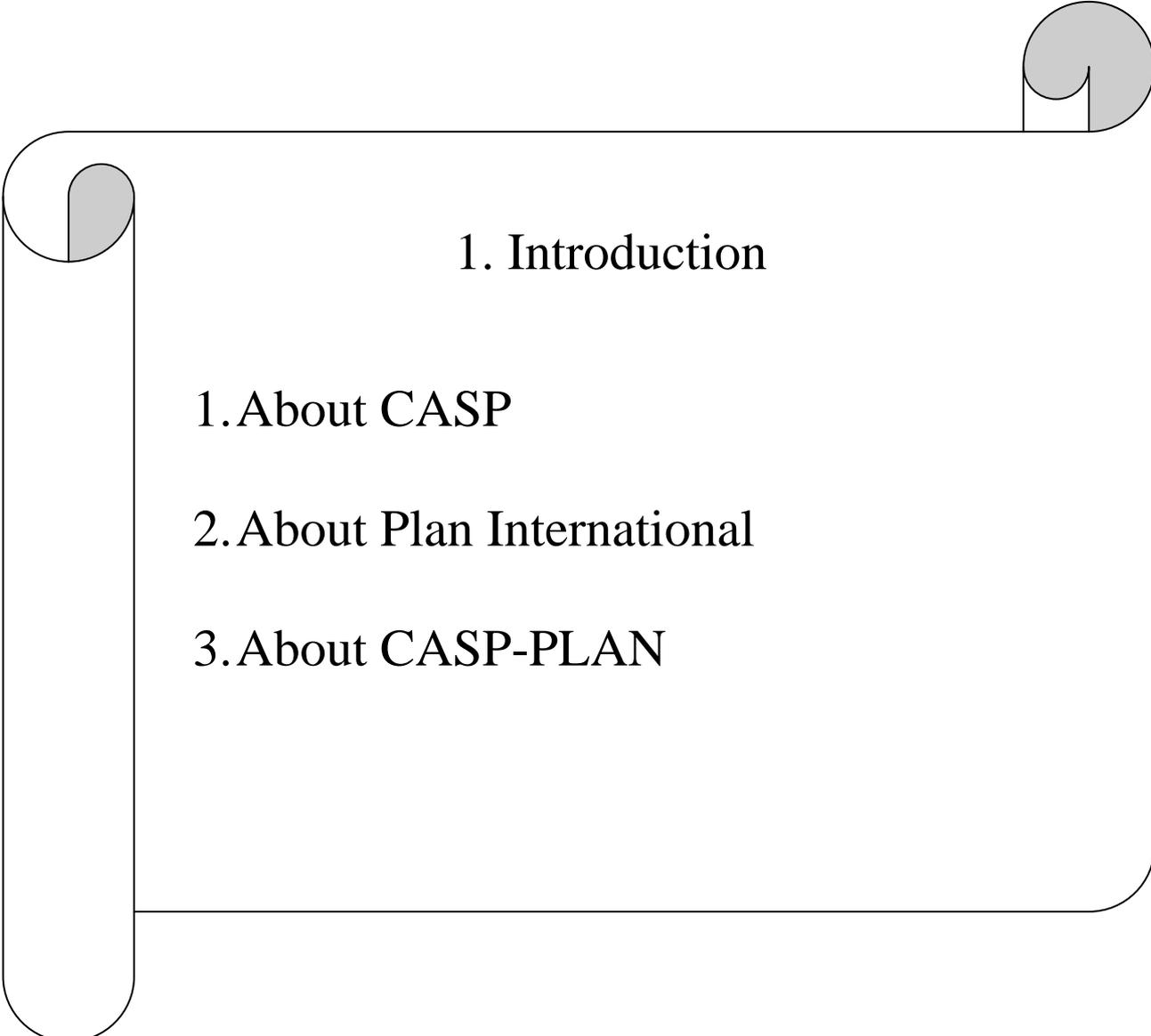
Conclusion

In conclusion, the plan suggests for an evaluation of the entire phase-out strategy in which the Cost Benefit Analysis and social analysis should have equal weightage.

Brief detail of chapterisation and the plan at a glance is enclosed.

Yerwada Phase-out Strategy & Implementation at a glance
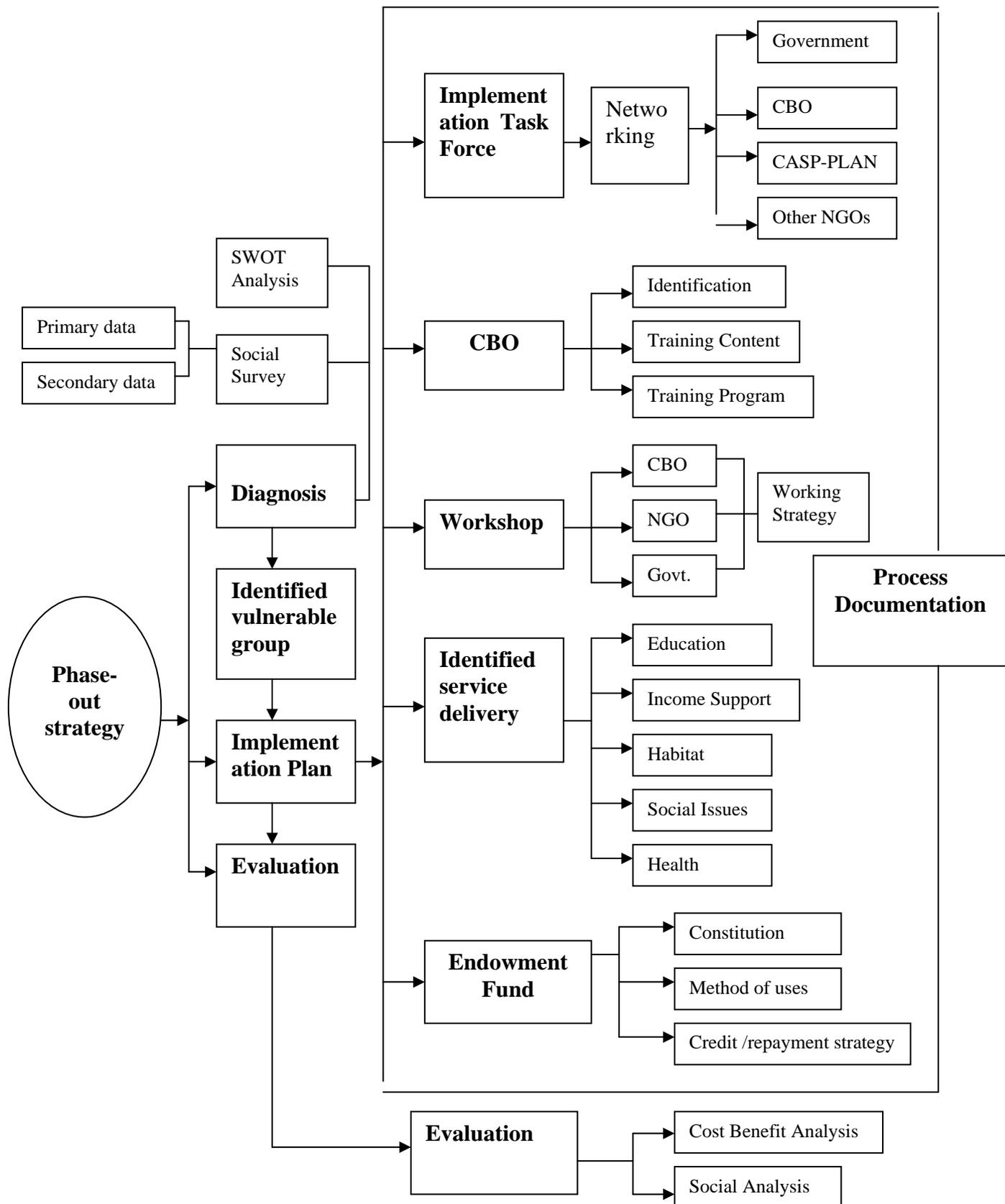
1. Introduction

1. About CASP

2. About Plan International

3. About CASP-PLAN

About Community aid and Sponsorship Program (CASP)

In the NGO world of India, CASP is one of the large oragnisation currently handling an outlay of Rs. 18 crores and employs over 300 persons in its multi state programme. It has large human resource pool, trained and experienced managerial staff and eminent force of volunteers who comprise of governing councils and management committee. CASP is committed to working with grassroots and neighborhood association to ensure community mobilization. It has promoted networking with various NGO's, Government agencies, Academic Institutions & International Organization.

To ensure sustainability of the community programs, participation, quality and sustainability are the core components of all development programs undertaken by CASP .It has experience in working nationally in various states of India: Maharashtra, Kerala, Delhi, Tamilnadu, Andhra Pradesh and Madhya Pradesh.

CASP has collaborated with various international organizations and is familiar in handling administrative and financial requirements. Further, CASP has been able to ensure that it's programs are qualitatively up to the standards expected by the funders. CASP's unique strength is in the large number of organisation it works with either by networking and/or collaborating. It has long-standing expertise in working as a team with its partners.

What does CASP do?

CASP helps needy children and their families to lead better meaningful lives. This is done in 3 ways:

1. Sponsorship program for children in the age group of 03 to 10 years.

2. Assistance is provided to :
    - Start/continue education
    - Avail of medical services
    - Benefit from rehabilitative care in general.

3. In India, CASP collaborates with Foster Parents Plan International in undertaking community development programs in the areas of Health, Education and Development of Community

Resources and Skills. With the child, its family, community and environment as the main focal points, these self-help programs help families develop the means, abilities and motivations necessary to meet their own needs. The ultimate aim is, to build strong, cohesive communities capable of achieving self-sufficiency.

4. CASP also collaborates with Children's Future, Norway, to integrate development needs of the handicapped children in urban and rural parts of Maharashtra. The basic feature of sponsorship program in Raigad District is, to provide necessary infrastructure to the people in their own villages, so as to prevent migration from villages to cities. Many villages in this District have been adopted meeting all the needs of the community in the areas of housing, potable water, sanitary facilities, better lighting and provision of school furnitures. Income generation programs for the mothers of the sponsored children have been started to provide an opportunity for self-employment. A vocational training center is constructed in one village to enable people to become qualified masons, carpenters, plumbers, etc. The main concept is, to convert this village into a model village.

Basic principles underlying the sponsorship program

The basic tents of sponsorship program are:

- Every child has a fundamental right to belong to a family.
- If the family is unable to give the child the care it needs, efforts should be made to strengthen the family through sponsorship aid and other support.
- The child will be helped :
  1. In its own family, or
  2. Through foster care.

Benefits of the sponsorship program

CASP helps the child to continue its education while residing in its family. It provides for school fees, textbooks, notebooks, school uniforms, schools stationary, etc. In fact everything necessary to receive education. The program also arranges for periodic medical check-ups and provides elementary medical care and supplementary nutrition, if needed. Children with serious health problems are referred to a hospital and proper follow-up is done. Wherever necessary, spectacles, hearing aids and calipers are provided to the child.

The children are also helped to acquire some trade-skills through part-time vocational training courses. Professional social workers carefully supervise and counsel the sponsored children and their families.

About Plan International

Plan International was founded in England in 1937, to provide emotional and material support to orphans of the Spanish civil war.

Plan International is an International humanitarian child-focused development organisation without religious, political or Government affiliations. Child sponsorship is the basic foundation of the organisation.

Objectives

Plan strives to achieve lasting improvements in the quality of life of deprived children in developing countries through a process that unites people across cultures and adds meaning and values to their lives.

Main objectives of Plan are:
1. Enabling deprived children, their families and their communities to meet their basic needs and to increase their ability to participate in and benefit from their societies.
2. Fostering relationships to increase understanding and unity among people of different cultures and countries
3. Promoting the rights and interest of the world's children
4. Pre-school children should be protected from disease, nutritional deficiency, neglect and abuse and have access to stimulating environment.
5. Children in Plan program community should acquire retainable basic learning and life skills by completing good quality primary school or non-formal education. This includes preparing adolescents for a productive and responsible adulthood.
6. Children should live in communities with the organisation and capacity to provide, in the long term adequate access to basic services and facilities essential for the survival and development of children.

Principals:

1. Child Centred – fundamental principal

Plan will strive to

- Improve the quality of life and advance the rights of children
- Strengthen the capacity of families and communities to provide their children with stability protection and security
- Reinforce the informed participation of children in decisions that affect their lives in culturally appropriate ways and according to their capabilities
- Assess the impact of programs on children in affiliated communities with particular focus on foster children and their siblings
- Address the needs of all children in a plan area.

2. Institutional learning

   Drawing upon internal and external sources, Plan will promote learning for itself, its partners and the develop communities in order to achieve its mission.

3. Integration

   In Plan's programme interventions, the domains will be interrelated resulting in coherent program strategies to improve the quality of life of children.

4. Gender equity

   Across its program interventions, Plan will actively work towards the eradication of gender based inequities in opportunities and the access to and control over resources.

5. Environmental sustainability

   Across its programme interventions Plan will promote equitable and sustainable access to and use of natural resources by the people with whom it works based on an understanding of their relationship with the environment.

6. Empowerment and sustainability

   Through its programme intervention Plan will seek to strengthen the long term capability of all community members to manage matters that affect the well being of their children. This includes

organisational technical, financial and managerial capacities and the ability to influence the priorities and quality of service of local institutions and organisations. Plan also recognizes the importance of strengthening the long-term capacities of those institutions and organisations.

About Casp-Plan

Introduction

Casp-Plan Pune is the fourth partnership project of Community Aid and Sponsorship Program (CASP) an Indian voluntary organisation and Foster Parents Plan International an International development agency.

CASP in association with PLAN International has been working in 40 villages of Maval taluka, Pune Dist since 1993.

The CASP-PLAN Pune field office was established on April 2, 1990 to focus on children in special need, their families and communities.

Initially needy families from Yerwada and Kondhwa were enrolled in project.

CASP-PLAN had started a new rural segment. This new rural segment comprises villages with in 10-35 kilometers radius of Talegaon town, about 40 kilometers from the field office.

Objectives:

Main objectives are :

1. To improve the health status of the sponsored families by providing curative and preventive health care services and a hygienic environment.
2. To ensure that children from sponsored families complete 10th standard, and all adults attain functional literacy through formal and non-formal education and adult literacy program.
3. To implement the development activities and ensure their sustainability by providing group support.
4. To improve economic status of sponsored families by upgrading their professional skills and providing necessary financial support

Activities:

The main activities that is being run by CASP-PLAN Pune project area are:

1. Health care : For the improvement of the health status of the child, mother and whole family through taking up different activities like organising awareness programmes for the prevention of diseases providing primary health care services, medical treatment, supply of multivitamin tablets to malnourished children, family planning, education, emergency help to foster family members.

2. Education : Creating learning opportunities for children and their families and enabling them to understand and interact effectively with their environment, ensuring minimum capacity of reading and writing among the children, non-formal education, vocational training,. Conductive environment for learning purposes creativity trainings for school drop-outs. At the same time non-formal education is also given importance.

3. Habitat: This includes personality development leadership qualities self-reliant activities, gender awareness, rights of children and equal status. Creating learning opportunities in which families build knowledge and skills with regard to child development, family self development, management and community self management.

4. Livelihood: Facilitating relevant resources, financial credit, providing vocational training to families whose income is not proportionate to their needs. Such help is also extended to rural areas for agricultural purpose and childrens well being. Sponsored families income must come to a minimum standard where the parents can provide the children a secured future, good education, nutrition food i.e. basic needs of life.

CASP-PLAN project Pune stresses on:
- Socio cultural changes
- Formal and non-formal education
- Community development
- Empowerment of women
- Protection of rights of child
- Economic improvement of families
- Personality development
- Protection of environment
- Technical assistance in agriculture
- Health improvement and personal attention through awareness programme and medical assistance

Achievements:

CASP-PLAN believes that the participation of the family and community in the welfare of the children, is an essential part of their growing.

CASP-PLAN helps to foster this positive environment by understanding programs to address the fundamental issues of the community and the people.

For children to be able to realize their potentials and to grow up healthy, their parents should be free from the tensions of day-to-day survival, to spend creative time with their children. It is this creative space which CASP-PLAN strives to nature, through its program of poverty alleviation and basic services. CASP-PLAN had also constructs school building or class rooms as required. CASP-PLAN had provided training in different technologies and skills and also helped the families to start their own independent income generation activity.

CASP-PLAN lays particular stress on the participation of the local people in all decisions. This participation is not only in the process of decision-making, but in terms of contribution in any activity, whether in cash or in kind. CASP-PLAN has a symbiotic relationship with the community based organisation.

Nanoli village (where CASP-PLAN is working) has a school upto 7th standard. However, the school did not have sufficient rooms to conduct the classes. CASP-PLAN with the help of Jawahar Tarun Mandal, constructed two class rooms for the school. CASP-PLAN has 103 foster children in this village. Since December last year, CASP-PLAN has also been running this class in order to give additional inputs to the children.
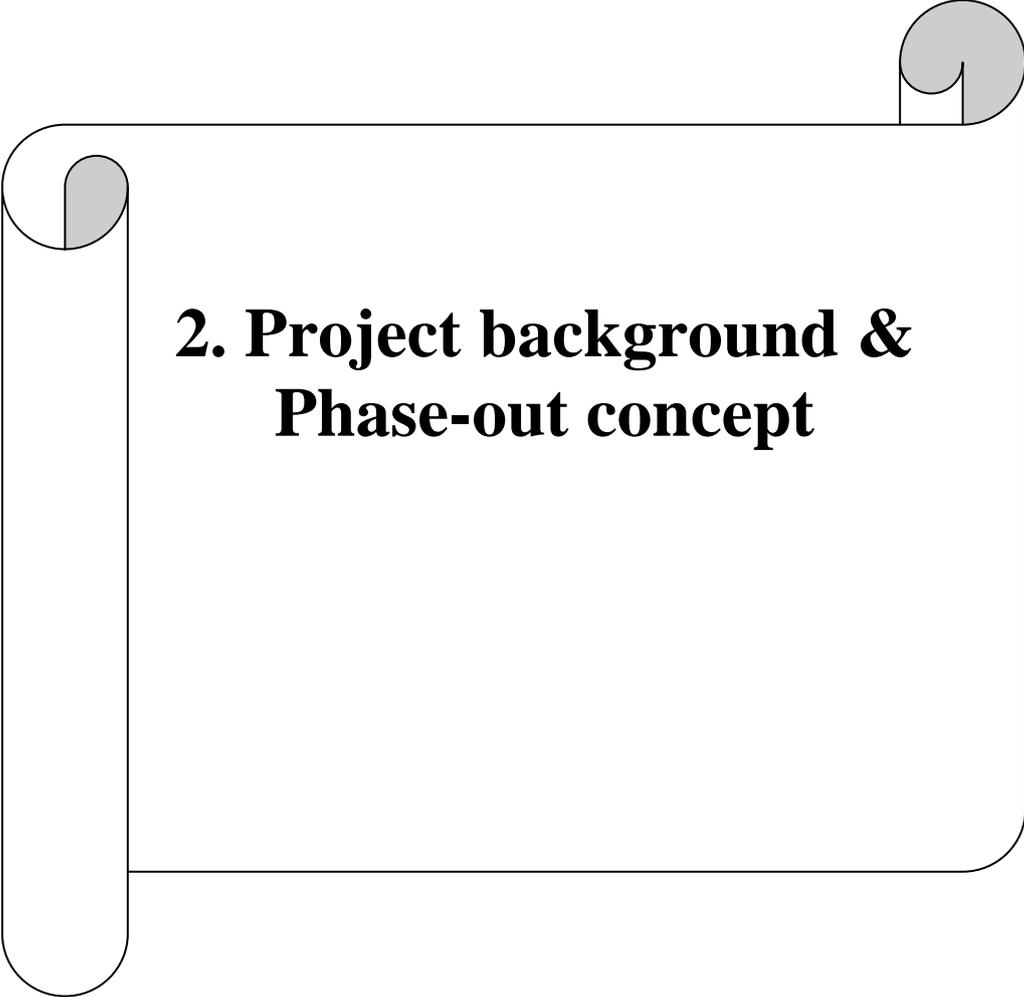
2. Project background & Phase-out concept

It is well over two decades that Community Aid & Sponsorship Program (CASP) and Plan International came to work together on a common agenda towards child focus program. It was an aptly matched concept for both, the two organisations decided to implement their vision through independently formed organisation called Casp-Plan. However Casp would continue to remain the parent body of Casp-Plan and it will work under the overall management and supervision of the executive committee of Casp. It will also not be a separately registered body and function under the same registration number of Casp. Plan on the other hand will provide technical, managerial and financial support to translate the idea into action. Plan would also provide the necessary training inputs to the staff of Casp-Plan on various functional and developmental goals and upkeep the organisation with updated knowledge.

It is however inevitable that all development programs must aim towards sustainable growth coupled with sound developmental objectives ultimately fostering equality social justice and empowerment. The programs thus should be capable of achieving such goals that handholding of a community ends at a justifiable estimated period of time. Thus the parameters must be clearly defined right at the beginning of the program as to when the organisation should withdraw from the community so that the community is empowered to take care of themselves.

Every organisation have their own policies and work according to it. Phasing-out from an area means to withdraw their activities in a particular area.

Generally it is advisable for an organisation to phase-out for the following reasons:

1. To reduce dependency of people on the services provided by the organisation.
2. To promote sustainability among the community people.
3. To achieve the target / goals with in the set time period.
4. Organisation should relocate its work to other needy areas.
5. To increase community empowerment.
6. Avoid duplication of work in the community

Casp-Plan has worked in Yerwada for over a decade now and it was time for them to revisit their aims and objectives of development and also evaluate as to what extent these aims and objectives have been perceived by the beneficiaries in line with what Casp-Plan had desired for. On the basis of such evaluation the management of Casp-Plan decided to withdraw their activities from the project area of Yerwada Pune with effect from July 2002. The other factors leading to the decision of withdraw were as follows:

1. Changing priorities of Plan International wherein they have decided to concentrate more in rural areas as well as other vulnerable states.
2. A large number of families with whom Casp-Plan has been working with, have improved their living conditions.
3. Too many politically motivated interest groups have been interfering with the developmental work. This was detrimental to the philosophy of both Casp as well as Plan International, since both these organisations are non-political.
4. Working over a decade in the same area, it was also realised that there were several other organisations and Government programs available in the area to supplement number of components from the Casp-Plan program and thus could be mobilized and channelised rather than duplicating the work. In this manner Casp-Plan can relocate its work and concentrate in a new area so as to reach the benefit to larger population in more vulnerable areas.

Thus it was decided that a phase-out strategy should be planned for smooth sailing of the withdraw process from the community. It was also felt that this comprehensive plan document should serve as a resource document for their plan partners as well as a needy to use material for other phase-out projects.
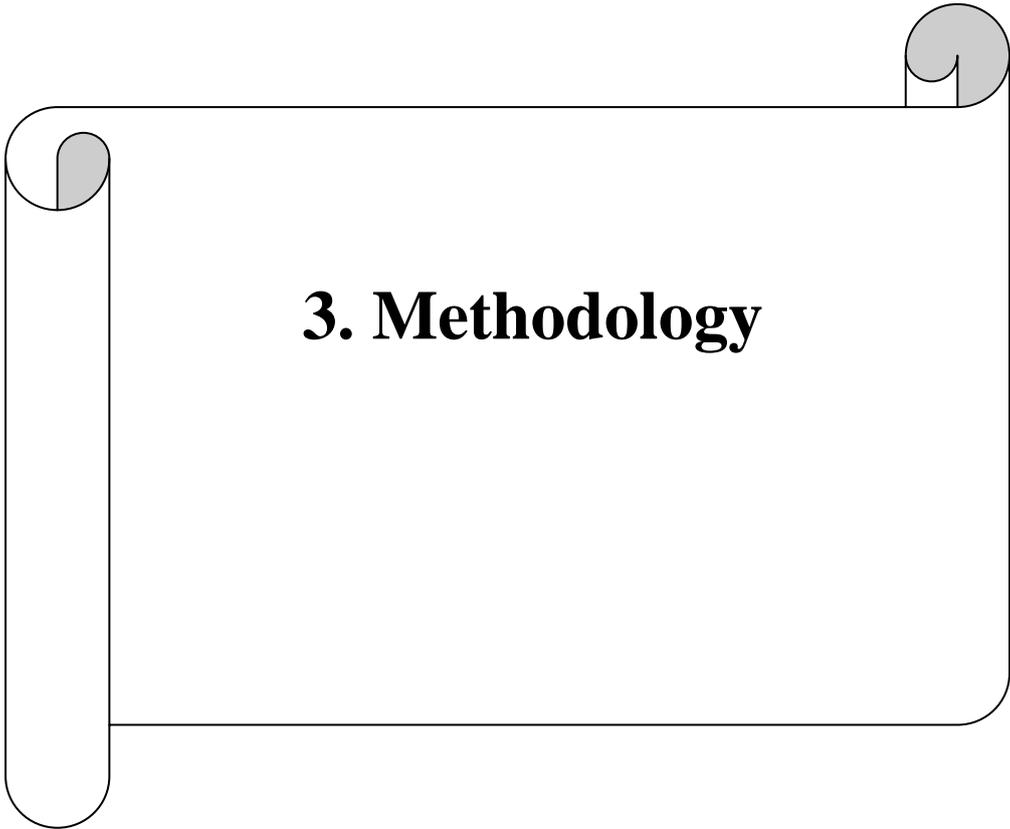
3. Methodology

The method used for this planning was mainly based on participatory method, because the field worker ultimately implements every planning. All the field worker/social workers of Yerawada were participating and are a part of the Plan.

The social workers, programme officer of Yerwada and project director Casp-Plan Pune formed a small group for the planning of Yerwada phase-out. The social workers were included because they could give clear picture of the Yerwada today, and what had to be done next before phasing out.

Basic phase-out plan

1. **Diagnosis**
   - **Study (Primary / Secondary / Tertiary)**
   - **SWOT analysis**
     i. Situation analysis
     ii. Defining domain-wise vulnerability
     iii. Preparation of TOWS matrix (*cross matching of strength with opportunities*)
        - Organisation and management
        - Programme

2. **Participatory planning**
   - TORI diagnosis for phase-out team building
   - TOWS matrix formatting
   - Group exercise
   - Log frame analysis
   - Budgeting

3. **Implementation**
   - Inputs to CBOs for strengthening their capabilities
   - Workshop with relevant NGOs to develop a collaborative plan
   - Graduation of families as per development parameters and natural graduation
   - Extensive Liaisoning with Government and NGOs to reach an agreement to annex the Foster families with their programme wherever possible

- Actual phasing out by annexing them with identified potential agencies (CBOs, NGOs and Government programme)
- Creation of the endowment fund to take care of identified most needy cases for continued support.

Preparatory work for implementation

1. **Mobilize CBOs**

Strengthen the CBOs, to work in different areas in the community. It will also be helpful to organise community people, in need.

2. **Networking with other NGOs**

Other NGOs working in the same area will be mobilized on the basis of programme/ specific common component and can be helped to run their programme i.e. to help community people indirectly, through other NGOs.

3. **Government programme**

Government programmes can be mobilized into the community, in those areas where it is needed.

4. **Corporate agencies**

Identify various corporate agencies nearby and contact them directly/ to give the information to existing CBOs, so that these agencies can work for community development under corporate/ NGO partnership scheme.
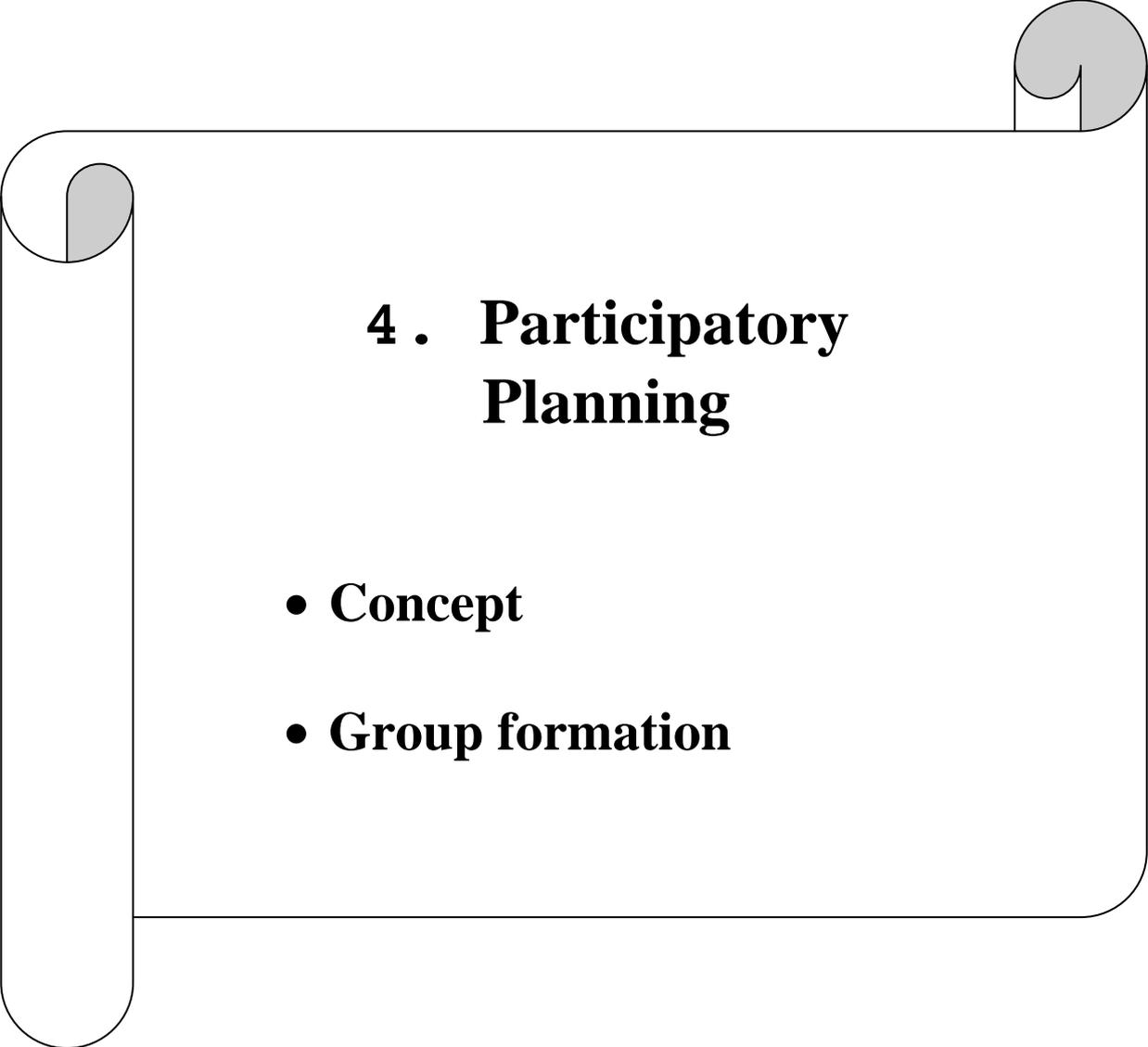
4. Participatory Planning

- **Concept**

- **Group formation**

Concept

Participatory planning is perhaps the most accepted concept recognized by all developmental agencies including the Government, the World Bank, the International Monetary Fund (IMF), the United Nations as well as all other Non Governmental organisations. It calls for the participation of the stakeholders and the grass root workers in such a manner that the ownership of the project lies on them and they become equal partners in both pros and cons of the project. This is a method which is currently being utilised by the World Bank who have also given some basic conceptual framework to the process. A very brief account from the world bank publication is summarized below:

The organisation working in development field usually take a stance that places them inside the local social system being addressed; that is, they demonstrate a willingness to work *collaboratively* with the other key stakeholders in carrying out the steps required to prepare a project. Specifically, they do the following:

- Identify the strengths and weaknesses of existing policies and service and support systems; that is, the stakeholders *conduct the analysis and diagnosis collaboratively.*

- Decide and articulate what is needed; that is, the stakeholders *collaboratively set objectives.*

- Decide in pragmatic terms, directions, priorities, and institutional responsibilities; that is, the stakeholders *collaboratively create a strategy.*

- Develop or oversee development of project policies, specifications, blueprints, budgets, and technologies needed to move from the present to the future; that is, the stakeholders *collaboratively formulate project tactics.*

These steps are carried out for all projects, be they traditional projects or projects planned in what we call a "participatory" way. But the key characteristic of a participatory approach is the collaborative stance the project sponsors and designers take in carrying out these steps so that stakeholders *influence and share control* over the decisions that are made. The process typically undergoes the following stages:

1. Listening and consultation
2. Social learning
3. Social intervention
4. Commitment

5. Popular versus stakeholder participation

6. Reaching the poor

7. Learning from the poor

8. Building capacity to act

Taking the cue from the above mentioned method, participatory planning was consciously practiced in the whole process of phase-out planning. Forming the group was the first step in this process. A brief detail on the composition of the group as well as copies of various deliberation that took place during the 8 months period are given below which will indicate further the seriousness of the process.

Group Formation

On 6th April there was formation of a task-force committee for Yerwada phase-out.
The committee included following members:

1. Mr. Ramesh Gorwadkar, Project Director and Chairman Taskforce

2. Mr. Samir Ghosh, Consultant and Facilitator

3. Mr. Suresh Bhokare, Programme Officer , Yerwada

4. Ms. Shailaja Vincent, CPME Officer

5. Mr. Basavraj Tondare, DP, Yerwada

6. Mr. Kalyan Murumkar, DP, Yerwada

7. Ms Rama Khairkar, DP, Yerwada

8. Mr. Nitin Harchekar, DP, Yerwada

9. Ms. Sulbha Mane, Counsellor

10. Ms. Manjula Dash, Co-ordinator

11. Ms. Sweta Vijaywargi, Secretary

First meeting of Yerwada phasing-out task force was held on 3rd May 2000. In this meeting the Developmental Promoters were given the task to identify the families who will strictly require 100% subsidy. DP's of Yerwada area suggested their withdrawal process:

1. Voluntary withdrawal of family from Casp-Plan

2. Withdrawal of the family due to improved family condition in accordance with National Development parameters

3. Natural cancellation (Age)

The DP's also suggested work should be continued with extremely vulnerable people.

In the meeting held on 22nd May 2000, the DP's were given the questionnaire for primary data collection. This questionnaire was discussed with the other members of task force and the changes were made. In this meeting it was also decided that identification of various Government programmes where integration and networking may be possible, will be done by the DP's under the supervision of PO. The DP's will submit the final report in the meeting of July 2000. It was decided that a door to door survey of entire existing FC families will be undertaken in order to assess current status for following parameters:

1. Education
2. Livelihood
3. Habitat
4. Growing up healthy

Accordingly specially designed instrument was constructed having both structured and open ended questions. The instrument was deliberated upon in two subsequent meetings and changes made there on (annexure questionnarie FC and NFC).

In the meeting of 26th June it was decided that surveyors will be engaged from outside, for filling up of questionnaries for primary data collection. The counsellor Casp-Plan Project Pune was given the task of collecting the brochures from all NGOs as well as Government program in Yerwada area. It was also decided in this meeting that co-ordinator, phase-out project would check the folders in Yerwada area after 10th July 2000 and she would also visit the project area. Accordingly visit of the project area was done and collection of secondary data began. A total number of 407 folders were selected randomly and proportionally from each development promoter as per their caseload (list of folder with FC number enclosed annexure).

In the meeting of 20th July 2000 it was decided that all the DP's would complete the primary data collection and will submit them by 31st July. It was also decided that CPMEO & co-ordinator (phase-out) project would do the editing of forms by 20th August 2000, so that the data entry operator appointed for data entry work could start her work immediately. Further it was decided that the similar detail data of CBO's would be collected by one of the DP's to whom the job was specifically

assigned. In the course of one of the meetings representative from Plan International central zone was present who suggested that a small number of sample might be collected for non sponsored families in order to make comparisons. Accordingly a questionnarie was prepared (enclosed) and survey of 200 families was under taken. It was decided that, for collection of baseline data for non sponsored families including those FC families whose graduation has already taken place by age factor will also be included in this figure of 200. It was further agreed that the 24 clusters will be further clubbed into 6 clusters. 30 families from each cluster will be surveyed.

The detail of existing CBO's was collected and submitted. The co-ordinator (Yerwada phase-out) completed editing the forms. A detail plan for understanding SWOT analysis was drawn out (Copy of plan layout attached). Four and half day's session (3rd –7th Sept) on SWOT analysis was conducted at Hotel Blue country resort – Panchgani. The participants comprised of task force members, accounts officer, purchase & administrative officer, 2 DP's from Maval. The session witnessed very involved and healthy discussion, which was done in both classroom as well as working group method. The interim report of SWOT was presented during the Casp-Plan PCC meeting in October 2000.

Various minutes of the meeting in chronological order is given as annexure:
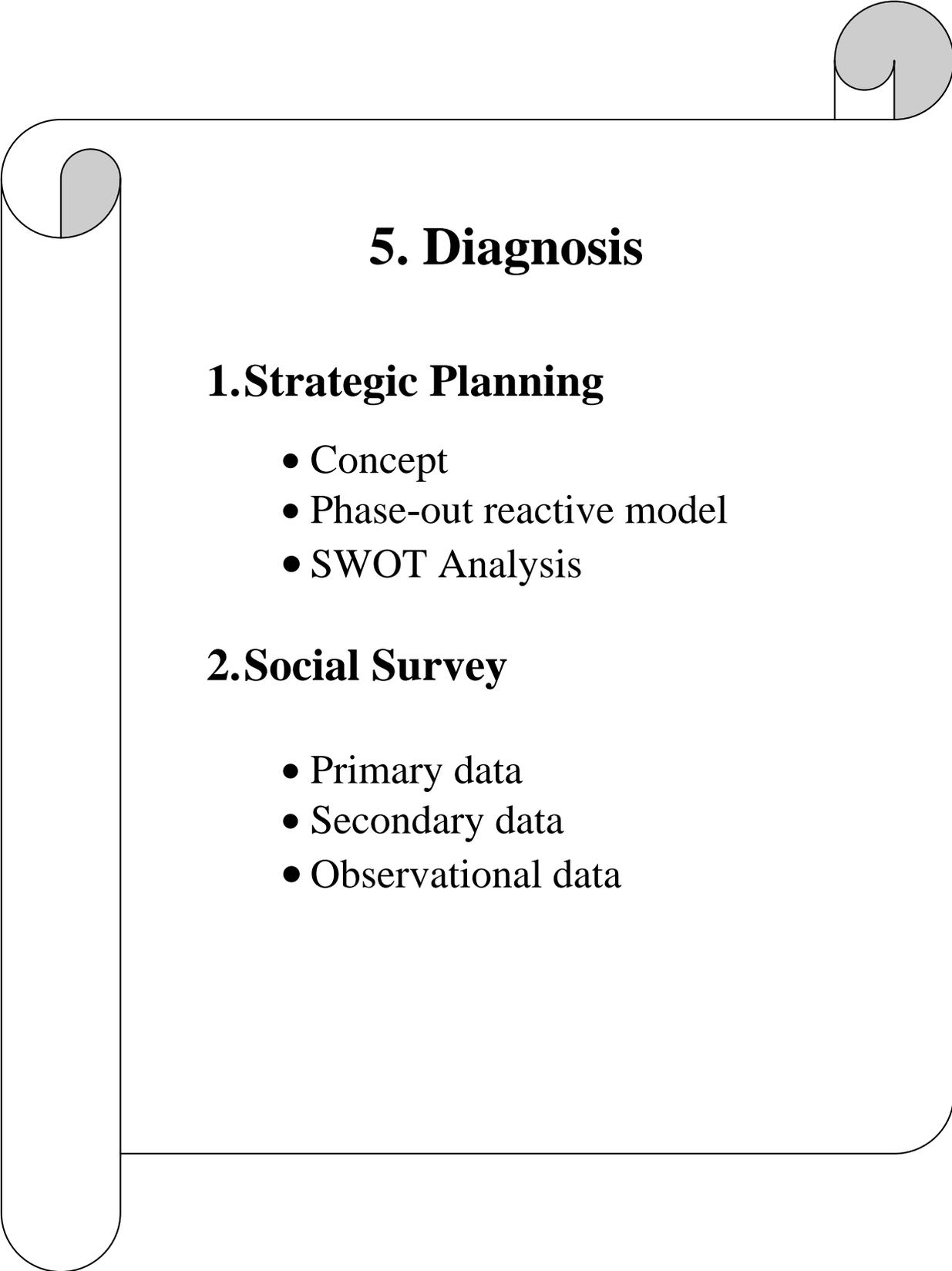
5. Diagnosis

1. Strategic Planning

- Concept
- Phase-out reactive model
- SWOT Analysis

2. Social Survey

- Primary data
- Secondary data
- Observational data

While understanding any phase-out process it is important that the conceptual framework and reasons for phasing out of any development program from a community is justified and remains in the tune of the overall project objectives set at the time of entry into the community. However due to lack of adequate documentation and data from the organisation it was difficult to make rationale judgement as to what were the development parameters adopted in the intervention strategy and to what extent these parameters actually met the aspirations of the community in general and foster families in particular. **While a study report of Yerwada was made available for the purpose of planning the phase-out project, it did not fulfill the demand and requirement of the project for purpose of planning. Hence, it was decided that a detailed diagnosis would be made in order to arrive at a scientifically logical conclusion of the existing situation**. It was further realised that no single method would be sufficient to project the real situation combined with the community aspirations. This led to framing a combination of strategies, which included the following techniques:

- Strategic planning
- Social survey

Strategic planning

Concept note

Any developing economy cannot effort to waste their financial and skilled human resources on unplanned and unproductive ventures. Projects must be chosen not only on the basis of partial productivity analysis (Social and Economic) but in the context of an overall development programme which takes account of the Physical Quality of Life Index (PQLI) factor including indirect repercussions on long term objectives. Skilled manpower must be utilized where its contribution is most widely felt.

Typically the purpose of any development programme is to raise the standard of living of the communities as a whole and families in particular. However in the context of developing countries where *absolute poverty* is a widespread phenomena, any development agency must address the issues of the community where they intend to work in a systematic and result oriented manner. In other words it is important to have sound development plan worked out before the intervention is started.

While there exists a great diversity of development plans and planning techniques throughout the world there are some basic characteristic of comprehensive development planning that are common to most of the countries. These are recognized under the following six characteristics:

Six characteristics of development plan (*Today and Tomorrow*)

1. *Development Plan* drawn out on the basis of political goals of the Government where it attempts to define policy objectives, especially as they relate to the future development of the economy.
2. A *Development Plan* sets out strategy by means of which it is intended to achieve these objectives which are normally translated into specific targets.
3. A *Development Plan* attempts to present a centrally coordinated, internally consistent set of principles and policies, chosen as the optimal means of implementing the strategy and achieving the targets intended to be used as framework to guide subsequent day to day decisions.
4. A *Development Plan* comprehends the whole situation of a community (Social, Political and Economic).
5. A *Development Plan* in order to achieve optimality and consistency, it employs a formalised structure and this is employed to project the intended future performance of the community.
6. A *Development Plan* typically covers a period of five years with clearly defined strategies and finds physical expression as a medium term plan document which may however be incorporated on longer term prospective plan and supplemented by annual strategic plans.

A development plan aims to achieve the following specific long term Social and Economic goals which a developing Nation being most important.

Goals of development planning

- Rapid increase in per capita income
- High level of employment generation
- Relatively stable price level
- Reduction of poverty and income inequality
- High level of health consciousness and life expectancy
- Reduction in maternal morbidity and infant mortality
- Reduction in school dropouts
- A diversified and self reliant community
- High level of political consciousness

Steps in strategic planning

Following are the basic steps in strategic planning:

- Recognition of organisational input
- Preparation of organisation profile
- Identification of external environment
- Identification of social, political and economic indicators specific to the community
- Preparation of resource audit with emphasis on organisation's internal SWOT analysis
- Development of alternative strategies/ tactics
- Evaluation and choice of strategies
- Consistency testing
- Preparation of contingency plans

Phase-out Reactive model

Strategic planning though a technique, popularly used by the corporate sectors has immense relevance in the social development sector as well. The power of this technique has two major advantages ; that it is a result oriented planning technique and that it is proactive in nature. However, the Yerwada phase-out project did not require the forecasting element of the technique, it was the **reactive model** of strategic planning method that was adopted for the project. Further only part of the technique was adopted which was limited to diagnosis and situational analysis. Hence, SWOT analysis was undertaken for the purpose of diagnosis.
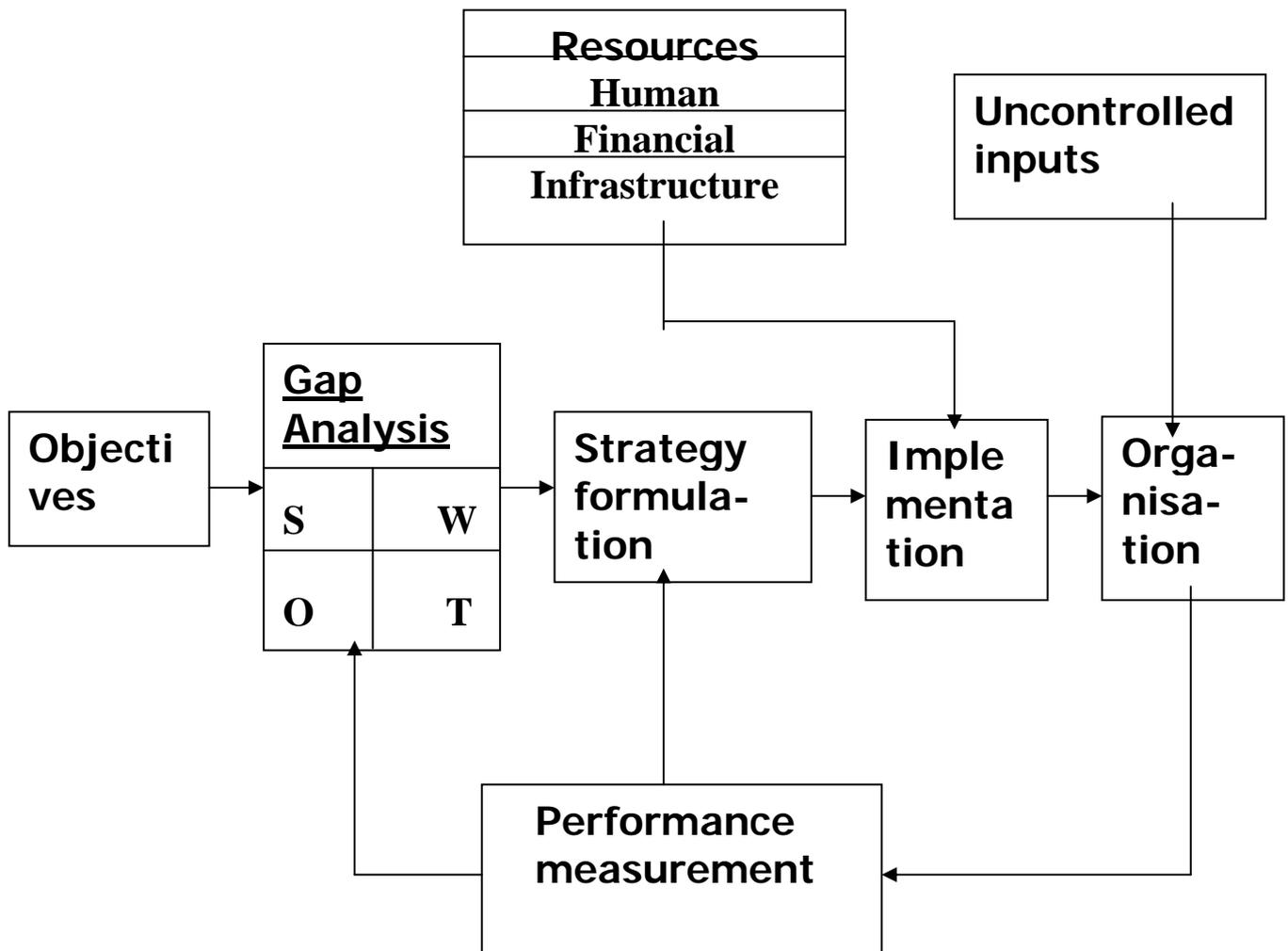
Fig 5.1

Reactive Model of Strategic Planning

(Yerwada Phase-out Project)

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│ Strategic plan  │
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        └──→│ CASP development plan    │
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                                ├──→│  Basic research      │
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                                ├──→│  Program evaluation      │
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                                ├──→│ CASP corporate market research│
                                │   └──────────────────────────────┘
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                                ├──→│ Resource mobilization plan   │
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                                └──→│  Staff development       │
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┌─────────────────┐       ┌──────────────────────────┐
│ Operation plan  │──┐ ┌─→│   Project                │
└─────────────────┘  │ │  └──────────────────────────┘
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                     └─┼─→│ Communication and Image      │
                       │  └──────────────────────────────┘
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                       ├─→│  Financial               │
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                       │  ┌──────────────────────────────────┐
                       └─→│ Administration and Management     │
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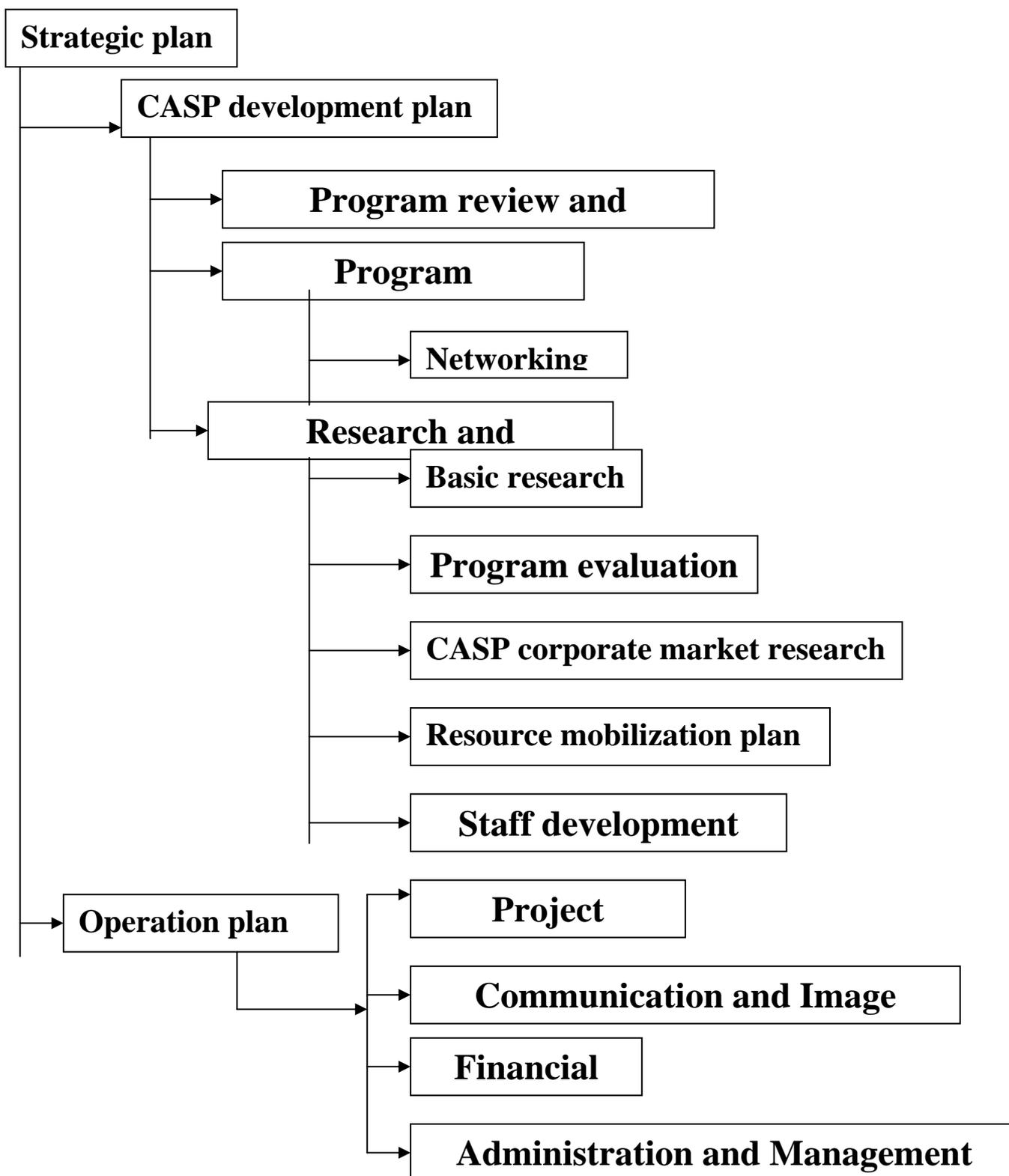
Fig 5.2

Futuristic CASP strategic Planning module at a glance

The above mentioned figure expresses the ideal strategic planning module that CASP could adopt as a progressive organisation.

Fig 5.3

A SUGGESTED PHASING-IN STRATEGIC PLANNING MODEL FOR CASP

Realizing the difficulties of the Yerwada phase-out plan, a suggested phasing-in strategic diagram is shown in the figure. Which CASP should adopt in their phase-in plan. This module is also been suggested that this phase-out document is also a resource guide, for other future projects.

INPUTS

1. Community

◎ Existing leadership

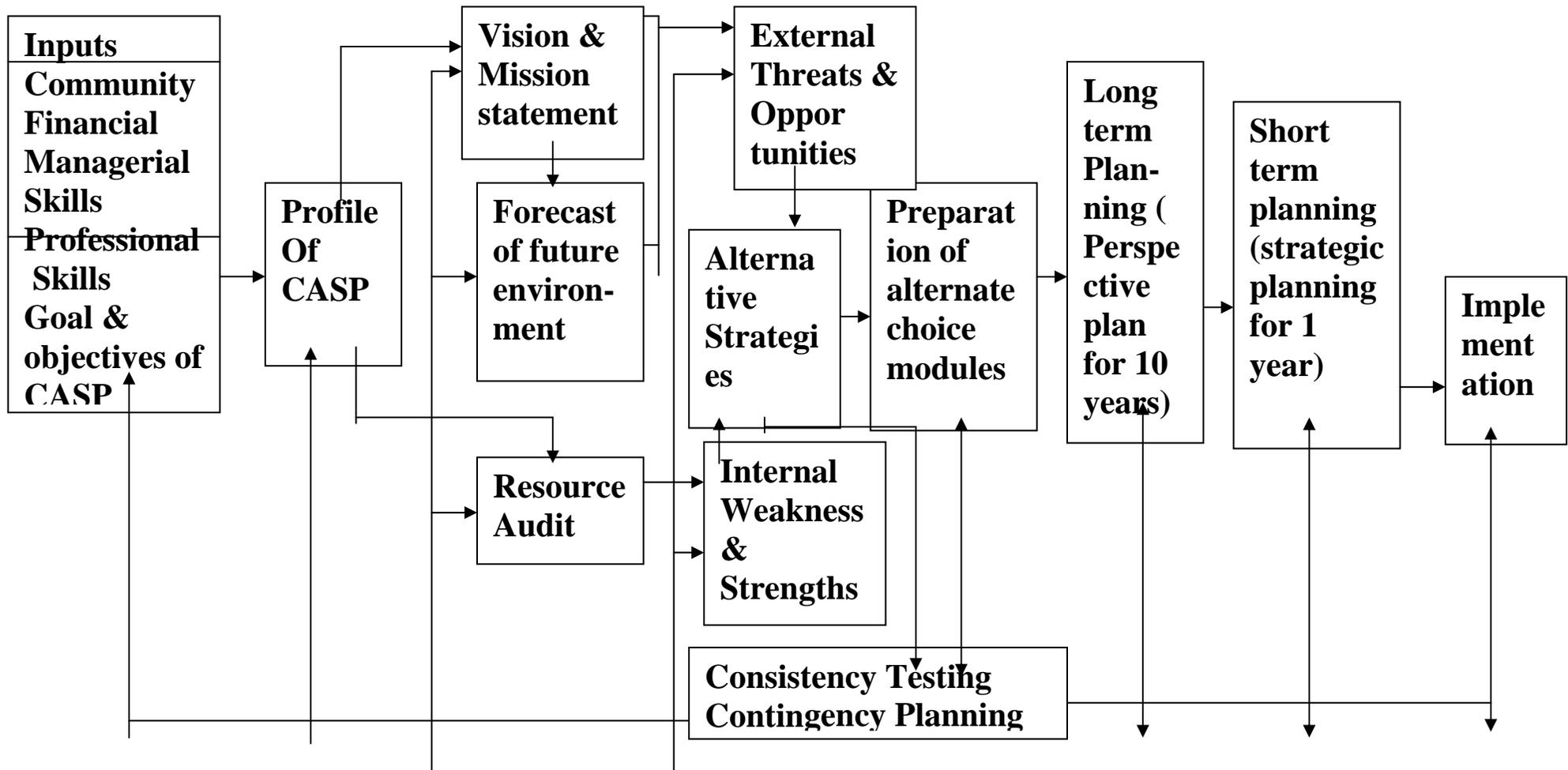Leaders are the one who can promote the developmental activities in a community. Various community leaders like Mahila Mandal leaders, leaders of clubhouses, political leaders etc. can give inputs to develop the community and its people. For e.g. a Mahila Mandal leader can look after the problem's related to women's and could create SHGs with help of any developmental organisation. Equally, the leaders from youth club's can also promote the developmental programs for youth, and the political leaders could look after mobilizing various NGOs/GOs to work for the development of the community.

◎ CBOs

There are 50 major identified existing CBOs (list attached as annexure) in Yerwada area. The CBOs are made by the community people and for the community. The members of CBOs are the local people from the community, so they are the best knowledgeable people to know the need of community. As their acceptability being very high their roles are crucial in successful implementation of any developmental program. CBOs also play an important role in building awareness amongst the community people and also have a crucial role in community organisation. CBOs could also collaborate with various NGOs & GOs to promote various kinds of developmental programmes needed in the area.

◎ Existing developmental programme

In Yerwada two programmes of government are going on, Integrated Child Development Services (ICDS) and Urban Community Development (UCD). ICDS is a child focus program where as UCD is community development program. As these two programs are of government, CASP-PLAN should make effort to collaborate with them to work jointly in Yerwada area for developmental work in general for foster families in particular.

◎ Available community infrastructure

In Yerawada CASP-PLAN has built a community hall, which is available for the community to use it for various social and community activities. In addition to the community, the hall is also used by UCD for, running Balwadi, as well as CASP-PLAN for their health clinic & social workers office. The other infrastructures like school buildings, are used for health

activities whenever the school is not on. There is a building known as Shree-mal (of corporation) in Yerawada area, which is at present used as PHC and office of Casp-Plan social workers. In Shree-mal, various functions/meetings are being held regularly and it is a good meeting place for women to discuss their problems.

◎ Extent of community cohesiveness

By and large community people stay together and celebrate each other's festivals. The key to the success of any community action and community participation programme lies in community cohesiveness. Fostering community cohesiveness should be one of prime aim of any program.

◎ Willingness to participate

Success of any activity or program depends upon the community participation. Any program or activity that is being held in a community is for the community and by the community people. No development is possible if people participation is not there. For e.g. Adult literacy class program is run by various organisation in Yerwada and it is a great success because the women come to the class and participate in the program. Similarly there is a Kishori Vikas group which is a success and this group is engaged in various other activities. Where as kishor Vikas group has not made any significant beginning, because there was no participation by the young boys of the community.

2. Financial
◎ Available Government finance

In the field of development there are many government financial schemes which are available and can be made use of for various activities. For eg. There are easy loan schemes for small business development, which can be made use of by the community people. (insert financial schemes and programs)

◎ Finances from CASP's own internal sources

Casp being a well established NGO in the sector of community development has its own corpus fund. The part of interest of the corpus could be utilized for running some of the most wanted schemes in the community for limited period of time.

◎ Finance mobilized through Plan

Plan is an international funding organisation and had collaborated with Casp in Maharashtra for rural and community development. It provides finance for various developmental activities. Plan in collaboration with Casp is right now working in Yerwada area where it's main aim is to develop the community by sponsoring a child of low economic class. Finance may be mobilized through Plan for creation of endowment fund..

◎ Finance mobilized through community contribution

When a program is for a community's own development there should be some contribution mobilized through the community people also. The existing CBOs leaders of various clubs should be encouraged to mobilize finance through community contribution. The social workers working with individual families need to emphasize on the importance of community contribution. Community contribution to any developmental project enhances, motivation and ownership towards the project.

◎ Finance mobilized through political parties

The relationship between development and politics is very close. It has been noted that almost all political parties be in any ideology survive in the wrestling game of development. Hence all parties have created funds for under taking development works. Such funds some times run into several crores of rupees, which are usually collected in the name of development and used in purposes other than development. The communities and CBO's can play an important role in mobilizing such resources and pressurize the parties to utilize the fund for community projects.

◎ Finance mobilized through religious institutions

There are many religious institutions, which are willing to work in developmental field. CBOs and their members job is to trace out these institutions/ missionaries who are interested in developmental work, and mobilize finance from them.

◎ Finance mobilized through other charitable trust

There are many charitable trusts, independently created by well-wishers, industrial houses and other commercial houses, they are particularly objectivized for developmental program. It's important to mobilize all such trusts and foundations before planning the Phase-out.

© **Finance mobilized through corporate partnership**

The major corporate networking group such as Confederation of Indian Industries (CII), and Federation of Indian Chambers of Commerce & Industries (FICCI) have putting social responsibilities as one of their prime agenda. To realize this responsibility a concept has been floated which is known as "corporate partners in change". They generally partnerize with a local NGO and adopt a full slum area or a village and work together towards the commonly set goals. Usually the corporate bodies provide with both financial and managerial support.

3. Managerial skills

➢ **Leadership style**

A manager is a person who leads the group. A leader should have the quality of approaching the team and behave friendly with the team members. A manager should listen to his team members and should put the suggestions into operation made by the team members. At the same time he should always treat all the team member equally and should have the ability to show what he expects from the team members.

➢ **Decision making capabilities**

A leader and manager is expected to take all the important decisions on his own and at the same time should consider the suggestions made by the team members. a leader is a person who takes the initiative in preparing a time schedule of the work to be done and accordingly assign group members their particular tasks.

➢ **Ability to resolve conflicts**

A leader is he who has the ability to resolve the conflicts between the team members. while working with a team the leader should always be ready to make changes and should give advance notice of the change to the team members. To avoid conflicts a leader should always make sure that his role in the group is being understood by others and should be willing to help the team members to maintain their definite standards of performance. At the same should always treat the group members equally.

➢ **Transparency**

One of the prime track of an effective and successful manager is that of his nature of transparency. The ability to remain transparent and keep his tasks and decisions transparent built up the confidence of both superior and sub-ordinate and thus has one of the most preferred style.

- ## Human relations

- ## Drive and vision

  It must be well understood at the time of recruitment that the drive and vision of an individual is one of the prime characteristics of a successful manager that will measure his attitudes. Missing of either of these two trades can never lead an organisation to a progressive mode.

- ## Team work

  Success of every program depends upon the team. To run a program team effort is essential. The team should be included of specialized persons, who can design specific programs to fulfill the objectives. Team work is essential in order to realize and extract the multidisciplinary skills from various team members. A good manager is one who is able to work in a team as well as maintain the team spirit team cohesion

- ## Crisis management

  The three upper most trade of a successful manager are the following:

  1. Progressive vision with action
  2. Maintaining the standard of the organisation and work to its level where it is.
  3. Management of crisis situation

  The ability to remain calm and take decisions at the time of crisis is perhaps one of the trades that automatically brings respect, support and appreciation of management coworkers and subordinates.

- ## Clarity of concepts

  A leader must have clear concept of his work his as well as organisational goals. In addition he should have the clarity in leading a task and also the ability to clarify the task concepts to his members.

4. Professional skills

A manager requires the following professional skills in order to plan and implement any projects.

- Clarity of concepts
- Ability to transfer the skill
- Ability to maintain professional ethics
- Ability to use professional skills

SWOT Report

Introduction

In accordance with the work plan of Yerwada phase-out SWOT analysis has been one of the major component of the project. SWOT an acronym for Strength, Weakness, Opportunity and Threat, is a tool primarily used by the business organisations, has gained commendable momentum in the development sector as well. It is used as an analysis process of an organisation and its environment as a whole and is highly recommended as a value addition for strategic planning tool. A brief note of SWOT is summarized below:

The TOWS Matrix: A Conceptual Model

The process of strategy formulation is now surrounding the TOWS Matrix. Preparation of the organisation profile, step 1, deals with some basic questions pertaining to the internal and external environments. Step 2 and step 3, on the other hand, concern primarily the present and future situation in respect to the external environment. Step 4, the audit of strengths and weaknesses, focuses on the internal resources of the organisation. Step 5 and 6 are the activities necessary to develop strategies, tactics and more specific actions in order to achieve the organisation's purpose and overall objectives. During this process attention must be given to consistency of these decisions with the other steps in the strategy formulation process. Finally, since an organisation operates in a dynamic environment, contingency plans must be prepared (step 7).

There are different ways of analysing a situation. One is to begin with the identification of important problems. A second approach is to start with determining the purpose and objectives of the organisation. A third way is to focus on opportunities. The question may be raised whether one should start with the analysis of the external environment or with the organisation's internal resources. There is no single answer. Indeed, one may deal concurrently with the two sets of factors: the external and the internal environment. It is important, therefore, to remember that the process followed here is just one of several options.

The external environment.

Within the suggested framework, the analysis starts with the external environment. Specifically, the listing of the external threats (T) may be of immediate importance to the organisation as some of these threats may seriously threaten the operation of the organisation. These threats should be listed in box 'T' . similarly, opportunities should be shown in box 'O'.

Threats and opportunities may be found in different areas, but it is advisable to look carefully for the more common ones which may be categorized as economic, social, political and demographic factors, products and services, technology, markets and, of course, competition. As mentioned above, the analysis of these factors must not only pertain to the present but, even more important, the future environment.

The internal environment.

The organisation's internal environment is assessed for its strengths (S) and Weaknesses (W), and then listed in the respective spaces. These factors may be found in management an organization, operations, finance, marketing and in other areas. Since they were previously discussed, they will be repeated here.

Strategies, tactics and actions

The TOWS Matrix, indicates four conceptually distinct alternative strategies, tactics and actions. In practices, of course, some of the strategies overlap or they may be pursued concurrently and in concert. But for the purpose of discussion the focus is on the interactions of four sets of variables. The primary concern here is strategies, but this analysis could also be applied to the development to tactics necessary to implement the strategies, and to more specific actions supportive to actions **.**

1. *The WT strategy (mini-mini).* In general, the aim of the WT strategy is to minimize both weaknesses and threats. An organisation faced with external threats and internal weaknesses may indeed be in a precious position. In fact, such an organisation may have to fight for its survival or may have to choose liquidation. But there are, of course, other choices. For example, such an organisation may prefer a merger, or may cut back its operations (in case of profit making organisation), with the intent of either overcoming the weaknesses or hoping that the threats will

diminish over time. Whatever strategy is selected, the WT position is one that any organisation will try to avoid.

2. ***The WO strategy (mini-maxi).*** The second strategy attempts to minimize the weaknesses and to maximize the opportunities. An organisation may identify opportunities in the external environment but have organisational weaknesses which prevent the organisation from taking advantage of market demands. For example, an organisation may be working in the field of child development where the community demand is towards providing micro finance for which the required expertise are not available with the organisation. One possible strategy would be to acquire this expertise through cooperation with an organisation having competency in this field. An alternative tactic would be to hire and train people with the required technical capabilities. Of course, the organisation also has the choice of doing nothing, thus leaving the field to another oganisation.

3. ***The ST strategy (maxi-mini).*** This strategy is based on the strengths of the organisation that can deal with threats in the environment. The aim is to maximize the former while minimizing the latter. This, however, does not mean that a strong organisation can meet threats in the external environment head-on, as General Motors (GM) realized. In the 1960s, mighty GM recognized the potential threats posed by Ralph Nader, who exposed the safety hazards of the corsair automobile. As will be remembered, the direct confrontation with Mr. Nader caused GM more problems than expected. In retrospect, the initial GM response from strength was probably inappropriate. The lesson to be learned is that strengths must often be used with great restraint and discretion.

4. ***The SO strategy (maxi-maxi).*** Any organisation would like to be in a position where it can maximize both strengths and opportunities. Such an organisation can lead from strengths, utilizing resources to take advantage of the market for its products and services. For example, Mercedes Benz, with the technical know-how and the equality image, can take advantage of the external demand for luxury cars by an increasingly affluent public. Successful organisations, even if they temporarily use one of the three pervious mentioned strategies, will attempt to get into a situation where they can work from strengths to take advantage of opportunities. If they have weaknesses, they will strive to overcome them, making them strengths. If they face threats, they will cope with them so that they can focus on opportunities.

Time dimension and the TOWS Matrix

So far, the factors displayed in the TOWS Matrix pertain to analysis at a particular point in time. External and internal environments are dynamic; some factors change over time while others change very little. Because of the dynamics in the environment, the strategy designer must prepare several TOWS Matrixes at different points in time, . thus, one may start with a TOWS analysis of the past, continue with an analysis of the present, and, perhaps most important, focus on different time periods in the future.

Strengths/ opportunities	1	2	3	4	5	6	7	8	9	10
1	+	0	+	0	0	+	+	0	0	0
2	+	0	0	+	0	0	0	+	0	0
3	0	0	0	+	0	0	0	0	0	+
4	+	+	+	0	+	+	0	+	+	+
5	+	0	+	0	0	0	+	0	0	0
6	+	0	0	0	+	0	0	0	+	+
7	+	+	0	+	+	0	+	+	+	+
8	0	0	0	0	0	+	0	0	+	0
9	+	0	0	+	0	0	0	+	0	0
10	+	+	0	0	+	0	0	0	0	0

Complexity of Interactions of Situational Factors

The conceptual model provides a good framework for identifying relationships, but it can become a complex process when many factors are being identified. The matrix, shown, is an example of an approach to identify combinations of relationships which, in turn, may become the basis for strategic choices.

In figure, a '+' indicates a match between the strengths of the organisation and external opportunities, while an '0' indicates a weak or nonexistent relationship. Analysis of figure indicates that strengths No. 1 can be matched with several opportunities. Similarly, many strengths can be utilized to exploit opportunity no. 7. Although this figure shows only the relationship between strengths and opportunities, similar tables can be used for analysing the other three strategy boxed (WO, ST, WT) shown in figure.

A word of caution is in order here. One cannot simply add up the number or pluses (although especially strong relationships could be indicated by two pluses such as '++') in each row and in each column to determine the best match between several strengths and opportunities. Clearly different relationships may have different weights in terms of their potential., so each should be carefully evaluated. Still, it is suggested that this matrix is a relatively simple way of recognizing promising strategies that use the organisation's strengths to take advantage of opportunities in the external environment.

As per the plan the task-force concerning Yerwada phase-out project as well as a few others comprised the SWOT analysis team. A total number of 14 members did the SWOT analysis for the phase-out project.

1. Mr. Ramesh Gorwadkar
2. Mr. Samir Ghosh
3. Mr. Suresh Bhokare
4. Mr. Basavraj Tondare
5. Mr. Kalyan Murumkar
6. Mrs. Rama Khairkar, DP
7. Mr. Nitin Harchekar, DP
8. Ms. Sulbha Mane, Counselor
9. Ms. Manjula Dash, Co-ordinator
10. Ms. Sweta Vijaywargi, secretary, Task force
11. Mr. Ahirekar, Admin & Purchase Officer
12. Mr. Hiraman Botre, Accounts Officer
13. Ms. Nirmala Gund , DP
14. Mr. Dadasaheb Ghadge ,DP

The first day the group concentrated on the following two areas as preparation for SWOT analysis.

1. Goal setting
2. Assessing locus of control of individual members.

Goal setting

Goal setting exercise was done under the following guidelines provided in the flowchart given below:

Goal Achievement Plan

My Goal

How important is it?

How does it relate to my long term goals?

How will I feel if I attain it?

What are my chances of success?

Personal Shortcomings		Obstacles in the

Personal assets
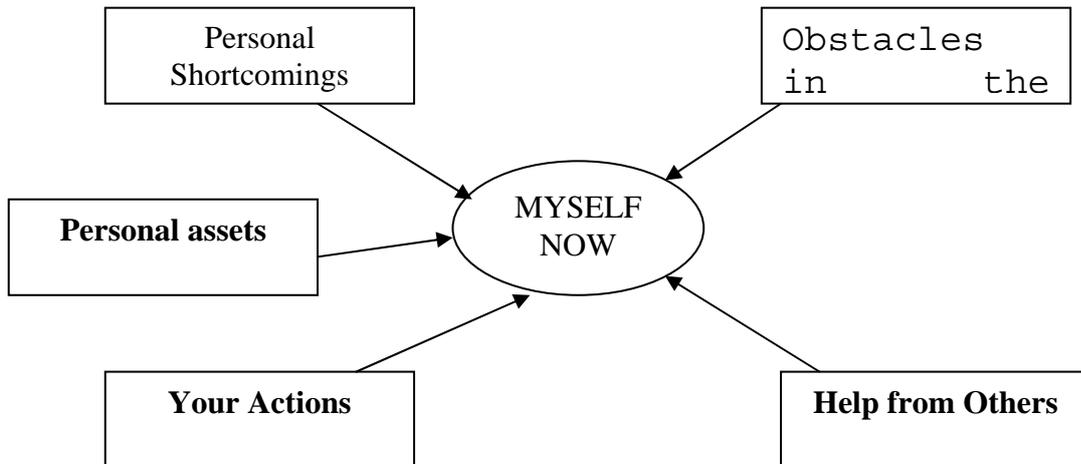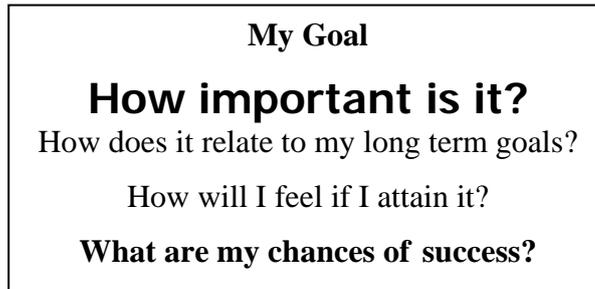
MYSELF NOW

Your Actions

Help from Others

Fig 5.4

Chart showing stages of Personal Goal Setting

Goal achievement and clarity of goal is an important element in the lifecycle of both the individual and organisation. Like human beings, an organisation also goes through the cycle of infancy, adulthood and old age. However, the stages of lifecycle of an organisation may not be as chronologically defined as in the case of human beings. Though it is a recognized fact that any organisation is comprised of both human as well as material resources, the life and control of an organisation is primarily determined by the human resources. As a result, goal achievement plan for both human being as individual entity and an organisation as collective entity play an important role in the life cycle of one another. Goal achievement plan can be done at any stage of the activity. It makes a person realize how important it is to make short term goals, and then to relate it to their long-term goals. The plan should be included of various actions that are required for achieving the goal. One should also recognize what are the assets available and what are the obstacles (internal & external) for the goals to be achieved, after realizing the obstacles/impediments, one can find the ways to remove the same. Then one should assess what are the chances of success in achieving the targeted goals.

Thus the goal setting exercise was undertaken within the group as a factor to identify the personal goal of an individual and its compatibility with overall organisation's goal. To support this, an exercise on assessment on locus of control was undertaken. The idea was not to read out the result of every respondent but to give the participants a feeling as to how strong are they in their self-determination and decision making power. Both these exercises were of prime importance since phasing-out of a development programme from a community is a difficult decision to make, which involves coping up with social, political and above all moral pressure.

5th *Sept. 2K*

The day started with relaxation music.

Then the session started with a slide presentation on goals/ the theoretical concept of development planning. The presentation included a long discussion on each point of "Goals of development planning". Theoretical concept of goals of development planning is as follows:

Goals of development planning

1. Rapid increase in per capita income
2. High level of employment generation
3. Relatively stable price level
4. Reduction of poverty and income inequality
5. High level of health consciousness and life expectancy
6. Reduction in maternal morbidity and infant mortality
7. Reduction in school dropouts

8. Qualitative educational facilities

9. A diversified and self reliant community

10. Practice & consciousness of gender issues

11. High level of political & social consciousness

Each social worker commented on how far are they from their goal of achieving development in their specific areas (in accordance to goals of development planning).

Situation analysis

Situation analysis of Yerwada project followed after this discussion. Firstly there was a discussion on how many families will need phase-out plan. According to the Plan guidelines there are three criteria for dissociating a Foster Children, i.e. age, migration and Improved Family Condition (IFC) Through the discussion it was found out that 676 families will be graduated by the year 2002. Remaining 698 families will need the phase-out plan. The details of the figure mentioned above was arrived at after very long involved and interesting discussion. The table showing DP wise vulnerable group requiring specific plan.

Table showing DP wise vulnerable group requiring specific plan

Name	Criteria i Migration	Criteria ii Age	Criteria iii I.F.C.	Total	Total case load	Balance
RAMA	23	53	60	136	314	178
TONADRE	21	44	60	125	307	182
MURUMKAR	36	110	106	252	431	179
NITIN	16	73	75	164	323	159
TOTAL	96	280	301	676	1375	698

Table 5.1

After this discussion, question was put forward by the facilitator "why is it necessary to phase-out" and "at what stage phase-out should be initiated".

These questions led to long & fruitful discussion from which the following points emerged as consensus.

Reasons for phase-out

1. To reduce dependency
2. To promote sustainability
3. To achieve the target/ goals with in the set time period
4. Organisation should relocate themselves to other needy areas
5. Increase community empowerment
6. Avoid duplication of work in the same community

A number of development parameters were identified which are as follows:

1. Increased community health

In almost all the slum community and in rural India there is acute shortage of potable drinking water. This leads to water bond diseases that are preventable. Although there are primary health centers but medicines and proper medical staffs are not available. The people of rural areas and slum areas continue to remain ignorant of the immunization programme of children and expecting mothers. This leads to high incidence of maternal morbidity and infant mortality. Due to improved communication, awareness about small family norms can be seen among the people in community. Though sex education is desired and should be made compulsory, it is not commonly accepted in rural and urban areas.

After deliberation the group accepted the following attributes, for health program:

- Safe potable drinking water
- Assessable health centers (Gov. and Private)
- Prevention of communicable disease.
- 100% immunization of child & expecting mothers
- Reduction in material morbidity and infant mortality rate
- Awareness of small family norms & 80% acceptance of family planning methods
- Physical and mental growth of a child as per WHO norms
- Sex education

2. Improved physical condition of house:

A house is said to be improved when there is sufficient space available for the family members, with proper ventilation, bathing space, and accessible water facility, with proper drainage system. The walls

and floor of the house should be pucca and roof should be leak proof. Following attributes are accepted by the group.

The group accepted the following attributes.

On the basis of the accepted names by the group, the following details were worked out regarding house improvement requirement of the FF's.

- Minimum space – 120 sq. ft. (for a family of 4)
- Proper ventilation
- Water facility assessable within 15 Mts.
- Bathing space
- Proper drainage system
- Wall – tin/ semi pucca/
- Floor - pucca

On the basis of the accepted norms by the group, the following details were worked out regarding house improvement required of the foster families.

The concentrated on how many families (out of remaining families) need help to improve there housing condition.

Name	Balance	Housing condition Good	Housing condition Needy
RAMA	178	53	125
TONADRE	182	47	135
MURUMKAR	179	144	35
NITIN	159	34	125
TOTAL		278	420

420 families need help for improving their housing condition.

3. Increased ecological environmental awareness:

The ecological environment of slum area continues to remain unhealthy. There are not proper methods of waste disposal. Due to scarcity of place plantation of trees are not possible. There is less use of environmental friendly products.

The group accepted the following attributes for proper environmental awareness

- Proper method of waste disposal
- Reduction of pollution by use of environmental friendly products
- Avoid use of plastic bags
- Tree plantation

4. Improved education status:

To increase or to improve the education status of a community, it must be seen that there is reduction in school drop outs and that most of the people must be literate. Children should also be provided with non-formal education and vocational guidance. It is every child's right to have access to higher education including value education. Whereas personality development classes are the privilege of a few public schools only, negligible number of slum children have access to such luxury. Such type of education along with overall development should be a matter of right to every children rather than privilege.

The group accepted the following attributes

- 70% literacy amongst the sponsored family
- reduction in school drop outs
- improvement in quality of education and innovative education
- enrollment of all eligible childrens in the schools
- non-formal education
- vocational guidance
- accessibility to higher education
- value education
- personality development

5. Livelihood:

A families livelihood depends upon, the earning member of the family. Family's financial/ living condition is said to be stable, if atleast one family member has permanent job and to earn so much by which he or she could fulfill the basic needs of the family.

The group accepted the following attributes for better livelihood conditions

- Improved family income (Rs. 3700 p.m. per family of five)
- Skill development
- Employment (permanent)
- Access to credit facilities
- Formation & strengthening of SHGs
- Co-operative organisations
- Individual/ family savings habits

6. Increased social awareness

A community is said to be having increased social awareness when there is reduction in alcoholism, drugs, and increased awareness about health education and women's right among the people of the community. In rural and slum areas of India the rate of child labor and child marriage is very high. Illiteracy being a common feature gives rise to superstitious beliefs.

The group accepted the following attributes for increase in social awareness

- Reduction in alcoholism/ drugs/ tobacco chewing
- Increased health awareness
- Gender equity
- Sex education
- Eradication of child marriage , child labor, dowry and superstition
- Equal opportunity for minority/ vulnerable groups
- Child rights

7. Political awareness:

The people in community or slum are not aware of their fundamental rights and duties. They are also ignorant about the voting pattern and the electoral system of the country. Women are the most affected of this, as they are also not aware of the special facilities available for them.

The group accepted the following attributes

- Awareness of fundamental rights and duties
- Leadership development
- Right to vote
- Electoral system
- Awareness about women's reservations
- Panchayat Raj system

The session was over after this discussion

6th Sept. & 7th Sept. 2K

The facilitator did the recap of previous day's work.

Then the exercise of SWOT analysis started by dividing the team into two groups' i.e. **Management and Programme Group**

Management	Programme
1) Mr. Ramesh Gorwadkar	1) Mr. Suresh Bhokare
2) Mr. Prakash Ahirekar	2) Mr. Nitin Harchekar
3) Mr. Hiraman Botre	3) Mr. Kalyan Murumkar
4) Mr. Basavraj Tondare	4) Mr. Dadasaheb Ghadge
5) Mrs. Rama Khairkar	5) Ms. Nirmala Gund
6) Ms. Sweta Vijaywargi	6) Ms. Sulabha Mane
	7) Ms. Manjula Dash

Both the groups were given guidelines to discuss upon it and then to present it on slides at the end of the day.
Both the teams discussed and deliberated upon the SWOT as per given guidelines and presented their report which is as follows:

Management team discussed on SWOT of all the different activities. Following are the sub points for the management group on which discussion was based.

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                    ┌─────────────────────────────┐
                    │     STARTEGIC ANALYSIS      │
                    └─────────────────────────────┘
                                  │
                                  ▼
                       ┌──────────────────────┐
                       │     MANAGEMENT       │
                       └──────────────────────┘
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        │  INTERNAL    │                        │  EXTERNAL    │
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INTERNAL

1. Organisational Structure
2. Willingness of Staff to change
3. Decision making System
4. Supervision
5. Management information System
6. Training
7. Job Analysis
8. Availability of staff as per educational qualification
9. Financial structure and sources of funds
10. Type of training imparted to employees
11. Skill transparency
12. Transparency of organisational culture
13. Organisational communication

EXTERNAL

1. Location
2. Training of staff interactive techniques of quality
3. Linkages with other political ,social and economic organisations
4. Communication

STARTEGIC ANALYSIS

MANAGEMENT

WEAKNESS

INTERNAL

1. Staff lack of motivation
2. Decision making system
3. Paper work and bureaucracy
4. Cultural differences with users
5. Meeting and training
6. Scale of motivation and satisfaction
7. Clarity of superiors and subordinate's role
8. Internal monitoring system
9. Evaluation system

EXTERNAL

1. Remoulding of facility with local government funds
2. Resource and capability shortfall
3. Communication gap

STARTEGIC ANALYSIS

MANAGEMENT

INTERNAL

EXTERNAL

OPPORTUNITIES

OPPORTUNITIES

1. Staff and their capabilities and professional experience
2. Organisation flexibility and focus
3. Finance
4. Internationally funded project

1. Support of local government
2. New technology and processes
3. Finance

STARTEGIC ANALYSIS

MANAGEMENT

INTERNAL

EXTERNAL

THREATS

THREATS

1. Lack of commitment
2. Lack of motivation or interest
3. Low salary
4. Lack of flexibility

1. High risk or impossible odds
2. Resistance to change
3. Mismatch of skills and resources with the strategic direction

STARTEGIC ANALYSIS

↓

PROGRAMME

↓

WEAKNESS

INTERNAL

EXTERNAL

INTERNAL	EXTERNAL
1. Disadvantages 2. Small Loop holes in programme planning 3. Lack of co-ordination 4. Training 5. Political linkages 6. Monitoring and evaluation	1. Resource and capability shortfall 2. Types of training imparted to employees 3. Demography 4. Mobility and motivation

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STARTEGIC ANALYSIS

PROGRAMME

OPPORTUNITIES

INTERNAL

EXTERNAL

1. Strategic positioning
2. Training of staff in interactive techniques of quality requirements
3. Programme approach

1. Changes in social, economic and political environment
2. Competitors weaknesses
3. Unmet customer needs
4. Little competition

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INTERNAL

1. Review of procedures for decreasing cost
2. Waiting times
3. Increased perceived quality
4. Mismatch of skills and resources with strategic direction

EXTERNA

1. Paradigms of providers
2. Mismatch of skills and resources with the programme planning

STARTEGIC ANALYSIS

PROGRAMME

INTERNAL

EXTERNAL

STRENGTH

STRENGTH

1. Programme planning
2. Potential capacity programme
3. Programme focus
4. Current level of activities
5. Target oriented
6. Management support
7. Objectives and clarity
8. Finance
9. Linkages with other organisations
10. Skill requirement as per strategic plan
11. Availability of skill as per educational qualification and experience
12. Library, audio-visual availability

1. Co-ordination with other providers to cover all user needs
2. Training of staff
3. Co-ordination
4. Research requirement
5. Methods of communication

MANAGEMENT

∫ ***Strength***

I) **Internal Strength**

1) Well designed organisation structure.

Hierarchy

Project Director

↓

Second Level Staff

Programme   **Support Services**

↓   ↓

3rd Level Staff   **3rd Level Staff**

↓   ↓

4th Level Staff   **4th Level Staff**

↓

5th Level Staff (Support Role)

2) Well defined duties and responsibilities in the job description for all staff: Each staff when joins the organisation gets a copy of his job description. Crystal clear duties and responsibilities are well defined in the job description.

3) Mutual understanding of co-operation, better inter-departmental co-ordination, good inter-personal communication and good inter-personal relations.

4) Practice of managerial skills and application of modern management principles.

5) Freedom of expression given to all.

II)   External Strength

1) Networking with Government Organisations, Non-Government Organisations and Corporate sectors.

Government Organisations:

1) Preferential Legal provisions
2) Allow the use of Government infrastructures
3) Image building

Non-Government Organisations:

1) In terms of research study
2) Staff training

2)   Support from PLAN:

1) Financial Support
2) Training
3) Technical Support
4) Planning

3)   Beneficiaries Contributions

While working with the communities seeking community participation is very important. If any project is based on the felt needs of the community then community has to contribute in some way or the other for implementation of such project. The community contribution may not be sometimes important from finance point of view but, it is important to ascertain whether community really needs the project or not. At the same time with community contribution the feeling of ownership of the project is created amongst the community.

There could be various means and ways of seeking community contribution. Community can contribute by way of free labor or by providing locally available material or by providing community land or some percentage of money. The community contribution can be used for sustainability of the project for e.g. if an organisation bears 100% expenditure of the project and community contributes 10% of the total expenditure, the amount so contributed by the community can be deposited in the bank and in future the money can be utilised for the maintenance of the asset or continuance of project activities.

4)   Support from Media:
   1)   Image building
   2)   Awareness of programmes
   3)   Communication
   4)   Public interest messages
   5)   Fund reusing
   6)   Pressure group
   7)   Increasing Networking

5)   Location:
   Drawing expertise of specialised persons.
   Pune being educational centre, we get help from various institutions.
   Good access to public support
   Gateway for Internet
   Pleasant climate
   Peace loving city
   Easy availability of qualified staff
   Civic amenity available
   Rich historical, social, cultural heritage

∫ *Weaknesses*

I)   Internal Weakness

1)   Lack of motivation (among few staff): Targets not completed in time; bad time management due to this teamwork suffers.

2)   Lack of job clarity

3)   Lack of initiatives- due to lack of motivation among few staff members targets are not completed in time. Hence, there is bad time management.

4)   Lack of flexibility / Team work – few staff members hesitate to be flexible due to which team work suffers and work is not completed in time.

5)   Lack of responsibilities – few staff members are not clear about their work profile responsibility due to which the work is not done and everyone pushes the work / responsibility to someone else. This delays the work.

6)   Lack of proper documentation and proper presentation – there is no proper system of documentation/ filling. Sometimes due to bad filling system important documents are not found at time which affect the work.

7)   Lack of Decision-making / setting priorities – few staff members are not capable of setting priorities. They take wrong decisions at few times which affects the work.

8)   Bad time management

9)   Unhealthy office decorum – few subordinates speak in bad language with their seniors. They do not give respect to seminars. Sometimes few staff members sit idle gossip and waste time.

10)   Lack of loyalty- sincerity, honesty, trust, loose talking in front of outsiders, no direct communication with funding organisations and media, maintain secrecy and confidentiality.

11)   Lack of innovative ideas

12)   Unhealthy working environment

- Lack of friendly environment
- Lack of inter-personal communication
- Lack of sharing attitude

13) Inadequate manpower

14) Groupism out of jealousy

15) Differences of opinions not discussed with concerned persons but with else.

16) Wastage of resources (Telephone, vehicles, fax machine)

17) Lack of effectiveness of existing office procedure and document

18) Updation of job description

II) External Weakness

1) Frequent changes in procedures and system by PLAN.

2) Lots of external interference from

    i) Other units (CASP and CASP - PLAN)
    ii) Suppliers
    iii) Resource persons and consultants
    iv) PLAN representatives
    v) CASP deputed representatives

3) External procedural hurdles- Too much emphasis on audit becomes a hurdle, because all the activities undertaken for the purpose of audit and not for development.

∫   *__Opportunities__*

I)   Internal Opportunity

1)   Opportunity of personnel growth and personality development and opportunity for exposure visits.

2)   Opportunity for overall flexibility at all levels, i.e. to work to make decisions time relaxation leaves.

3)   Opportunity to take innovative programmes and to experiment.

4)   Opportunity to express /share knowledge.

5)   Opportunity to know the latest technology.

II)   External Opportunity

1)   Opportunity to network with various CBO's- Opportunity to get expert NGO's, CBO's available for networking.

2)   Opportunity to work with various experts

3)   Opportunity to get support from local government in terms of

- Place
- Immunization package
- Support and inputs to reduce : Maternal morbidity , Infant mortality
- Opportunity to implement various Government schemes.

4)   Availability of other funding organisations

5)   Opportunities due to edge out competitions

∫ *Threats*

I)   Internal Threats

1) Low salary results in

    a)   High turn over

- Lack of interest

2) No job security, which affects the work

3) Lack of communication leading to the overall organisation image – Interdepartmental Compartments.

4) Funds are not available at time- It affects the programme and core competitions

5) Delay in payment which affect our organisation's reputation.

II)   External Threats

1) Frequent changes in systems and procedures – Threat to image.

2) Barriers in communication

3) Lots of interference from outsiders in internal matters which affects our work.

4) Resistance to change- high programme dependence on networking can hamper work due to resistance to change.

5) Political interference:
    i) Mis-utilisation of organisation assets
    ii)   Threats to image due to false propaganda
    iii) Taking credit of our work, and creating this vote banks.

PROGRAMME

A)   Health

∫   *Strength*

I)   Internal Strength

1) Data available before planning.

2) Potential capacity –

National average:-

625 persons per hour per week / health centre.

CASP-PLAN average (4 hours per week)

344 person per hour per week / health centre

3) Programme focus – Clinic doctor, part time, health camps are arranged as per need once a year.

4) All activities are planned as per need of the community.

5) Some activities are planned extensively for Foster Families. In some activities Non-Foster Children are also covered (AIDS, TB, and Leprosy).

6) Adequate management support available.

7) Objectives are begin fulfilled through the specific activities (to create awareness about health among Foster Family and Non Foster Family and to improve the health status of the Foster Families / Non Foster Families).

8) Adequate financial support is available.

9) Co-ordination with other hospitals & organisations for special treatment.

10) Qualified medical professional available and adequate literature Audio/Visual material available.

11) Monitoring satisfactory.

II)   External Strength

1)   Help from K. E. M. Hospital is available in time.

2)   Networking with other organisations.

∫ *__Weakness__*

I)   Internal Weakness

1)   Some times medicines are not provided in time.

2)   Inter-departmental co-ordination is inadequate between programme and purchase.

3)   Inadequate training of staff.

4)   Evaluation is not satisfactory – Poor documentation.

II)   External Weakness

1)   Capable persons are not available in time, due to commercialization of medical profession.

2)   Health training not easily available to employees.

3)   Demography – Improves housing facility, inadequate space over-crowded area.

4)   Preventive and social medicines are not acceptable or lower status in the medical profession.

B)   Education

∫ *__Strength__*

I)   Internal Strength

i)   Inter-disciplinary participation

ii)   Potential of the programme is through gender equity.

iii)   Scaling up of non formal education through the available literate women

iv)   Management support on the programme planning

v)   Improved student's scholastic performance through innovative programmes.

vi)   Staff capability to identify community teachers for higher skill teachers.

II) External Strength

i)   Co-ordination with other providers

ii)   Suppliers available

iii)   Regular referral training course for staff

iv)   Indian Institute of Education (IIE) and Center for Learning Resources (CLR) are Co-ordination with CASP-PLAN

v)   Proper direct communication with PLAN
  - CASP-PLAN to Teachers
  - CASP-PLAN to Center for learning Resource
  - CASP-PLAN to Indian Institute of Education.
  - Teachers to Center for Learning Resource and Indian Institute of Education

∫ *Weakness*

I) Internal Weakness

1) Lack of interest

2) Inadequate supervision

3) Distribution of school suppliers not available

4) Segregation between FC & Non FC's.

5) All programmes received low priority in the organisation.

6) No personal appraisal of teachers.

7) Improper planning of demand and supply.

8) Sometimes funds are not available in time

9) Lack of inter-departmental co-ordination.

10) Non availability of internal resource person.

II) External Weakness

1) Lack of teachers motivation

2) Material supply is not in time

3) Inadequate training for teachers

4) Low grasping power of teachers

5) Insufficient space for child to study at home

6) Inadequate environment for study at home

C) Livelihood

∫ *Strength*

I) Internal Strength

1) Programme receives adequate amount of attention and support in planning.
2) 5 % (65) families per year get benefit from this programme.
3) Training for small business development are given as per need require from the family
4) Adequate management support
5) Adequate resources available.
6) Employment opportunities for foster families.

II) External Strength

1) For different programmes concessional rates are available.
2) Co-ordination with other institutions.
3) Direct informal communication.

∫ *Weakness*

I) Internal Weakness

1) Proper feasibility study not done.
2) Beneficiaries change their course of study of business because of external problem.
3) Lengthy process
4) Inter-departmental co-ordination is not there
5) Lack of training
6) No proper monitoring and education system designed.

II) External Weakness

1) Resources are available but not convenient for the target group
2) Inadequate space for business
3) No knowledge about daily market rate so could not speed the business

∫ *Opportunities*

I)   Internal Opportunities

1)   Flexibility of funds for innovative programme

2)   Training of staff: - Exposure for staff on different programmes, for example health training, child rights, women's empowerment, reproductive health, personality development camp, sex education, AIDS awareness camps, etc.

3)   Expansion of programme in different areas.

4)   Programmes taken which are different from existing programme, for example: Bal Panchayat

II)   External Opportunity

1)   Political help is available – Street lights, roads are being provided by the help of corporator.
- External opportunity for gender equity
- Government liberalization policy – Opportunities are increasing in small business development & corporator, in large scale is off loading large number of jobs

2)   Opportunities by networking with expert organisations

3)   Market surveying and updating the knowledge about the market.

4)   Competitor's weakness

∫ *Threats*

I)   Internal Threats

1)   Threat to programmes due to organisational problems

2)   Lack of evaluation, monitoring and follow-up.

e.g. closing down of garment unit due to improper follow-up.

3)   Improper/Ambiguous planning

4)   Lack of proper reward system; threatening the motivation of staff.

II)   External Threats

1)   Government liberalization policy – Large number of people are unemployed: increased social tension and criminalization

2)   Too much of dependence for fund on single organisation i.e. PLAN.

3) Political interference:-

e.g. 1) Community hall is used for the Mandal's personal work and money is made out of it. The money is not included in community fund.

2) Forceful fulfillment of political personal goals

4) Political threats due to anti-social elements.

5) Over-powering of consultants

6) Security threats e.g. animal husbandry

CASP-PLAN TWOS MATRIX

Management

Strengths/ opportunities	1	2	3	4	5	6	7	8	9	10	11
1	+	+	+	+	+	+	0	0	0	0	0
2	+	0	+	0	+	0	0	0	0	0	0
3	0	0	+	+	0	0	0	+	0	+	+
4	0	0	+	0	+	0	0	0	0	0	0
5	0	0	0	+	+	0	0	0	+	+	0
6	0	0	0	+	0	+	+	+	+	+	0
7	+	0	+	0	0	0	0	0	0	0	0

STRENGTH

1. Well designed organisational structure

2. Informal reward system

3. Conducive work environment

4. Training and development for practice of modern management principles

5. Freedom of expression

6. Networking

7. Support from Plan

8. Community participation

9. Support from media

10. Location

11. Assured financial support

OPPORTUNITY

1. Personal growth and development

2. Flexible work environment

3. Innovative programme

4. Freedom of expression

5. Updated knowledge

6. Networking

7. Competitive environment

CASP-PLAN TWOS MATRIX

PROGRAM

Strengths/ opportunities	1	2	3	4	5	6	7	8	9	10	11
1	+	+	0	+	+	0	0	+	0	+	+
2	0	+	+	+	+	0	0	+	+	+	+
3	+	0	+	0	+	+	+	+	+	0	+
4	0	0	+	+	0	0	+	+	+	0	+
5	0	+	+	+	+	+	+	+	+	0	+
6	+	0	0	0	0	+	0	0	+	+	+
7	0	+	0	0	0	0	0	+	+	+	+

STRENGTH

1   Available data

2   Focused program

3   Management support

4   Networking

5   Financial support

6   Interdisciplinary participation

7   Gender equity

8   Innovative program

9   Staff capability

10   Adequate resource

11   Edge out competition

OPPORTUNITIES

1   Financial support

2   Adequate training

3   Expansion of program

4   Political help

5   Government program

6   Market survey

7   Competitors weakness

Conclusion:

While the group deliberated on various issues related to both management and programme, the attributes discussed and agreed upon would form the major base for the final phase out plan framework. In addition to Casp-Plan's major domains i.e. Health, Education, Livelihood and Habitat the group deliberated on social and political issues as well. In this regard the group felt that it was important to recognize the phenomenon of both social and political awareness angle, as they ultimately cater to the social inclusion of the vulnerable group in the society. It was decided that separate discussion and sufficient importance will be given to these issues during the planning session and will also be treated as an important domain for phase out.

Though several contradictory findings were observed, for basic ethical reasons and keeping the sanctity of the methodology as such, no comments are being made on the observations. The SWOT report in its entirety will be discussed while preparing the phase-out plan

TOWS matrix

The primary emphasis given on SWOT analysis was to assess the Strength, Weakness, Opportunities and Threats of the organisation's *systems* and *management* on one hand and the *program* on the other. Accordingly, TOWS matrix were prepared wherein cross matching of the *management strength* with identified *opportunities* were done. This would clearly give the analysis of various management strengths that the organisation possess and how these strengths can take the advantage of opportunities available both within and exterior to the organisation. Similarly program strength and opportunities were also cross matched and table prepared. The table below depicts the result of such cross matches where a "+" sign indicates co-relation and a "0" indicates no relations. This exercise was undertaken in order to bring out a positive note of the 12 years intervention of Casp-Plan Pune in Yerwada. The individual components of TOWS matrix clearly spells out the opportunities available in terms of strong networking of Casp-Plan with other organisation in continuing the community development activities where CBOs can jointly participate in furthering the development of their own communities. The matrix along with the group interpretation is given below

CASP-PLAN

TWOS MATRIX FOR PROGRAM ASPECT

Strengths/ Opportu- nities	Available data	Focused program	Mana- gement support	Networ -king	Financial support	Interdis- ciplinary partici- pation	Gender equity	Innova- tive program	Staff capabi- lity	Adequate resource	Edge out competition
Financial support	+	+	0	+	+	0	0	+	0	+	+
Adequate training	0	+	+	+	+	0	0	+	+	+	+
Expansion of Program	+	0	+	0	+	+	+	+	+	0	+
Political help	0	0	+	+	0	0	+	+	+	0	+
Government program	0	+	+	+	+	+	+	+	+	0	+
Market survey	+	0	0	0	0	+	0	0	+	+	+
Competitors weakness	0	+	0	0	0	0	0	+	+	+	+

Fig 5.5

In the above table '+' means a proper co-relation between the attributes of strength and opportunity whereas '0' means absence of co-relation.

CASP-PLAN

TWOS MATRIX FOR MANAGEMENT ASPECT

Strengths/ Opportunities	Well designed Org. structure	Informal reward system	Conductive work environ-ment	Training	Freedom of expression	Networ-king	Support from plan	Community participation	Support from media	Location	Assured financial support
Personal growth & development	+	+	+	+	+	+	0	0	0	0	0
Flexible work environment	+	0	+	0	+	0	0	0	0	0	0
Innovative programme	0	0	+	+	0	0	0	+	0	+	+
Freedom of expression	0	0	+	0	+	0	0	0	0	0	0
Updated knowledge	0	0	0	+	+	0	0	0	+	+	0
Networking	0	0	0	+	0	+	+	+	+	+	0
Competitive environment	+	0	+	0	0	0	0	0	0	0	0

Fig 5.6

In the above table '+' means a proper co-relation between the attributes of strength and opportunity whereas '0' means absence of co-relation.

TOWS Matrix

Program

1.1) Financial support + available data

- Easy to make realistic subject
- Appropriate project formation
- Increases organisational transparency

1.2) Financial support + focused program

- Easy to make proper planning of activities
- Can make a realistic budget

1.3) Financial support + management support

- No co-relation

1.4) Financial support + net working

- More benefit to our beneficiaries (sponsored families)
- Proper implementation of programs
- Can avoid over lapping of programs/activities.

1.5) Financial support + interdisciplinary participation

- No co-relation

1.6) Financial support + gender equity

- No co-relation

1.7) Financial support + innovative programs

- Timely planning , implementation of programs

1.8) Financial support + staff capability

- No co-relation

1.9) Financial support + adequate resource

- Can hire/ appoint experts/ qualified staff

1.10) Financial support + edge out competition

2.1) Adequate training + available data

- No co-relation

2.2) Adequate training + focused program

- Can utilize the inputs of the training to conduct the program successfully
- Success rate

2.3) Adequate training + management support

- Can successfully implement innovative programs.
- Can give 100% benefit to the FFs.

2.4) Adequate training + net working

- High success rate
- Sharing of knowledge.

2.5) Adequate training + financial support

- Implementation of qualitative programs.
- Encouragement in implementing innovative program.

2.6) Adequate training + interdisciplinary participation

- No co-relation

2.7) Adequate training + gender equity

- No co-relation

2.8) Adequate training + innovative program

- Success rate is high.
- More benefit to the target group

2.9) Adequate training + staff capability

- Qualified staff
- Specific goals achieved

2.10) Adequate training + adequate resource

- Update knowledge of the staff
- Proper planning, budgeting and implementation of programs.

2.11) Adequate training + edge out competition

- Can fix strategy far implementation of programs
- Professional attitude.

3.1)   Expansion of program + available data

- Can prolong the program
- Planning for long term budgeting

3.2)   Expansion of program + focused program

- No co-relation

3.3)   Expansion of program + management support

- 100% coverage
- approval

3.4)   Expansion of program + networking

- No co-relation

3.5)   Expansion of program + financial support

- Proper budgeting

- Good success rate

- Satisfaction to the benefit

3.6)   Expansion of program + inter disciplinary participation

- Help from various people of knowledge background

3.7)   Expansion of program + gender equity

- 100% coverage

3.8)   Expansion of program + innovative program

- More coverage

3.9)   Expansion of program + staff capability

- Good planning and execution of program's

3.10) Expansion of program + adequate resource

- No co-relation

3.11) Expansion of program + edge out competition

- Arrangement (planning) of innovative programs.

4.1) Political help + available data

- No co-relation

4.2) Political help + focus programme

- No co-relation

4.3) Political help + management support

- Co operation within political and management for better program

4.4) Political help + networking

- For proper and smoothly implementation of networking, political help essential

4.5) Political help + financial support

- No co-relation

4.6) Political help + interdisciplinary participation

4.7) Political help + gender equity

- Successfully result oriented program

4.8) Political help + innovative program

- Inspiration about implementation of program

4.9) Political help + staff capability

- Sharing ideas

4.10) Political help + adequate resource

- No co-relation

4.11) Political help + edge out competition

- Healthy competition with networking.

5.1) Government program + available data

- No co-relation

5.2) Government program + focus program

- Goal and achievement collaboration time line.

5.3) Government program + management support

- Management support govt. program as opportunity

5.4) Government program + networking

- Base on similar goal achievement

5.5) Government program + financial support

- Financial support depend upon govt. policy

5.6) Government program + interdisciplinary participation

- Motivation for staff

5.7) Government program + gender equity

- 100% coverage program

5.8) Government program + innovative program

- more coverage

5.9) Government program + staff capability

- good planning

5.10) Government program + adequate resource

- No co-relation

5.11) Government program + edge out competition

- Healthy competition for networking.

6.1) Market survey + available data

- Specific survey/ proper survey
- Timely survey for proper valuation of quality product.

6.2) Market survey + focus program

- No co-relation

6.3) Market survey + management support

- No co-relation

6.4) Market survey + networking

- No co-relation

6.5) Market survey + financial support

- No co-relation

6.6) Market survey + interdisciplinary participation

6.7) Market survey + gender equity

- No co-relation

6.8) Market survey + innovative program

- No co-relation

6.9) Market survey + staff capability

- Assurance of quality of product
- Assessment of market value

6.10) Market survey + adequate resources

- Face market competition
- Research of quality product

6.11) Market survey + Market survey

- Accept new challenges immediately

7.1) Competitors weakness + available data

- No co-relation

7.2) Competitors weakness + focus program

- Advertisement in particular area
- Expand program area

7.3) Competitors weakness + management support

- No co-relation

7.4) Competitors weakness + networking

- No co-relation

7.5) Competitors weakness + financial support

- No co-relation

7.6) Competitors weakness + interdisciplinary participation

- No co-relation

7.7) Competitors weakness + gender equity

- No co-relation

7.8) Competitors weakness + innovative program

- Research products as per needs

7.9) Competitors weakness + staff capability

- Implementation of new ideas
- Easy quality production

7.10) Competitors weakness + adequate resources

7.11) Competitors weakness + Market survey

Management

1.1)   Personal Growth & development + well designed organisation structure

- More personal attention (+)
- Better interpersonal communication (+)
- Better chances for promotion (+)
- Role clarity – leads to effectiveness

1.2)   Personal Growth & development + informal reward system

- Appreciation performance
- Motivation to accept challenge

1.3)   Personal Growth & development + conductive work environment

- Work productivity

1.4)   Personal Growth & development + training

- Knowledge /Updation/ professional growth
- In status/ confidence
- Self realization / introspection – leads to motivation
- Career growth
- Increase market value

1.5)   Personal Growth & development + freedom of expression

- With freedom of expression one can experiment and learn
- With freedom of expression we can fight against injustice and increase self confidence

1.6)   Personal Growth & development + networking

- It gives exposure of working of other organisation

1.7) Personal Growth & development + support from PLAN

- No co-relation.

1.8) Personal Growth & development + community participation

- Enhancing leadership quality
- To learn to know and understand people.

1.9) Personal Growth & development + support from media

- No co-relation.

1.10) Personal Growth & development + location

- No co-relation

1.11) Personal Growth & development + assured financial support

- No co-relation

2.1) Flexible work environment + well designed organisation structure

- Well designed organisation structure can create scope for flexible work environment without risk.

2.2) Flexible work environment + informal reward system

- No co-relation

2.3) Flexible work environment + conductive work environment

- Increase productivity

2.4) Flexible work environment + training

- No co-relation

2.5) Flexible work environment + freedom of expression

- Exchange of thoughts and sharing ideas.
- Freedom of expression helps creating flexible environment

2.6) Flexible work environment + networking

- No co-relation

2.7) Flexible work environment + support from PLAN

- No co-relation.

2.8) Flexible work environment + community participation

- No co-relation

2.9) Flexible work environment + support from media

- No co-relation

2.10) Flexible work environment + location

- No co-relation

2.11) Flexible work environment + assured financial support

- No co-relation

3.1) Innovative program + well designed organisation structure

- No co-relation

3.2) Innovative program + informal reward system

- No co-relation

3.3) Innovative program + conductive work environment

- There is conductive work environment for innovative program

- Due to educational city will get more innovative program and conductive work can possible

3.4) Innovative program + training

- For innovative program training facility will easily available

- Update the knowledge

- Scope for development of new ideas

3.5) Innovative program + freedom of expression

- No co-relation

3.6) Innovative program + networking

- No co-relation

3.7) Innovative program + support from PLAN

- No co-relation

3.8) Innovative program + community participation

- Community will always sharing any new innovative program and also contributed their money and time

3.9) Innovative program + support from media

- No co-relation

3.10) Innovative program + location

- Easily infrastructure facility will available

- Networking for e.g. net will easily available

- Top quality resource person scientists guide will be available

3.11) Innovative program + assured financial support

- Assured financial support is available for innovative program hence 100% completion will be possible

4.1)　Freedom of expression + well designed organisation structure

- No co-relation

4.2)　Freedom of expression + informal reward system

- No co-relation

4.3)　Freedom of expression + conductive work environment

- Conductive work environment insured freedom of expression

4.4)　Freedom of expression + training

- No co-relation

4.5)　Freedom of expression + freedom of expression

- For strong networking freedom of expression is needed.

4.6)　Freedom of expression + networking

- No co-relation.

4.7)　Freedom of expression + support from PLAN

4.8)　Freedom of expression + community participation

- No co-relation

4.9)　Freedom of expression + support from media

- No co-relation

4.10)　Freedom of expression + location

- No co-relation

4.11)　Freedom of expression + assured financial support

- No co-relation

5.1)　Updated knowledge + well designed organisation structure

- No co-relation.

5.2)　Updated knowledge + informal reward system

- No co-relation.

5.3)　Updated knowledge + conductive work environment

- No co-relation..

5.4)　Updated knowledge + training

- Training makes or helps an individual to update his/her knowledge.

5.5)　Updated knowledge + freedom of expression

- Updation of knowledge increases confidence in an individual, due to which he/she could understand the importance of freedom of expression.

5.6)   Updated knowledge + networking

- No co-relation..

5.7)   Updated knowledge + support from PLAN

- No co-relation.

5.8)   Updated knowledge + community participation

- No co-relation..

5.9)   Updated knowledge + support from media

- To get support from media it is always necessary to update knowledge about media covering and how to get support from media.

5.10) Updated knowledge + location

5.11) Updated knowledge + assured financial support

- No co-relation.

6.1)   Networking + well designed organisation structure

- No co-relation.

6.2)   Networking + informal reward system

- No co-relation.

6.3)   Networking + conductive work environment

- No co-relation.

6.4)   Networking + training

- The responsibility of training can be shared through networking

6.5)   Networking + freedom of expression

- No co-relation.

6.6)   Networking + support from PLAN

- Support from PLAN will be utilize through proper networking

6.7)   Networking + community participation

- Community participation enlarges the scope of networking through support from media the work of organisation can become known to other NGOs and they will come forward for networking

6.8)   Networking + support from media

- In socially and culturally rich location networking can be achieved as there are a good number of specialised the NGOs.

6.9)   Networking + location

- The location having good internet facility provide means for effective networking

6.10) Networking + assured financial support

- No co-relation.

7.1) Competitive environment + well designed organisation structure

- Healthy competitive environment in the organisation helps to maintain the well designed organisation structure.

7.2) Competitive environment + informal reward system

- No co-relation.

7.3) Competitive environment + conductive work environment

7.4) Competitive environment + training

- No co-relation.

7.5) Competitive environment + freedom of expression

- No co-relation.

7.6) Competitive environment + networking

- No co-relation.

7.7) Competitive environment + support from PLAN

- No co-relation.

7.8) Competitive environment + community participation

- No co-relation.

7.9) Competitive environment + support from media

- No co-relation..

7.10) Competitive environment + location

- No co-relation.

7.11) Competitive environment + assured financial support

- No co-relation.

Situation Analysis

Out of 677 foster families that were identified during SWOT analysis who would not require any specific intervention of analysis was done to understand the current status. Accordingly the table below depicts the details. The figure in the parenthesis are the remaining number of cases under each category who are expected to graduate out by the end of phase-out period. Thus total number of 126 cases out of 677 have already been associated by end of December 2000.

Name	Migration	Age	Ifc	Total	Balance
Rama Khairkar	2 (23)	2 (53)	2 (60)	6 (136)	130
Vasavraj Tondare	7 (21)	-- (44)	2 (60)	9 (125)	116
Kalyan Murumkar	19 (36)	12 (110)	2 (106)	33 (252)	219
Nitin Harchekar	3 (16)	31 (73)	4 (75)	38 (164)	126
Total	31	45	10	86	591
				Grand Total	677

Table 5.2

Livelihood

Similarly further analysis was done in the domain of livelihood and habitat whose details are given below:

Name	House Recon	House Repair
Rama Khairkar	58-10	67
Vasavraj Tondare	23-12	112
Kalyan Murumkar	5-0	30
Nitin Harchekar	80-6	45
Total	166-28	254

Table 5.3

S. No.	Major	Minor
1	Four walls – 14 ft. Steel support angles – brick wall (inside –outside plastering)	Specific items as per need with exceptions: • Wall- max two side • Foundation- NA

2	Window – 2 (12) Casp-Plan tiles with	
3	Door – ISF and FC No.	
4	Roof – SD/ Tin sheets and steel angles/pipe	
5	Foundation – load bearing	
6	Flooring – shahabad (rough)	
7	Bathing place -	
8	Kitchen platform – wherever possible	
9	Sanitation	
10	Electricity – wherever needed	
11	White wash – white cement	

Table 5.4

Training Identified

Following trainings were identified which are expected to be having mark of value. It was further suggested, that these trades would be categorized in a manner by which possibilities of service cooperatives can be done. Accordingly seven categories have been made and the trades have been clubbed up accordingly.

1. Electricians, carpenters, masons, house painters, gas cutting, welding, building maintenance, glass fitters, centering work, tile policing.

2. TV, radio, fridge, AC maintenance, home appliances repairing

3. Maid servant training, security guard, cooks, gardening, beauticians, sweepers, nursing.

4. Automobile – motor driver, motor mechanics, auto electricians, greecing, washing

5. Door to door sales man, packers, cobblers

6. Balwadi and anganwadi worker training, montersary teachers training

7. Screen printing, photography

Identified specific needs of most vulnerable families

Basic details of FC's

No.	Name of DP	FC no.	Relation with FC	Parents occupation	No. of members FF	Earning members	Requirements
1.	Vasavraj Tondare	1512	M	Maid Servant	2	1	Maid Servant Training + Potable Water
2.	Vasavraj Tondare	1536	M	Maid Servant	5	1	Maid Servant Training
3.	Vasavraj Tondare	2055	M	Maid Servant	4	1	Maid Servant Training + Potable Water
4.		2068	GM	Beggar	2	---	Potable Water + Lighting
5.	Vasavraj Tondare	4783	M	Maid Servant	3	1	Maid Servant Training + Potable Water + lighting
6.	Kalyan Murumkar	2554	GM uncle	---	4 (aids affected)	---	Tin sheets, Electricity Fitting
7.	Vasavraj Tondare	1519	F Br	Small business	10	2	Small business Development Handcart (rickshaw)
8.	Vasavraj Tondare	1523	F	Casual Labor	6	1	Small business Development
9.	Vasavraj Tondare	1529	F M	Casual Labor Maid servant	5	2	MAID SERVANT Training , tailoring machine
10.	Vasavraj Tondare	1617	M Br	Casual Labor Helper	6	2	Small business Development, Mandap lighting
11.	Vasavraj Tondare	1627	F	Porter	5	1	V. Training FC Siblings
12.	Vasavraj Tondare	1628	F	Cobbler	5	1	Light
13.	Vasavraj Tondare	1841	F M	Portar Maid Servant	5	2	Maid Servant Training

14.	Vasavraj Tondare	1971	F Br	Casual Labor Casual Labor	5	2	V. Training FC Siblings
15.	Vasavraj Tondare	2000	F	Tile polisher	4	1	
16.	Vasavraj Tondare	2011	M	Maid Servant	3	1	Maid Servant Training
17.	Vasavraj Tondare	2054	M F	Small business (vegetable/ fruits vender)	10	2	Small business Development – handcart, Potable Water and lighting
18.	Vasavraj Tondare	2093	M GM	Maid Servant (part time) Beggar	3	1	Maid Servant Training + Small business Development – handcart
19.	Vasavraj Tondare	1646	M F	Vegetable vendor	6	1	Small business Development - carpentry
20.	Vasavraj Tondare	1747	M F	Maid Servant Casual Labor	6	2	Vocational training
21.	Vasavraj Tondare	1748	M	Maid Servant	6	1	Maid Servant Training
22.	Vasavraj Tondare	1900	GM M	Rag Pilker	3	2	Maid Servant Training + Potable Water + lighting
23.	Vasavraj Tondare	2014	M	Maid Servant	3	1	Vocational training
24.		2272	M	Maid Servant	2	1	SBD - handicraft
25.	Vasavraj Tondare	2471	M	Casual Labor	4	1	Already Small business Development given
26.	Rama Khairkar	3269	M	Vegetable	4	1	Already Small business Development given

				vendor		
27.	Rama Khairkar	2176	M	Casual Labor	4	1	Maid Servant Training + Tinsheet Small business Development
28.	Rama Khairkar	2512	M GM	Maid servant	4	2	Maid Servant Training + housing Small business Development
29.	Rama Khairkar	866	F	Ice cream	6	1	Small business Development Kulfi Pot
30.	Rama Khairkar	5493	GM	Maid servant	3	1	Small business Development Handicart + Potable Water
31.	Vasavraj Tondare	3060	M	Maid servant	3	1	Major House coms
32.	Vasavraj Tondare	5459	M	Maid servant	3	1	Maid Servant Training + lighting, Potable Water
33.	Nitin Harchekar	2340			4		Small business Development, Water connection + Electricity Fitting + HB
34.	Nitin Harchekar	4749	GM	Scrap seeleen	3	1	Small business Dev. handicart 100%, Electricity Fitting
35.	Nitin Harchekar	1118	M	Maid servant	5	1	Small business Dev. Handicart 100% + housing asst.
36.	Rama Khairkar	2410	M	Scrap selling	6	1	Small business Development Handicart 100% + housing light, Potable Water, Electricity Fitting + V. Training + Nor capital
37.	Rama Khairkar	2141	M	Casual Labor	3	1	Small business Development housing + working cap.
38.	Rama Khairkar	1484	F	Vegetable	6	1	Small business Development + light + Electricity

				vendor			Fitting
39.	Rama Khairkar	5461	F	Maid servant	4	1	Small business Development + Electricity Fitting (aids)

Table 5.5

M- Mother, F- Father, GM- Grand Mother, Br - Brother

Social Survey

In order to further substantiate the situation analysis depicted by SWOT workshop simultaneous primary data collection was undertaken. It was decided that a door to door survey would be conducted covering all the existing foster families to know the first hand information about their current standard of living. A semi-structure questionnaire was designed which included information in connection with all the major domains i.e. Health, Education, Habitat and Income support. In addition to the domains the questionnarie had a section on personal information which included the information regarding their other family members and siblings. It was also decided that for the sake of comparison a sample of Non foster families would also be interviewed. This was done to measure the difference between the foster families on whom Casp-Plan made substantial interventions with those who did not receive any direct assistance from Casp-Plan. In this regard study of secondary data was done from the existing case records through the individual files of the foster child. Being supportive data 40% of the sample was studied. Comparisons were made to arrive at the vulnerability figure who would require special interventions as phase-out plan. A total of 698 families out of 1375 were identified, as vulnerable families who would still require assistance as a special package. (list of selected FC folders attached as annexure).

Agewise distribution of employment amongst Foster Families
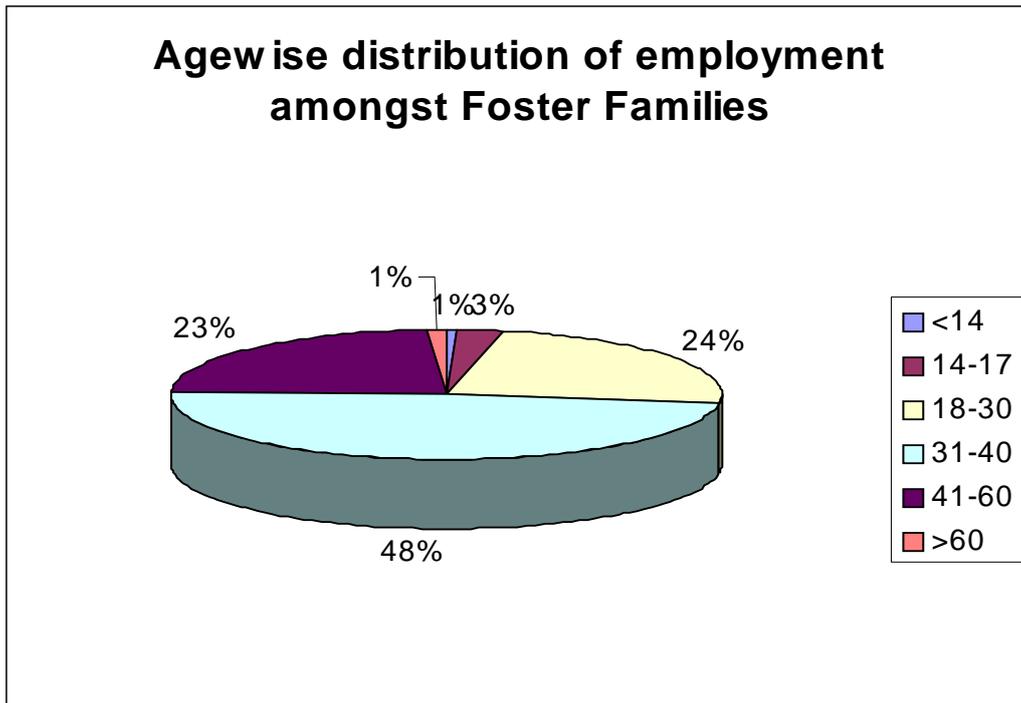
Fig 5.7

From the above chart it could be seen that 1% of the total respondents i.e. which comes to a total figure of 16 respondents below 14 from the foster families are working likewise 1% of the total respondent i.e. 37 respondents who are above 60 from the foster families are employed or working. 3% i.e. 88 of the total respondents of age between 14-17 from foster families are working similarly 24% and 23% of the total respondents are both the age of 18-30 and 41-60 respectively, who are employable i.e. 746 and 725 of the total respondents from the foster families. The highest rates of employed people are between 31-40 which is 48% i.e. 1506 of total respondents from foster families.

ADICTED PEOPLES FROM FOSTER FAMILIES
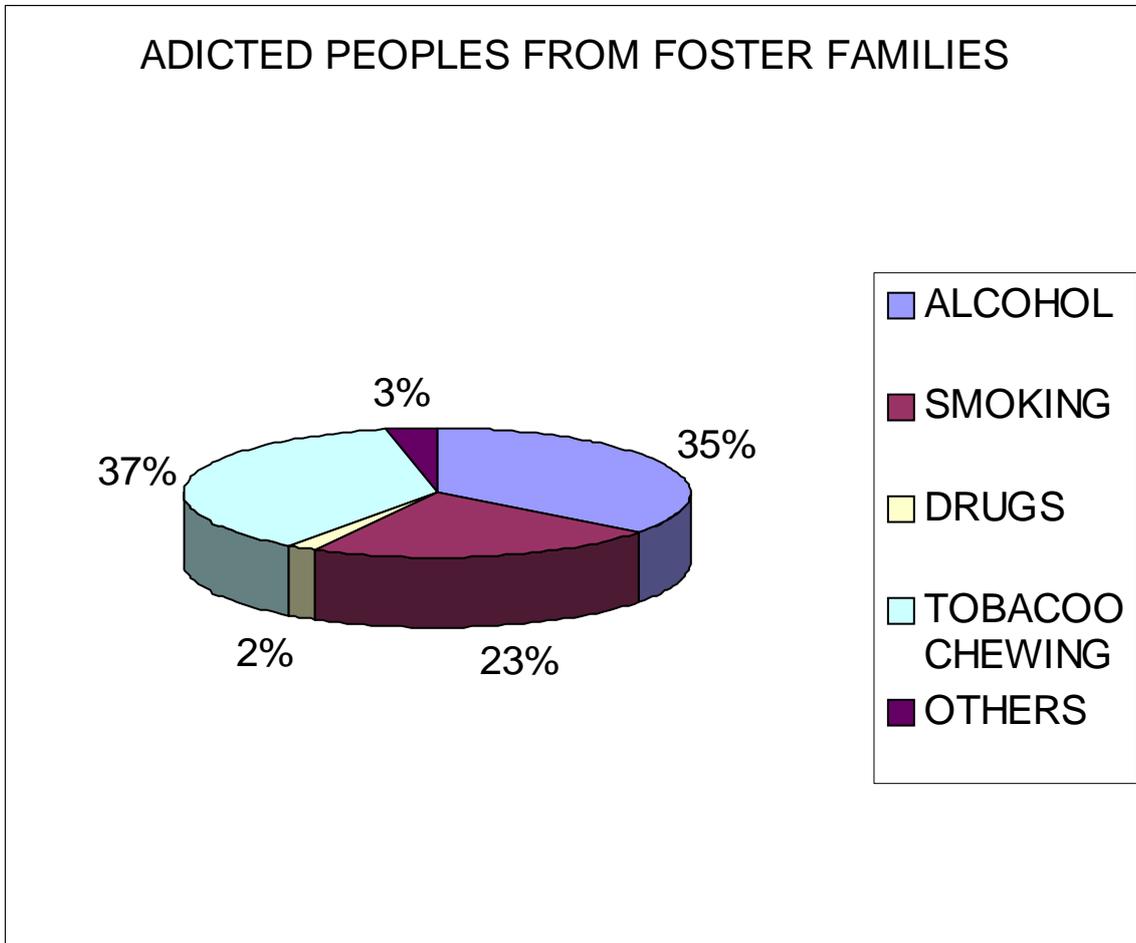
Fig 5.8

Addiction

From the primary data collection it was observed that 433 people from foster families were addicted to Tobacco chewing. Small childrens also has the habit of chewing tobacco. Number of persons chewing tobacco is more followed by Alcohol addiction. Total number of 415 persons from FF's are suffering from Alcohol addiction, due to which family problems increases. Other than Alcohol and Tobacco addiction total number of 269 persons from FF's are having habit of smoking. 24 persons from FF's are identified having drug addiction and 40 persons does other type of addiction.

DISEASE DETAILS OF FOSTER FAMILIES IN YERWADA

Legend:
- CANCER
- AIDS/HIV
- LEPROSY
- POLIO
- STD'S
- SKIN DISEASE
- MEASLES
- TB
- BP
- HEART PROBLEM
- DIABETES
- ASTHMA
- DRUG ADDICTION
- ALCHOHOL
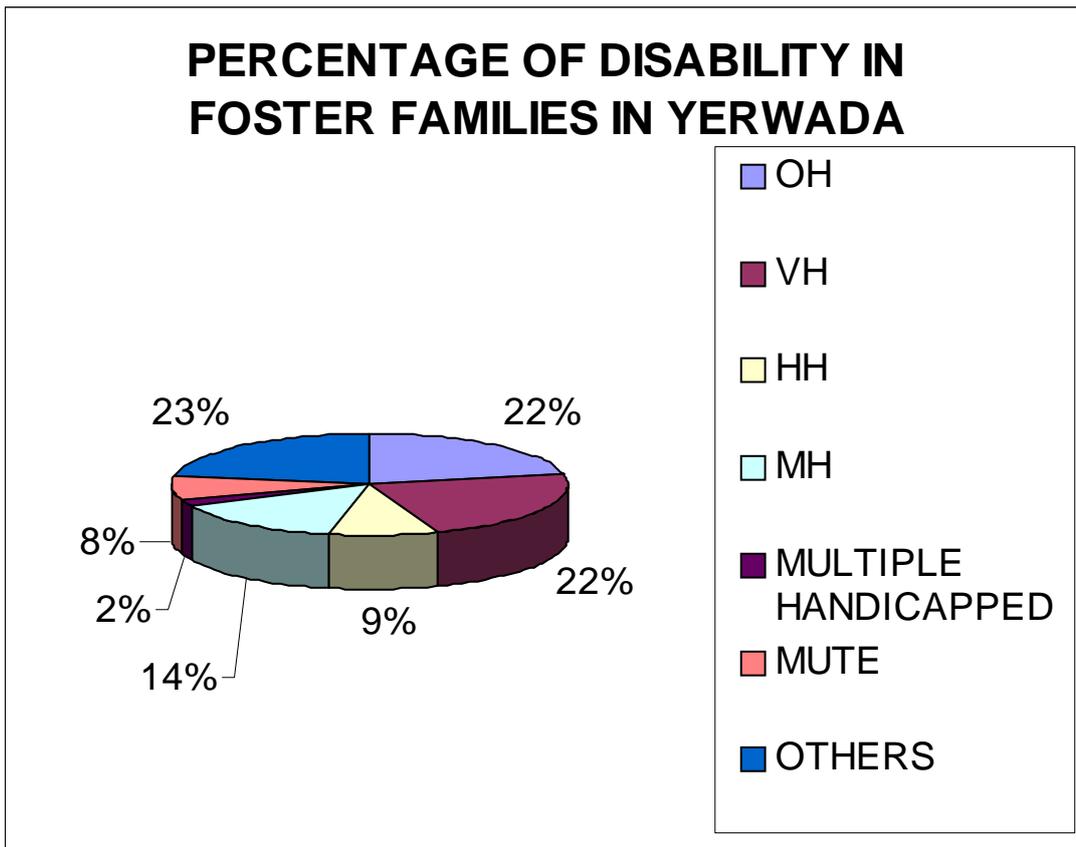- ANAEMIA
- GOITRE
- THALESSAEMIA
- OTHERS

NUMBER OF FOSTER CHILDRENS
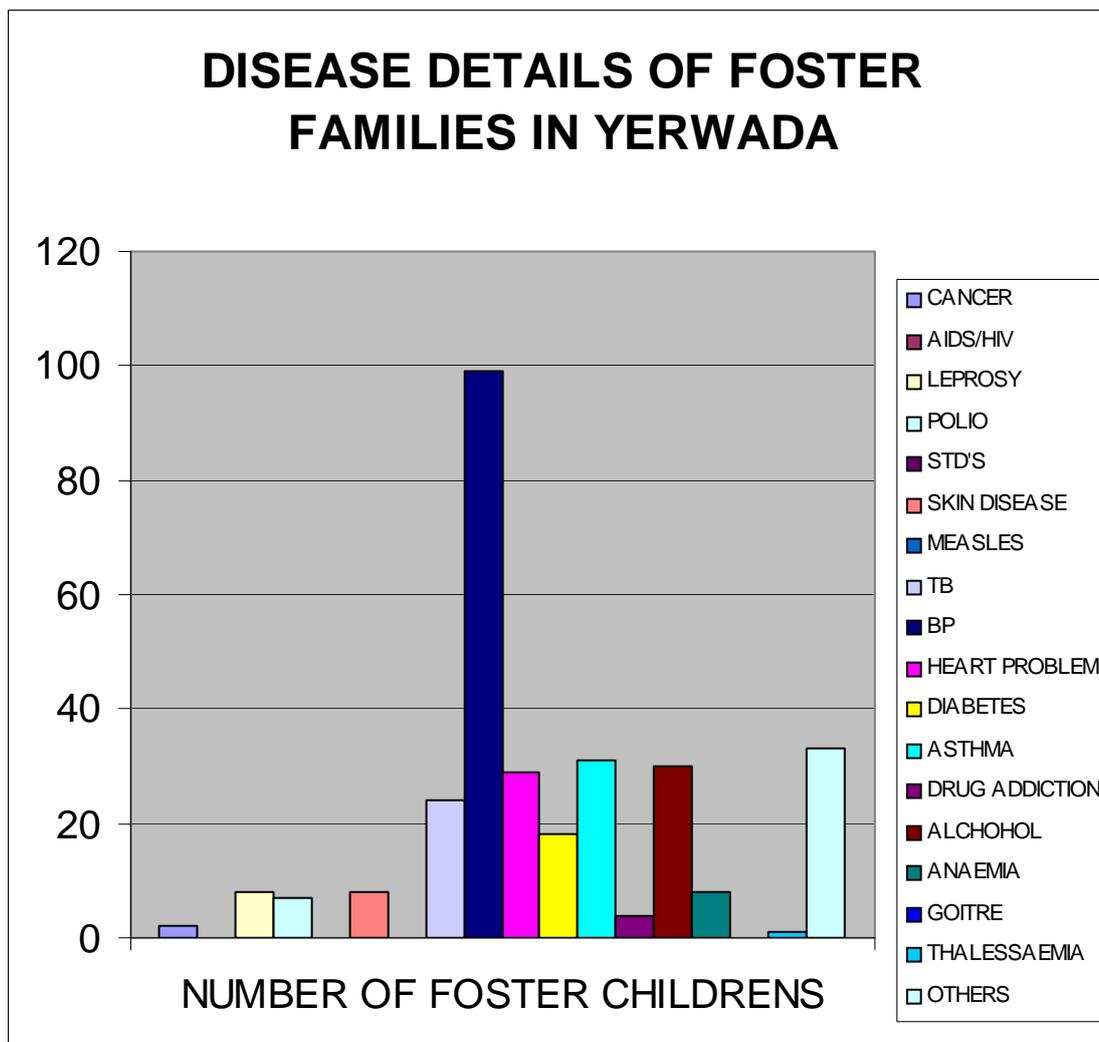
Fig 5.9

Disease

From the primary data collection it was observed that total number of 2 persons from the foster families were suffering from Cancer. No cases of STD and AIDS/HIV reported from the area. It is possible that both diseases have high stigma attached to them, for which it did not come out from primary data collection. However when directly contacted with DP's . number of HIV cases identified. Similarly total number of 8 persons are suffering from leprosy and 7 persons are being affected by polio. For Goitre and measles no single case was identified. Whereas total number of 8 persons from FF's are suffering from skin diseases and 24 persons from TB. This is one of the results of unhygienic living conditions in which foster families live. There are total 99 persons from foster families who are suffering from heart problem. Likewise total number of 18 and 31 persons from FF's are suffering from disabilities and asthma respectively. Total number of 4 persons from FF's are suffering from drug addiction, where as 30 are Alcoholic. Similarly 8 and 1 persons are suffering from Anemia and Thalessaemia respectively and 33 persons are identified as suffering from other diseases.

IMMUNISATION OF FOSTER CHILDRENS

Legend:
- POLIO
- BCG
- MEASLES
- TETANUS
- MMR
- HEPATITIS B
- DPT

Percentages shown: 31% (POLIO), 31% (BCG), 11%, 8%, 3%, 8%, 8%
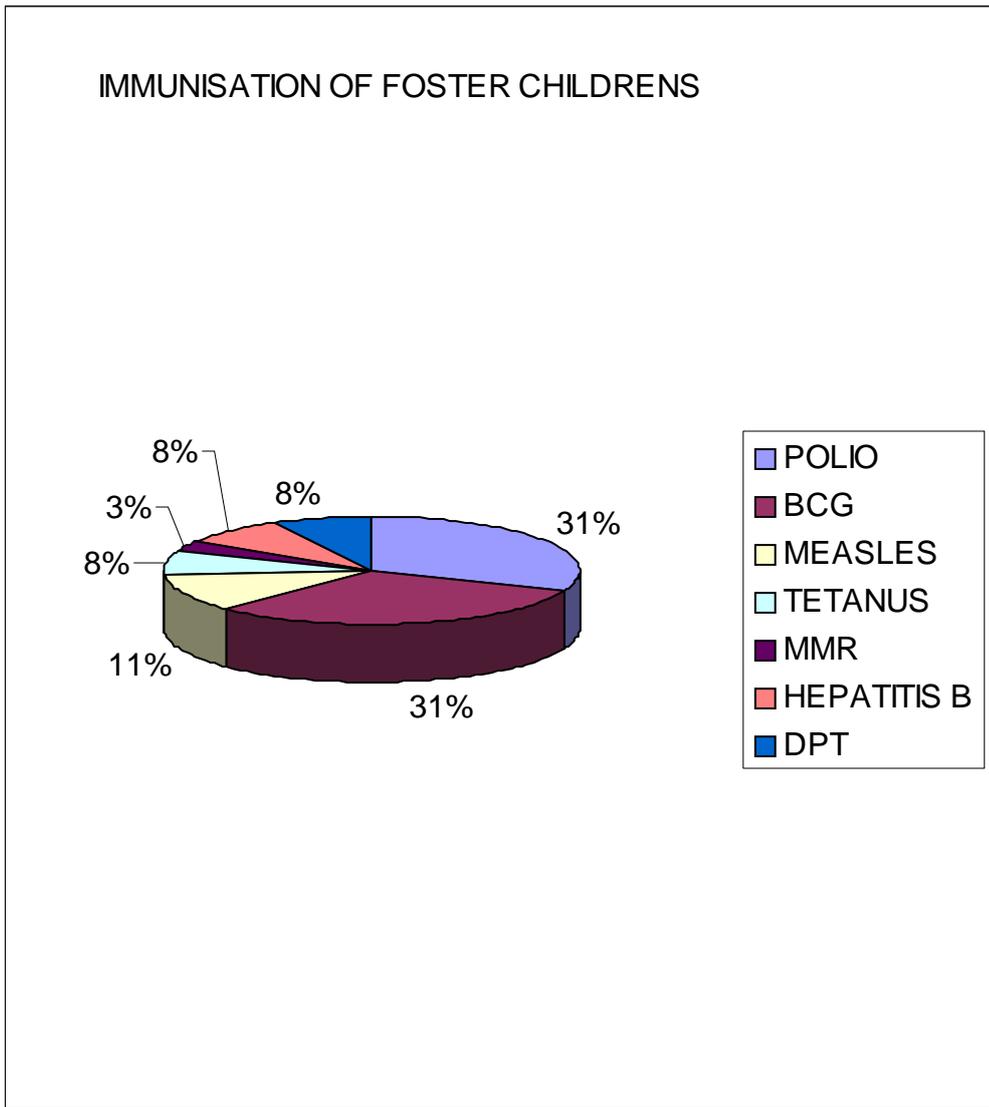
Fig 5.10

Immunization (child)

From the primary data collection it was observed that total number of 213 childrens of FF's were given polio doses and 209 childrens were given BCG doses. Thus it can be said that awareness about immunization programme among mothers is there in Yerwada area. Similarly 74 children's are immunized against measles and 53 are immunized against tetanus. Total number of 19 childrens were given MMR dose where as 57 were given for Hepatitis and total number of 50 childrens were given against DPT.

IMMUNISATION OF WOMEN OF FOSTER FAMILIES

0%

35%

65%

- TT
- IRON FOLIC TABLETS
- OTHERS
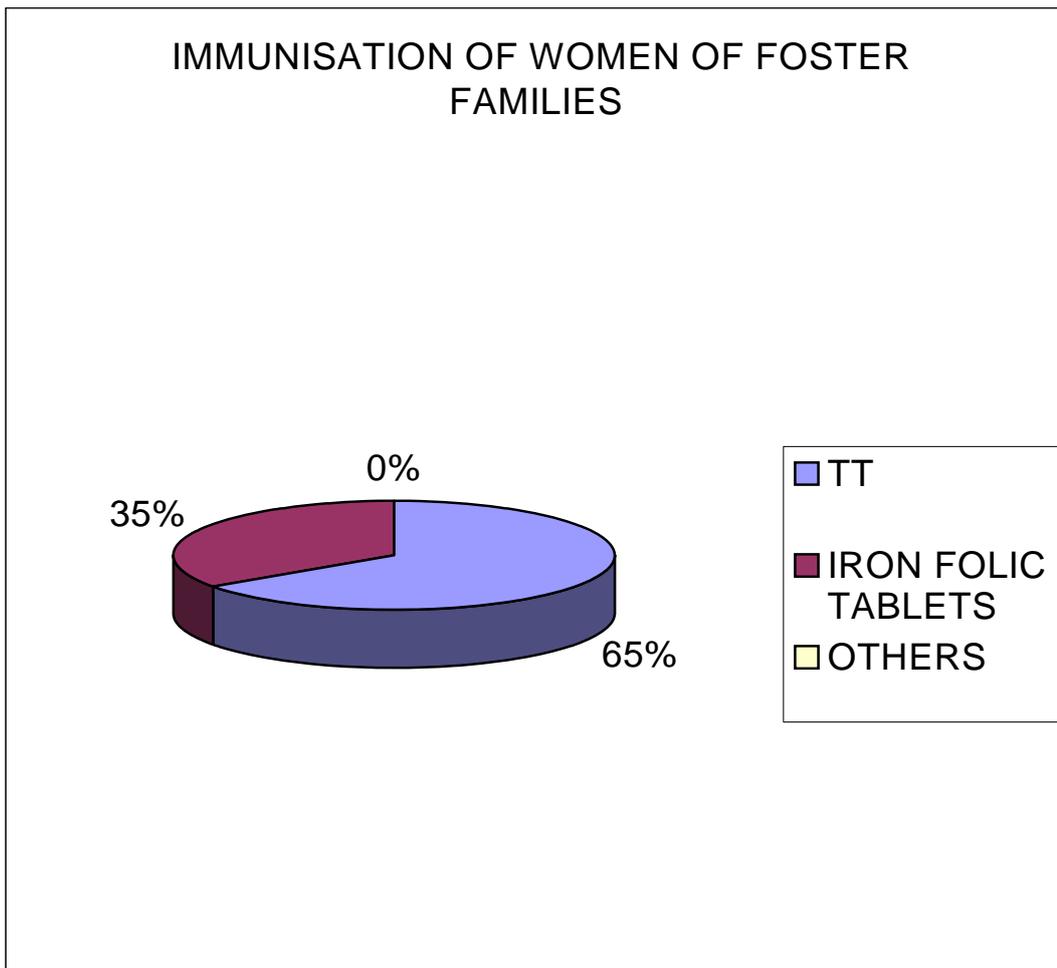
Fig 5.11

Immunization (women)

From the primary data collection it was observed that total number of 17 expecting mothers from the foster families were immunized against TT and 9 were against Iron folio.

PERCENTAGE OF DISABILITY IN FOSTER FAMILIES IN YERWADA

- OH
- VH
- HH
- MH
- MULTIPLE HANDICAPPED
- MUTE
- OTHERS

23% 22%

22%

8%

2%

9%

14%

Fig 5.12

Disability

From the primary data collection it was observed that total number of 29 persons from the FF's of Yerwada area were suffering from orthopedic handicap. Likewise 30 cases were identified who are hearing handicap. Only 3 cases were identified who are having multiple handicap. Total number of 19 cases were suffering from mentally handicap and 10 were those people who are mute. Total number of 30 people were identified to have other types of handicap. Thus it could be observed that people suffering from visually handicap are more in Yerwada among foster families.

HOUSE PATTERN OF FOSTER FAMILIES IN YERWADA

2%

☐ OWNED
☐ RENTED

98%
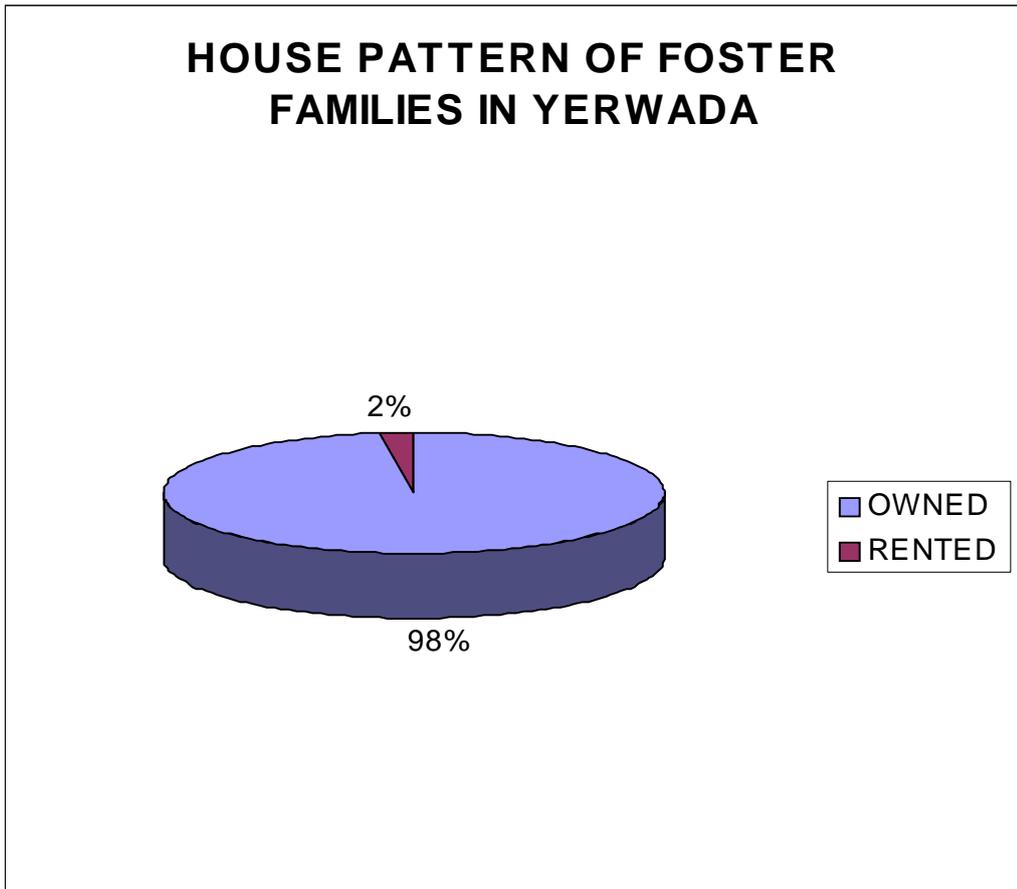
Fig 5.13

Housing

From the primary data collection it was observed that total number of 1330 foster families has there own houses and only 32 families are residing in rented houses.

Habitat – Roof type
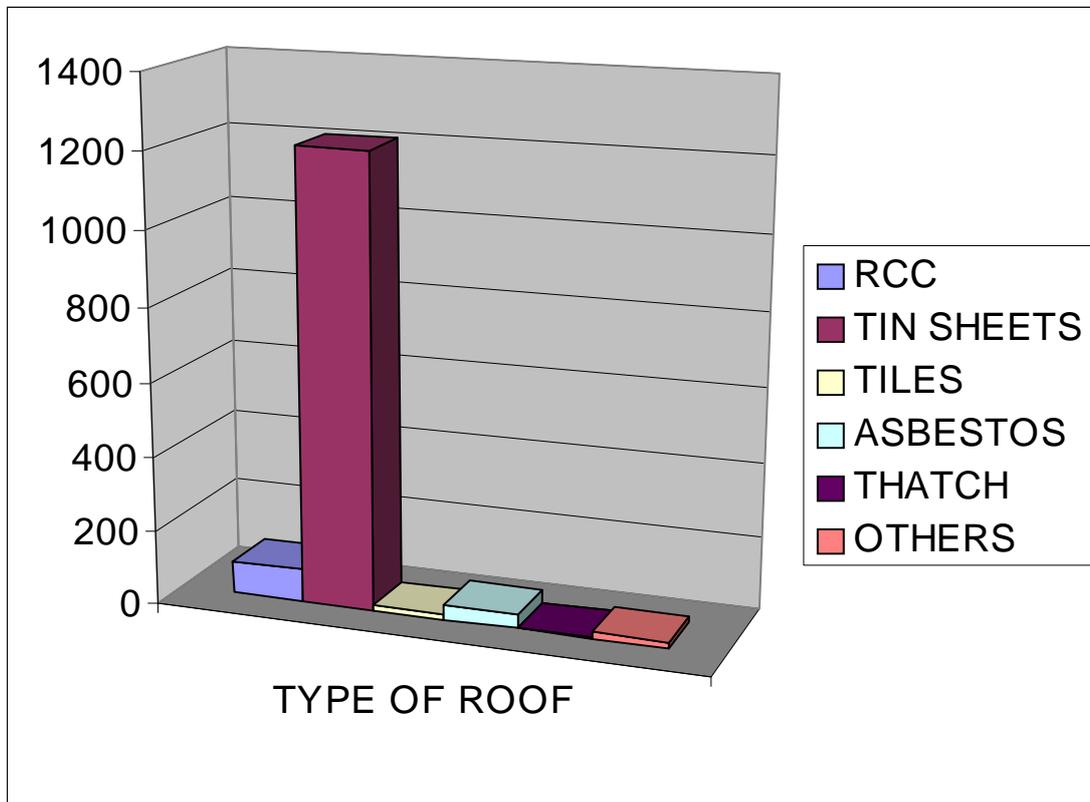
Fig 5.14

Roof

From the primary data collection it was observed that total number of 1210 FF's have roof of tin sheets of their houses. 87 families has the roof of RCC and 39 are having asbestos roof, and 12 of them are having thatched roof. Total number of 16 families are having other type of roof.

HABITAT -FLOOR TYPE OF FOSTER FAMILIES
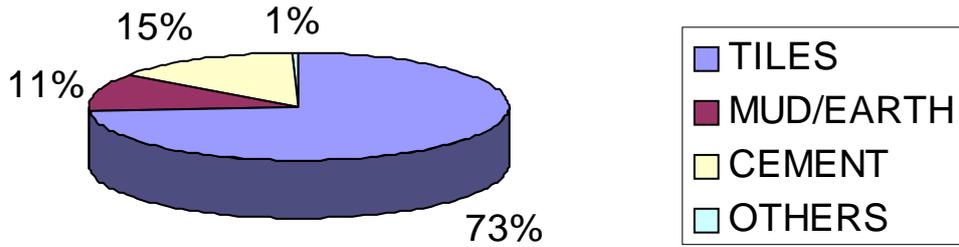
Fig 5.15

Floor

From the primary data collection it was observed that total number of 975 FF's have their flooring of tiles and 190 were having cemented floor of their houses. Similarly 149 families has the mud flooring and 7 were such families who have other type of flooring.

HABITAT-TYPE OF WALL

Legend:
- BRICK & CEMENT
- MUD/ EARTH
- TINSHEET
- WOOD
- THATCH (GRASS)
- OTHERS

Values shown: 55%, 9%, 36%, 0%, 0%, 0%
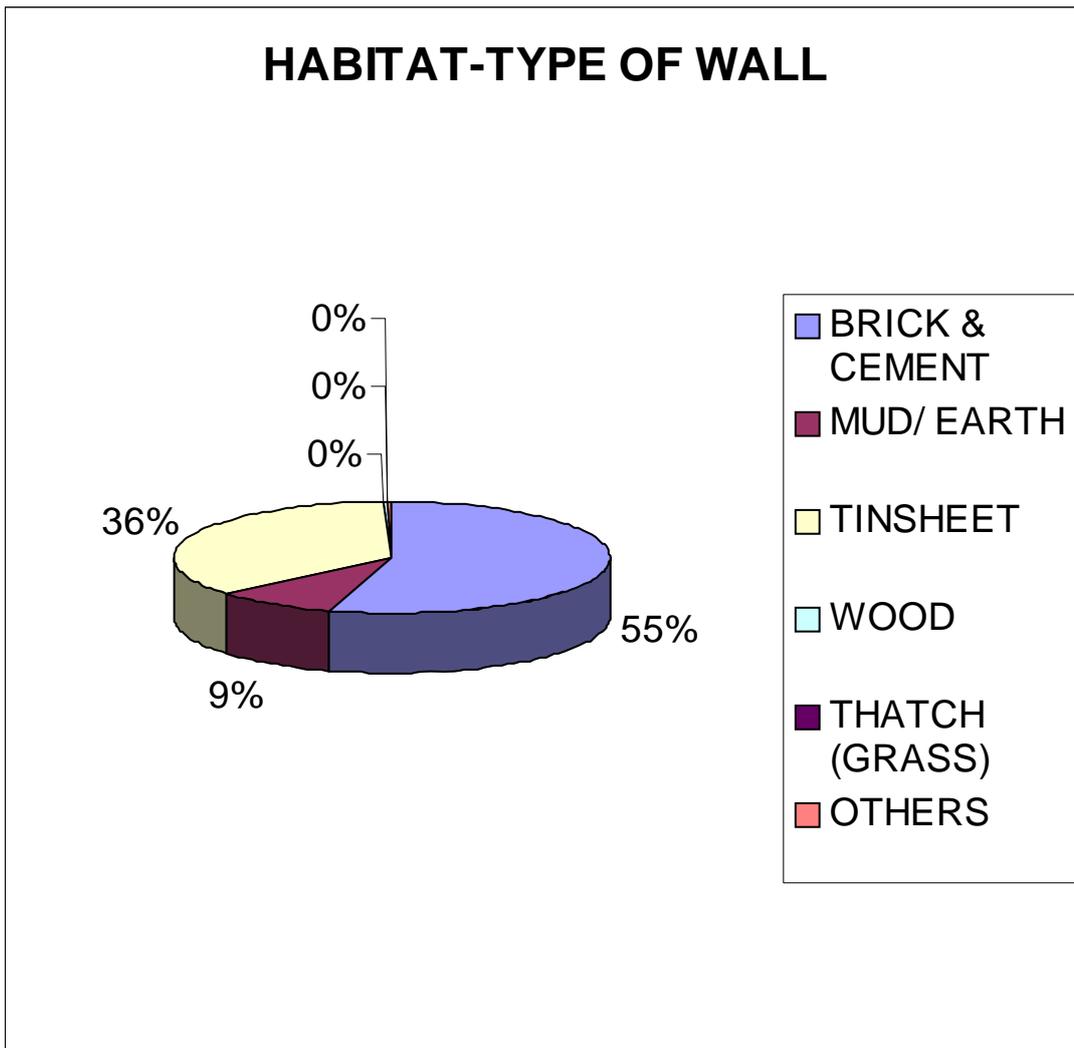
Fig 5.16

Wall

From the primary data collection it was observed that total number of 701 families has brick wall of their houses and 461 has tinsheet walls for their houses. Total number of 114 families are having mud walls for their houses, whereas 2 are such families who are having walls of other kind.

AVAILABILITY OF ELECTRICITY

2%

33%

65%

- ☐ OWNED
- ☐ RENTED
- ☐ OTHERS
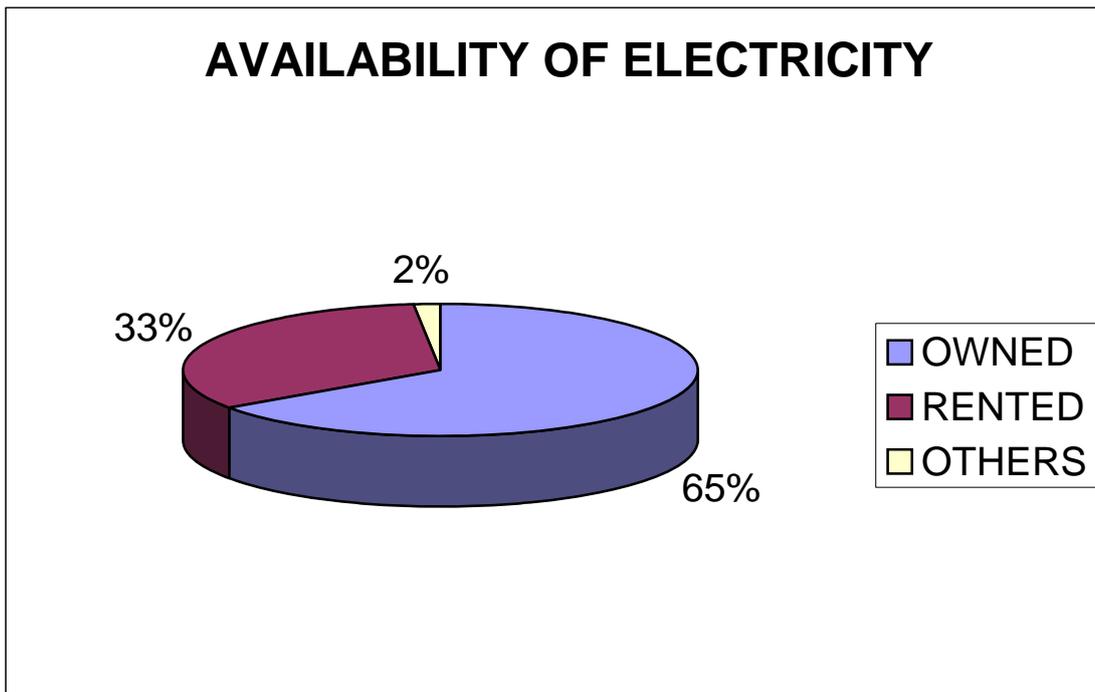
Fig 5.17

Electricity

From the primary data collection it was observed that 65% of the respondents have their own electricity connections, where as 33% stated that they have rented connections and 2% of the families have from other source.

TYPE OF WATER CONNECTION AVAILABLE TO FOSTER FAMILIES

24%

☐ PUBLIC
☐ INDIVIDUAL

76%
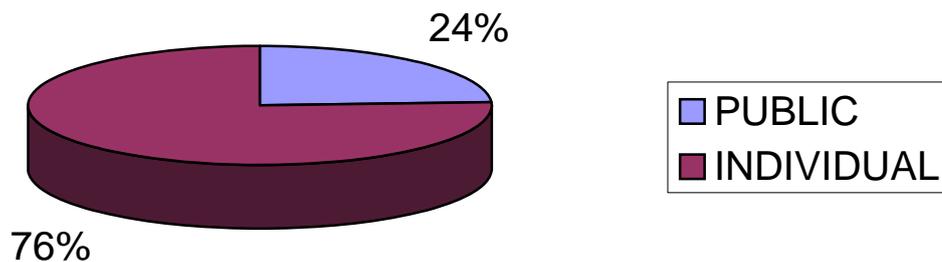
Fig 5.18

Water connection

From the primary data collection it was observed that total number of 1011 foster families have their individual tap connection and only 321 foster families use water from public tap.

USAGE OF TOILET

5%

95%
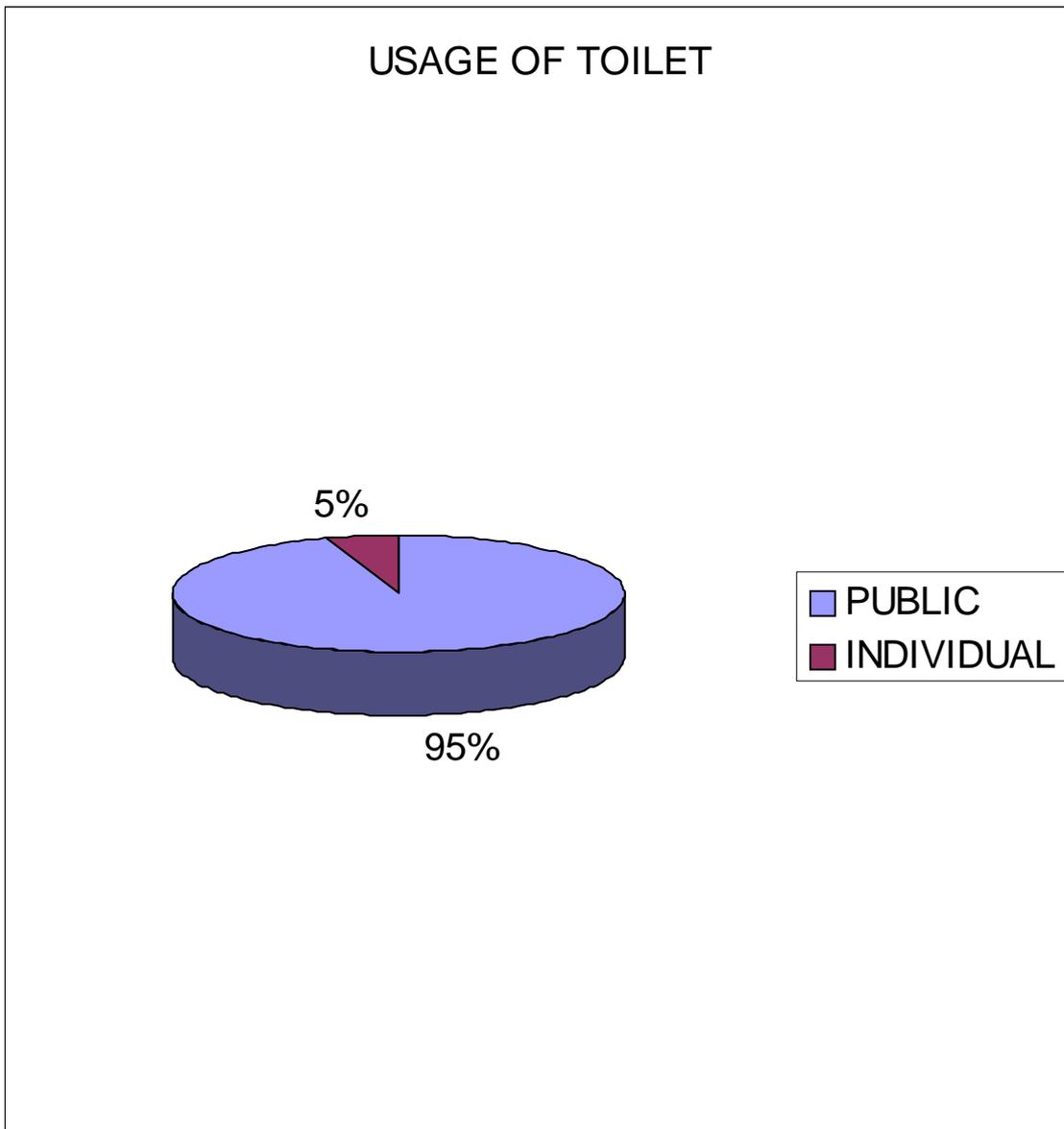
PUBLIC
INDIVIDUAL

Fig 5.19

Toilets

From the primary data collection it was observed that total number of 1270 families use public toilet and 69 families use their individual toilets.

INCOME PATTERN OF FOSTER FAMILIES IN YERWADA

Legend:
- <5000
- 5000-10000
- 10001-20000
- 20001-30000
- 30001-40000
- 40001-45000
- >45000

X-axis: INCOME
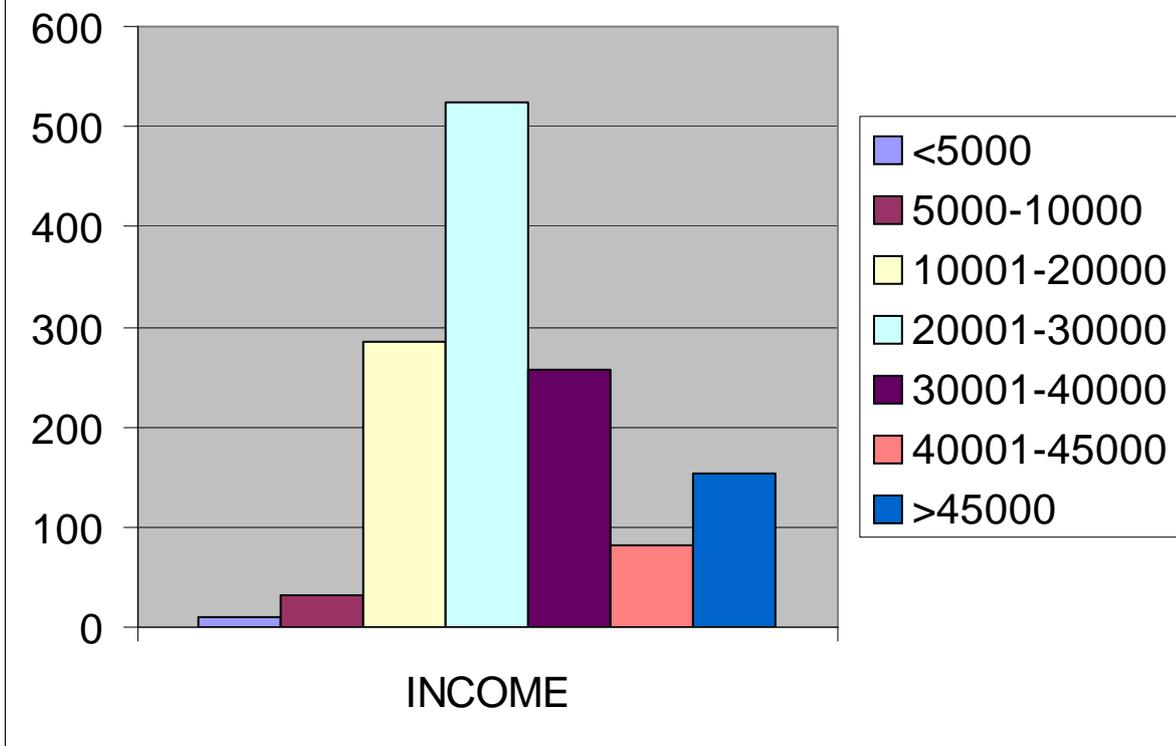
Fig 5.20

Income

From the primary data collection it was observed that total number of 9 persons from foster families earn less than 5000 per annum and 31 persons earn between 5001-10000 per annum. Similarly 285 persons from foster families are identified to earn between 10001-20000 per annum and 525 persons were identified to earn between 20001-30000 per annum. Persons earning between 30001-40000 per annum are identified to be 259 and between 40001-50000 are 82. Total number of persons earning grater than 45000 per annum are 154. Thus it is clear that more persons from foster families are having their income between 20001-30000.

EXPENDITURE PATTERN OF FOSTER FAMILIES

Legend:
- FOOD
- CLOTHING
- EDUCATION
- TRAVEL
- FESTIVALS
- VISITORS
- GIFT OF SOCIAL FUNCTIONS
- VARIOUS BILLS
- EXPENDITURE ON LOANS/DEBTS
- OTHERS

TYPE OF EXPENDITURE
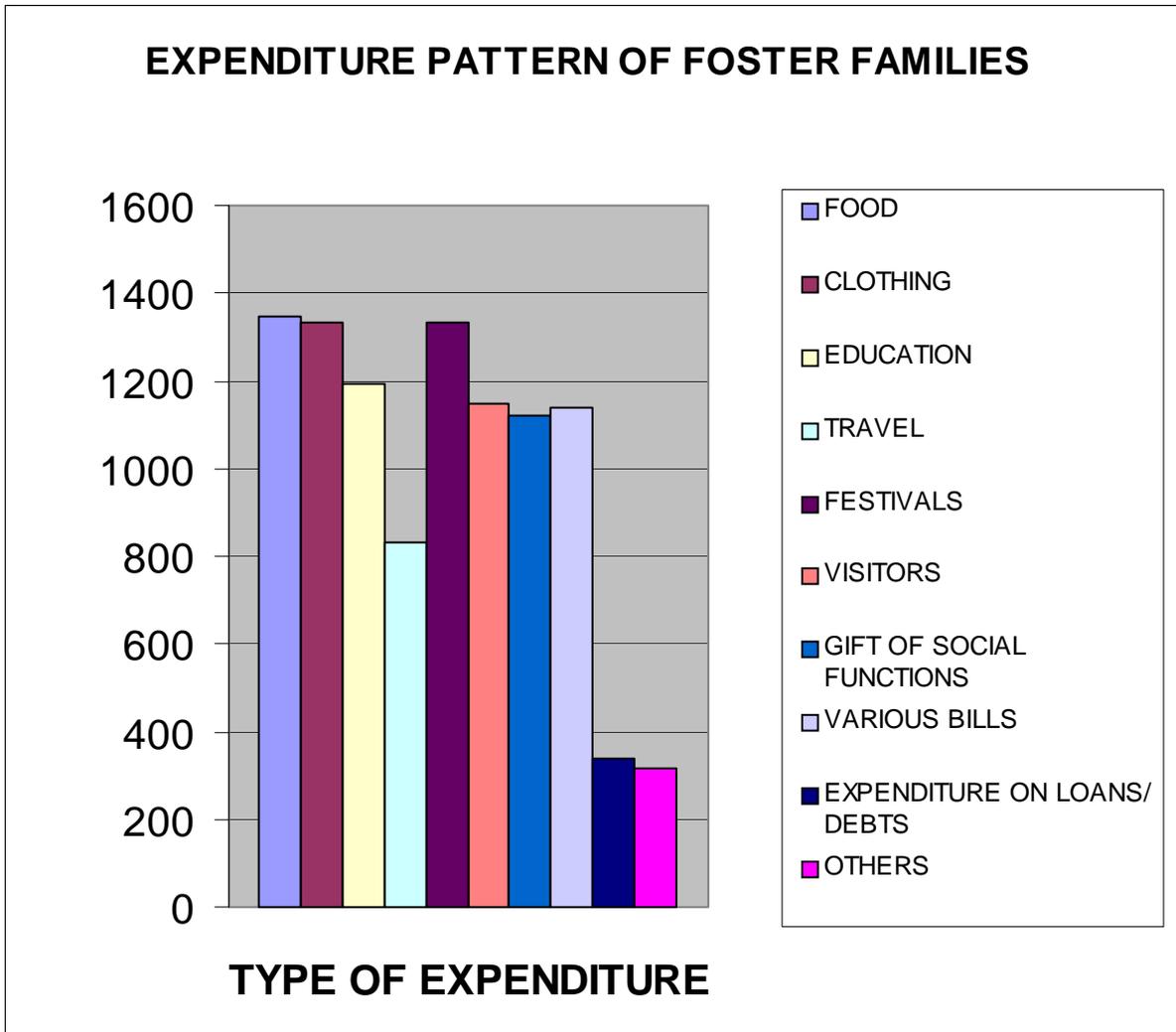
Fig 5.21

Expenditure

From the primary data collection it was observed that large part of expenditure of 1312 foster families were on food and 1300 foster families expenditure were on celebration of festivals. Similarly 1299 foster families expenditures were on clothing and 1179 foster families expenditure are on education. Total number of 1129 foster families' expenditure was on visitors followed by 1106 foster families' expenditure on various bills. Expenditure on gift for social functions were 1089 foster families

whereas 816 foster families expenditure were made on travelling. Thus only 337 foster families expenditure are on paying loans or debts and 317 foster families expenditure were made on others essentialities of life.

STANDARDWISE EDUCATIONAL DETAILS OF MEMBERS OF FOSTER FAMILIES
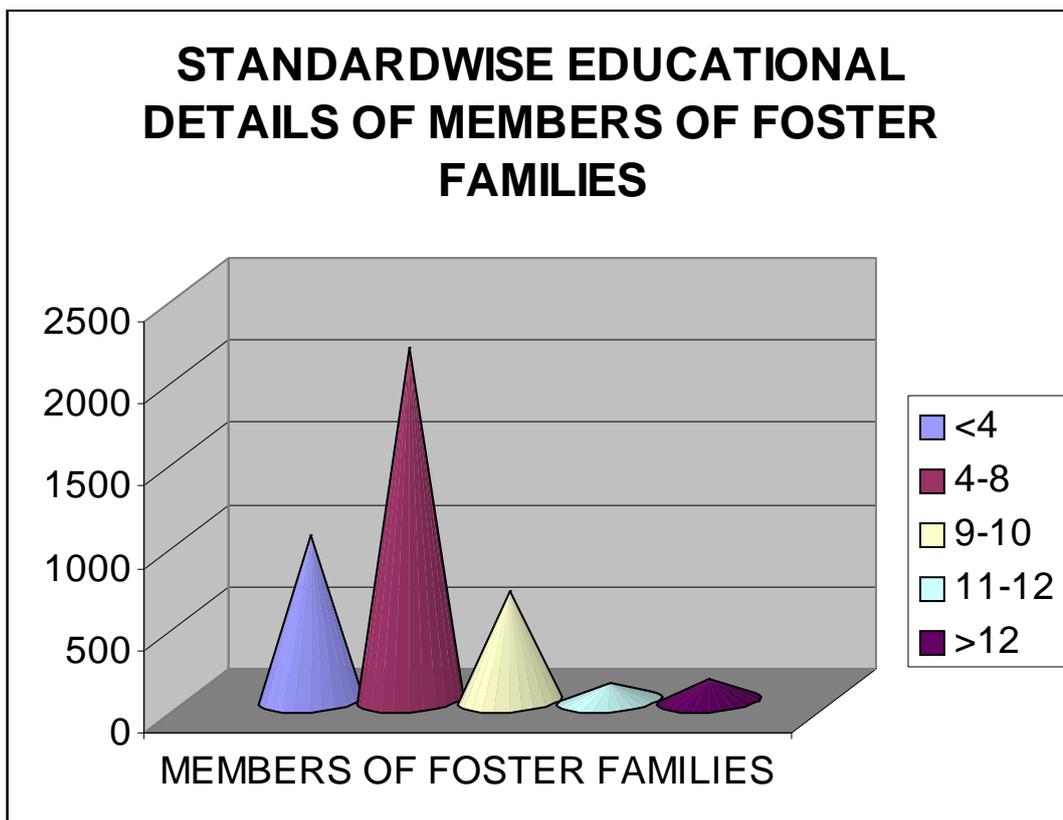
Fig 5.22

Education

From the primary data collection it was observed that total number of 969 persons from foster families had been educated upto 4th standard where as 2072 persons had done their schooling upto 8th standard. Total number of 645 persons from the foster families had been identified who had completed their schooling between 9th to 10th and 101 persons had been identified who had completed their schooling upto 11th and 12th standard. Only 121 persons from the foster families are such who are taking education above 12th standard.

Implementation Plan

1. Logframe Analysis
   - **Concept**
   - **Implementation task force**
     1. Networking
   - **Community based organisation**
     1. Identification
     2. Designing training module
     3. Organising training program
   - **Workshop**
     1. CBO
     2. NGO
     3. Government
     4. Casp-Plan
   - **Service delivery planning**
     1. Education
     2. Health
     3. Habitat
     4. Livelihood
     5. Social issue
   - **Endowment fund**
     1. Constitution
     2. Method of use
     3. Credit/ repayment

Implementation Plan

On the basis of diagnosis done through SWOT analysis and social survey, the specific vulnerable group was identified. The survey specifically drew out area-wise income distribution pattern and other factors relating to the **P**hysical **Q**uality of **L**ife **I**ndex (PQLI). The first step undertaken in the preparation of the implementation plan strategy was to understand the cohesiveness of the implementing team. Thus a Trusting , Opening, Realizing, Interdependence (TORI) diagnosis questionnaire was administered on the planning group. The questionnarie comprised of 96 pre-tested questions, which were divided into two major sections i.e.

1. How an individual see themselves on the team?
2. How an individual sees the team?

Each of these had four parameters to score, which included the following:

1. Trusting – being
2. Opening – showing
3. Realizing – growing
4. Interdependence - teaming

The scores were then discussed with the entire team and it was specifically spelt out the improvement required for the team both as individuals and the team as a whole. Some of the figures scored by the team are mentioned below:

CASP PLAN TEAM ANALYSIS SCORE

<u>How an individual sees themselves on the team</u>

VAR (Trusting)	Score	VAR (Opening)	Score	VAR (Realizing)	Score	VAR (Interdependence)	Score
1	31	2	30	3	20	4	19
9	11	10	24	11	22	12	33
17	34	18	24	19	24	20	27
25	20	26	28	27	22	28	32
33	33	34	23	35	26	36	17
41	20	42	26	43	28	44	29
49	23	50	20	51	23	52	27
57	25	58	27	59	15	60	30
65	29	66	24	67	28	68	23
73	25	74	28	75	25	76	31
81	27	82	26	83	31	84	25
89	27	90	24	91	29	92	30
TOTAL	305		304		293		323
AVERAGE	20.33		20.26		19.53		21.53
MIN. ACCEPTABLE SCORE	25		25		25		25

Table   6.1

CASP PLAN TEAM ANALYSIS SCORE

<u>How an individual sees the team</u>

VAR (Trusting)	Score	VAR (Opening)	Score	VAR (Realizing)	Score	VAR (Interdependence)	Score
5	30	6	34	7	28	8	23
13	18	14	24	15	17	16	28
21	29	22	18	23	33	24	24
29	21	30	31	31	22	32	31
37	27	38	16	39	30	40	14
45	22	46	29	47	23	48	30
53	21	54	21	55	29	56	26
61	19	62	28	63	23	64	28
69	27	70	22	71	30	72	18
77	22	78	30	79	27	80	27
85	32	86	20	87	25	88	18
93	19	94	24	95	28	96	26
TOTAL	287		297		315		293
AVERAGE	19.13		19.8		21		19.53
MIN. ACCEPTABLE SCORE	25		25		25		25

Table   6.2

Analysis of implementing team:

It was evident that the strength of the team B analysed that is going to carry out implement the phase-out/withdrawal process. Accordingly, the analysis is being divided in two parts:

1. How I see myself on the team
2. How I see the team

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Further both the sectors are divided into 4 sub-sections. Maximum score, scored by a sub-section is 36. Between 30-36 is excellent, between 28-31 is good, 25-27 is acceptable, 21-24 is below average and score below 20 is treated to be poor.

All the scores scored by various subsections are below average. It shows that:

1. Trusting/ being (T):

    <u>View about individual</u>: Total score 20.33 (below average). The view about the individual self is that of low confidence, sense of being less informed and also feel less belonging as a team members.

    <u>View of the team</u>- Total score 19.13 (poor). This shows that an un-trust, impersonal environment is being created and somewhat negative and defensive environment for individual self as well as the team members.

2. Opening/ showing (O):

    <u>View of individual</u>: Total score 20.16 (below average). This signifies that each team member feels, un-free and vulnerable to be open to other members of the team and the members also think that it is necessary to keep large areas of themselves private and unshared with the other team members.

    <u>View of the team</u>: Total score 19.8 (poor). This means that team members are fearful, cautious and unwilling to show feeling and opinions, particularly those feelings that are negative and where they feel the other team members will be non supportive of their feelings and views.

3. Realizing/ growth (R):

    <u>View of individual</u>: Total score 19.53 (poor). This shows that, the team members are aware of the pressure of extrinsic motivations. The members feels that they must do only what they are supposed to do and that they must attempt to meet the expectations of other team members.

    <u>View of the team</u>: Total score 21.00 (below average). This means that the team members are exerting pressures on each other to do things that one may not want to do and to work towards team goals, that are not significant to individuals/ team members.

4. Interdependence/ training (I):

    <u>View of individual</u>: Total score 21.53 (below average). This shows that the group members do not have strong sense of belonging to the group of which they are a member and do not enjoy working

with the team. There is a feeling of competitiveness rather than cohesiveness amongst the group members.

<u>View of the team</u>: Total score 19.53 (poor). This shows that the team members feel others in the team to be uncooperative and not working well with each other. It seems that the team members in general are not easy to work as well as get along with and as well as in teaming with, which gets into their way of work.

From the score received by the team it is evident that the management needs to put sufficient emphasis on human resource development angle. The requirement of a HRD policy specially in terms of assessment of training needs and strong staff development program seems to be the need of the hour where appropriate training is required as long term inputs. Currently the lack of such a policy is proving results detrimental to the interest of both organisation as well as the work. It is recommended that the management gives serious thoughts to the organisational development aspect and plan out a detailed OD intervention for the entire organisation.

The implementation plan has five major components. They are as follows:

1. Formation of Implementation Task Force
2. Identification and capacity building of CBOs in Yerwada
3. Workshop for deriving a work strategy
4. Planning service delivery mechanism for identified vulnerable groups
5. Creation of an endowment fund

Formation of Implementation Task Force

Formation of implementation task force is the first job in the chronological order of the entire phase-out plan. The plan would be primarily implemented through **Networking** method hence the following will form the implementing team of the task force:

- Four representatives from Government
- One representative each from the identified CBOs
- Five representatives from Casp-Plan, Pune
- Three representatives from selected NGOs working in Yerwada

A meeting will be called by the project director Casp-Plan project Pune to discuss the aims and objectives of the phase-out plan and members would be chosen on consensus method. Care will be taken so that the task force is not influenced by any vested political interest or serving the interest of any specific groups.

Identification and capacity building of CBOs in Yerwada

During the deliberation of group meetings, specific task were entrusted upon on of the development promoters from Yerwada to shortlist the name address and some preliminary details of CBOs working in Yerwada. A total number of 50 CBOs have been screened from the entire area who have some records of doing community work. A further shortlisting of 15 most active CBOs have been done on the basis of community response and the experience of the development promoters from Yerwada. While the list of 50 CBOs are given as annexure, the names and address of the selected 15 CBOs for task force who will receive the inputs of capacity building is mentioned below:

Specially identified CBOs for capacity building and future networking

Sr. No.	Name of Organisation	Address & Phone No. of organisation	Year of establishment	Nature of work	Contact person	Remarks
1	Chatrapati Shivaji Smarak Samiti Members - 25	S. No. 10, Shivaji Samaj Mandir, Kamraj Nagar, Yerwada, Pune - 6	1st Jan 1985 Reg F/2801	1. Sport 2. National Day celebration 3. Slum development 4. Pre-school 5. Marriage (Hall given on rent)	Mr. Kailash Chavan	1. Active member 2. Active work in slum development 3. Interested in creating awareness among community people on various issues.
2	Sainath Mitramandal Members – 11	Ashok Nagar, Yerwada	1985 Registered	1. Sport 2. National Day celebration 3. Slum development 4. Pre-school 5. Marriage	Mr. Ashok Ghayal	1. Active participation in arranging various sports and cultural activities 2. Interested in child development program.
3	Shivaraj Pratishan Mandal Members – 11	Kamraj Nagar, Yerwada	1990 Registered	1. Sport 2. National Day celebration	Mr. Milind Kalamkar	1. Motivated members 2. Actively organise different programmes in community 3. Interested in child development activity.
4	Manav Sevamandal Member – 25	Ashok Nagar, Yerwada	1995 Unregistered	1. National Day celebration	Mr. Sampatsingh Bawri	1. Highly motivated members 2. Engaged with all types of childrens activities 3. Interested in child focus activities.

Sr. No.	Name of Organisation	Address & Phone No. of organisation	Year of establishment	Nature of work	Contact person	Remarks
5	Shriram Mitramandal Member – 25	Ashok Nagar, Yerwada	1988 Registered	1. Ganesh festival 2. National Day celebration	Mr. Vitthal Kadam	1. Active members 2. Interested in child focus activities.
6	Tiranga Mitramandal Member – 25	Laxminagar, Yerwada	1990 Registered	1. National Day 2. Slum development 3. Birth anniversaries of national leaders	Mr. Sunil Chavan	1. Works for collecting donations for different slum development activities. 2. Interested in working for slum development
7	Santosh Mitramandal Member – 25	Laxminagar, Yerwada	1980 Registered	1. Preschool 2. National Day 3. Birth anniversaries of national leaders	Mr. Mohan Neware	1. Working mainly on child focus program 2. Interested in child development program
8	Janatanagar Mitramandal Member – 25	Navi Khadki, Yerwada	1990 Registered	1. Ganesh festival 2. Women's Get together (Haldi Kunku)	Mr. Vikram Deokar	1. Working with women's group. 2. Interested in working with women's issues and development programs.
9	Laxmi Kranti Mahila Mandal Member – 25	Laxminagar, Yerwada	1995 Registered	1. National Day 2. Women's Get together (Haldi Kunku) 3. Health check-up 4. Rangoli competitions	Mr. Sanjivani Thanke	1. Working with women's group. 2. Interested in working with women's issues and development programs
10	Padavidhar Mitramandal Member – 25	Laxminagar, Yerwada	1980 Registered	1. Pre-school 2. Library 3. Study circle 4. Pre-school training 5. National day	Prof. Anwar Shaikh	1. Group made by graduate and post graduate students. 2. Working for study purpose of childrens. 3. Interested in development of teenaged childrens.
11	Kranti Mahila mandal Member – 25	Yashwantnagar, Yerwada	1990 Registered	1. Ganesh Festival 2. Women's Get together (Haldi Kunku)	Ms. Saraswati Ghorpade	1. Working on womens self help group. 2. Interested in women's

Sr. No.	Name of Organisation	Address & Phone No. of organisation	Year of establishment	Nature of work	Contact person	Remarks
				3. Saving groups		development project.
12	Adhar Mahil Mandal Member – 25	Maniknagar, Yerwada	1983 Registered	1. Pre-school 2. Women's Get together (Haldi Kunku) 3. Saving groups	Mrs. Sushila Badhe	1. Working on women's self help group. 2. Interested in women's development project.
13	Arunoday Mitramandal Member – 25	Yashwantnagar, Yerwada	1990 Registered	1. Social works 2. Ganesh Festival 3. Women's Get together (Haldi Kunku) 4. National Day 5. Solve Disputes 6. Jan Jagruti	Mr. Arun Jangam	1. Working in solving family disputes of community people. 2. Organize many awareness program 3. Interested in working with women's group.
14	Bhagydaya Mahila Mandal Member – 25	Yashwantnagar, Yerwada	1985 Registered	1. Ganesh Festival 2. Birth anniversaries of national leaders 3. National Day 4. Solve Disputes 5. Jan Jagruti	Mrs. Bharti Nalawade	1. Working in solving family disputes of community people. 2. Organize many awareness program 3. Interested in working with women's group.
15	Karyakarta Pathnatya Sangh Member – 25	Yashwantnagar, Yerwada	1998 Registered	1. Jan Jagruti 2. Street plays 3. Personality development 4. Study circle & 5. Coaching class	Mr. Kishor Rajput	1.
16	Palak Shikshak Sangh Member - 25	Laxminagar, Yerwada	1996 Registered	1. sport competition 2. adult literacy class 3. coaching classes 4. cultural & sport activities 5. study tour	Ms. Sunita Shinde/ Shanta Kumbhar	

The above mentioned 16 CBOs will receive training inputs for which a training program will be organised by Casp-Plan during the phase-out period.

CBO training

Objective:

- To orient the selected CBO's in the basic domains of Casp-Plan and to empower them to partnerize for sustainable development.
- To orient the selected CBO's in the total phase-out process and assert their roles in sustainability.

Purpose: To take leadership role in mobilizing resources for the community as a process of continuity after Casp-Plan withdrawal.

Number of days : 5

Number of participants : 32

Number of CBOs : 16 (2 representative from each CBO)

Incentives to CBOs: Publicity

Help in event material sponsorship

Instituting CBO awards for social service

Content : The basic content of the training will have the following :

- Casp-plan information package
- Specific subject information package
- How to and what are the sources of assistance

Casp-plan information package

Readymade package already available with Casp-Plan.

Specific subject information package

Curriculum for training of CBO members

The pioneering initiative taken by a few development organisations has enabled more than 150 activists in India, Bangladesh and Cambodia to equip them to do organisational work amongst certain marginal groups. The curriculum should enable its participants to acquire and apply the knowledge and skills they need to do effective development work in the community. The training programme examines the following subjects, each of which will be dealt in brief:

1. Socio-political analysis of the community
2. Issues in development
3. Community study
4. Case study
5. Self-development/ leadership development
6. Counselling
7. Group-work techniques
8. Problem-solving techniques
9. Media and its importance.

The programme should use the services of different trainers specialised in each topic.

Socio-political analysis

Those who are doing development work need to have a deep understanding of the root causes of poverty in their country in general and community in particular. This subject will enable participants to describe the Socio-political, economic and cultural or religious factors contributing to poverty in their own community. It examines the following topics:

1. The historical evaluation of society, how its class structure has originated and how the surplus has been appropriated by some people, impoverishing others;
2. Productive forces, their relation to the evaluation of social structure and superstructure and their fundamental inter-relationship;
3. Tenancy in three dimensions: tenancy, normal tenancy and pure tenancy;
4. The increase in the growth of population, and the tradition of poverty sharing, which together reduce available income;

5. The disparity between urban and rural economies and intra-rural inequality;

6. Analysis of the impact of poverty-alleviation programmes from the government and non-government sectors;

7. Alternative rural industrialization land reforms and tenancy rights;

8. Models of development (Socialism, technology, globalization) and their strengths and weaknesses;

9. The national development plan;

10. Social mobilization of people in three dimensions: for political power, community development and micro-group benefit;

Community analysis

This subject includes an in-depth study of the programme area by participants, to illustrate the information on socio-political analysis and their linkages. The topic includes some theoretical discussion, but most of the work is done in the field. Participants contact and relate to people on a one-to-one basis and in groups, in villages or slums, to gather data. This work enables participants to describe the factors contributing to poverty in the community and various linkage factors.

The participant's first contact key people in the community, explain the intended work to them, and seek their support. The participants also gather information about the community from these key people, and through them, establish contact with the other people in the community.

Participants collect information through both formal and informal channels. The data collected includes, inter alia, male-female ratio, numbers of children, literacy rates, amount of land and other asset holdings, number of days of work available in a year, migrant labor wages, spending patterns, debt, religious practices, health problems, beliefs and practices, communication systems, and political structure. Participants gather this information over a period of time. After every visit, they discuss the data with facilitators and analyze it. Then, participants disseminate information to people, especially on health problems in the community. They also organise referral.

This section includes the following topics of discussion:

1. Definition of community
2. Elements that make up a community

3. Power structures in the community and the inter-relationship among them
4. Resources and their use in the community

Case study

The case study method has been used effectively in working with poor people for more than four decade. A case study format will be handed over to the participants after the basic hands on practice.

The root causes are addressed through counselling, referral, intervention and social adjustments in the family and in the community. Understanding this subject will enable participants to describe the importance and the process of a case study, and to carry one out. The discussion includes the following topics:

1. Introduction to social work
2. The case study as a social work approach
3. Principles of case studies
4. Understanding human behavior
5. Case-study recording
6. Tools and techniques for case studies
7. Counselling versus case study.

Self-development

Unless one can change oneself, one cannot change others. This subject sensitizes participants to self-development, enabling them to examine whether and how they want to develop themselves. They will also be able to define self-development and its pre-requisites. The subject examines the following topics:

1. Examining one's stereotypes
2. Attitudes
3. Beliefs
4. Values
5. Identifying weaknesses and strengths for self-development

Counselling

Most of the human being yearns to be listened to, understood and accepted as they are. This subject enhances participant's capacity to listen with empathy and to accept and understand people as they are, with genuine concern. This enables participants to counsel the needy and target group. Participants will be able to describe the qualities of a counsellor and demonstrate the counselling process. The subject includes the following topics:

1. Definition of counselling
2. The counselling process
3. Counselling interviews
4. Values and ethics in counselling and the role of counsellor
5. Empathetic listening

Group work

 Group work is intended to promote self-advocacy. This subject will enable participants to describe and demonstrate the knowledge and skills of doing work. It includes the following topics:

1. Size of groups
2. The right skill mix among members
3. Purposefulness of goals
4. Structuring goals and tasks towards the optimum use of member resources
5. Arriving at working approaches at a first meeting
6. Providing adequate mechanisms for getting feedback
7. Creating a participatory environment
8. Group and individual goals
9. Structure of goals
10. Characteristics of groups
11. Effective and ineffective groups
12. Listening techniques
13. Difficulties in decision making
14. Factors that help decision making
15. Leadership styles

16. Tasks and maintenance

17. Stages of development in groups, and their characteristics

18. Group characteristics and work practices

19. Communication

20. Feedback

21. Dos and don'ts in giving and receiving feedback.

Problem solving techniques

With the knowledge and experience gained from the case study, participants become familiar with problems of individuals requiring special inputs. This topic teaches participants the skills to pose problems to groups, analysis of the root causes of the problems and findings solutions, and, more importantly, how the group members can participate in solving the problems. This is essentially the method taught by Paulo Freire. Participants will learn the differences between banking and problem-posing education and the values associated with each. The subject includes the following topics:

1. Levels of awareness : magical, naive, fanatical and critical

2. Generative theme

3. Code and its characteristics and use.

Media

Participants acquire media skills such as drawing, puppetry, theatre, child-to-child activities, and other cultural forms appropriate to the local area. They use these skills to conduct meetings of community members, writing slogans and making posters on specific issues, taking lessons on different issues for school children, and initiating child-to-child activities.

If they are to help change the situation of the community participation, must work with the family members of the disadvantage group to change their attitudes towards themselves and the outside world. The approach is three- dimensional. The section includes the following topics:

1. Selection of messages

2. The sender

3. Receivers

4. Choice of media and their characteristics appropriate to the audience and message
5. Types of media and their characteristics
6. Songs, storytelling, street theatre, puppetry, and other folk media including culture-specific ones.

A simplified bookkeeping system

Participants will also be taught to maintain proper account of their own CBOs in scientific manner. A simplified book keeping system mentioned below has been designed to teach them basic accounting system as well as scientifically maintaining of data.

Book keeping format for CBO's

			Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8
Date	Details	Voucher Rec. No:	Chq. No.	Postage	Telephones	Stationary	Travel	Electricity	Water	Rent
	Opening balance									

Col. 9	Col. 10	Col. 11	Col. 12	Col. 13	Col. 14	Col. 15	Col. 16	Col. 17	Col. 18	Col. 19
Audit	Equipment	Accommodation	Subsi-sistence	Training	Medical Supplies	Housing Aapt'n	Insurance	Hire Charge	Repairs & Maintenance	Membership Fees

Col. 20	Col. 21	Col. 22-27	Col. 28	Col. 29	Col. 30	Col. 31	Col. 32
Donations	Project Funding		Stamps Held	Petty Cash Held	Savings Account	Current Account	Overall Balance

Notes:

1. Debit entries are recorded in red ink. Credit entries in black ink.
2. The shaded areas are compulsory headings, other columns may have the budget headings of your organisations choice.
3. Columns 28 thru 31 are balances
4. Column 32 shows the overall balance, i.e. the total of the balances in columns 28 thru 31.
5. The last 3 rows of the page can be used to show:
   - Total income for each budget head (Black)

- Total expenditure for each budget head (Red)
- The balance for each budget head (Red or Black depending whether credit or debit balance.)

A directory of information will be given during the training program, which will work as a "**ready to refer manual**" for the CBOs which they can refer during the course of assistance while dealing with the family.

Workshop

A workshop will be conducted taking the following three agencies in the account:

1. CBOs
2. NGOs
3. Government

The workshop duration will be for one day which will deliberate on designing a comprehensive work strategy. The main area of concentration will be the following :

- Role of Government
- Role of NGOs
- Role of CBOs
- Linkage role of Casp-Plan
- Specific areas of coordination
- Financial responsibilities of each agency

The proposed workshop will be conducted in May/June 2001.

Identified service delivery

During the course of SWOT analysis the result of the survey and the records of the Development Promoters (DP) were analyzed in details to arrive at the exact figure of foster families, who would continue to require assistance even after the withdrawal of Casp-Plan from the project area. The table below gives the details of the number of families being handled by each DP:

Name of DP	Criteria I Migration	Criteria II Age	Criteria III I.F.C.	Total	Total case load	Balance
RAMA KHAIRKAR	23	53	60	136	314	178
VASAVRAJ TONADRE	21	44	60	125	307	182
KALYAN MURUMKAR	36	110	106	252	431	179
NITIN HARCHEKAR	16	73	75	164	323	159
TOTAL	96	280	301	677	1375	698

Table 6.3

During the course of discussion three criteria's were framed to analyze and screen the number of families would require intervention. These were as follows:

- Families who are likely to migrate: From the above table it can be inferred that a total number of 96 families will not require any intervention as they are expected to migrate from the project area, hence they will automatically be cancelled.

- Families who will be graduated on the basis of age criteria: The above table suggests that a total number of 280 families would fall under this category for which no specific family development plan requires to be made.

- Families who would fall under the category of improved family income: From the above table it may be noted that a total number of 301 families have already improved their financial and economic condition, and thus would not require any intervention from Casp-Plan.

Under the circumstances a total number of 677 families out of remaining 1375 in the project area will not require any specific intervention plan. Hence the service delivery plan is meant basically for a total number of 698 families. However it was also realised that there are a few interventions which figure under the service delivery plan are community projects in nature, hence will be shared by and beneficial for the entire community as a whole.

Method of planning

As mentioned earlier the planning process was a combination of both Strategic Planning and Logical Framework Analysis. While strategic planning formed the diagnostic part of the project, logframe was used for making the activity plan. A brief description of logframe analysis is mentioned below:

Logical frame work analysis

Problem analysis and the problem tree

Main steps in preparing the problem tree

<u>Identifying and listing the main problems</u>

- Explain the purpose of the exercise and the context within which it is taking place, eg preparation of a primary health care project. Explain the problem tree method and the input expected from the participants. Provide some examples of the cause and effect relationship before starting, emphasizing the importance of identifying root causes.

- Using contributions from the group, list all the negative statements about the situation you are analysing. This can be undertaken as a brainstorming session.

- Print each problem statement in clear language on a card and display this on some suitable wall space.

Select a starting point

1. Identify **major** existing problems based upon available information (brainstorming)
2. Select one focal problem for the analysis
3. Identify substantial and direct causes of the focal problem
4. Identify substantial and direct effects of the focal problem
5. Construct a problem tree showing the cause and effect relationships between the problems
6. Review the problem tree, verify its validity and completeness, and make necessary adjustments.
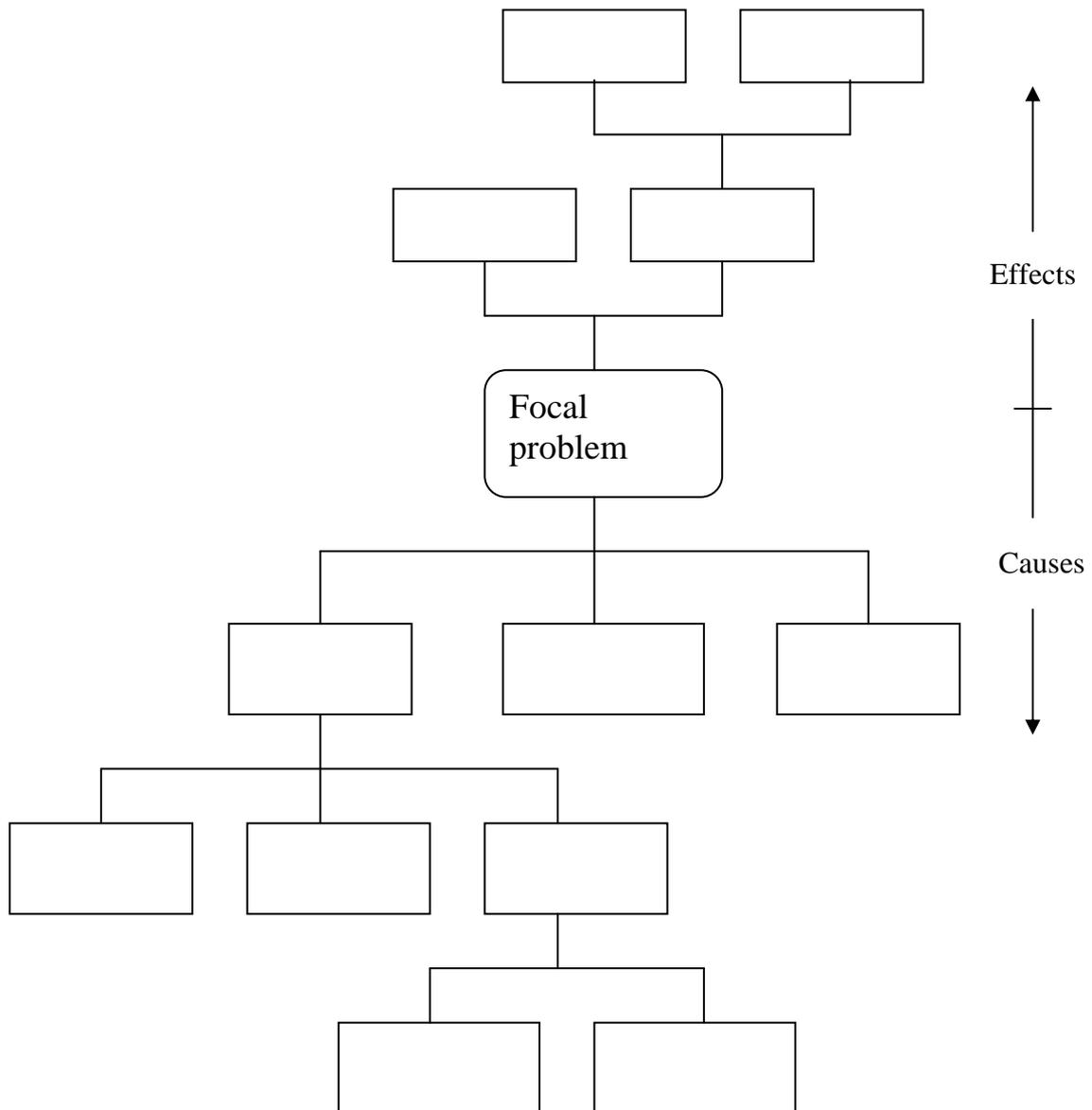

Developing the problem tree

Fig 6.1

Developing the problem tree

The substantial and direct causes of the focal problem are placed parallel underneath it.

The substantial and direct causes of the focal problem are placed parallel on the line above it.

Causes and effects are further developed along the same principle to form the problem tree.

The problem analysis can be concluded when the participants are convinced that all essential information has been included in the network in order to explain the main cause-effect relationships characterizing the problem.

Identifying core problems

- Through discussions, identify a consensus core problem - the one(s) which appear to be linked to most negative statements.

- Print a precise definition of the core problem on a card (if the existing statement requires further clarification).

- Display the card on a wall (or on the floor) so that the whole group can clearly see it.

Identifying cause and effect

- Begin to distribute the negative statement cards according to whether they are 'causes', ie leading to the core problem, or 'effects', ie resulting from the core problem. Do this until all causes are below the core problem and all effects are above the core problem. At any stage in the exercise, those statements that are considered to be unclear should either be more clearly specified or discarded. Problems that are clear but very general in nature and which affect not only this issue but would apply to almost any development problem can be treated as 'overall constraints' and moved to the side of the main problem tree. This helps keep the core problem tree focused and manageable. You can be guided in this by considering whether or not the problem is likely to be one which can be addressed by a project based solution. If not, it is a constraint.

- Then the guiding questioning for further structuring the statements into a problem tree becomes "What leads to that?" Choose any negative statement printed as a problem on the cards and ask: "What leads to that?" Then select from the cards the most likely cause of the problem, and place it below the chosen statement.

- If there are two or more causes combining to produce an effect, place them side by side below the resulting effect.

- After you have placed the card or cards for each relationship, pause to review. Then ask the group if there are more causes leading to that problem.

- Similarly you must ask if there are any more effects resulting from that problem.

- If there are multiple effects resulting from a cause, place them side by side and above the cause(s).

Stakeholders analysis

Having identified the main problems and the cause and effect relationship between them, it is then important to give further consideration to *which* these problems actually impact on most, and what the roles and interests of different stakeholders might be in addressing the problems and reaching solutions.
The main purposes of stakeholder analysis are:

- To better address distributional and social impacts of projects, programs and policies; and

- To identify existing or potential conflicts and factor appropriate mitigation strategies into activity design.

Stakeholder analysis is thus about asking the questions: "Whose problem" and, if a project intervention strategy is proposed: "Who will benefit".

The main steps in stakeholder analysis include

- Identifying the principal stakeholders (these can be various levels, e.g. local, regional, national);

- Investigating their roles, interests, relative power and capacity to participate;

- Identifying the extent of cooperation or conflict in the relationship between stakeholders; and

- Interpreting the findings of the analysis and defining how this should be incorporated into project design.

When looking at who the stakeholders are, it is useful to distinguish between the 'target group' and the broader group of stakeholders (the target group being one of the principal stakeholders).

Target group

The target group are those who are directly affected by the problems in question and who might be beneficiaries of any proposed project solution.

Within any geographic area and within any 'community' there will always be considerable differences in people's access to resources and development opportunities. Some individuals and groups will be benefiting from the existing social, political or economic relationships and some will not. It is therefore important to gain some understanding about how different groups within the community are affected by specific development problems.

Similarly, once we choose a particular project intervention, there will usually be some groups who will benefit more than others. It is important to understand this so that the risks of pursuing the project strategy can be assessed in regard to the likely social and political support and opposition to the planned project. Strategies can then be devised to counter opposition, and/or strengthen support.

The groups who might be specifically considered in any such analysis would depend on the nature of the problems, but could include:

- Men/women
- Rich/poor
- Young/old
- Small scale/large scale farmers
- Rural/urban dwellers
- Landowners/landless
- Farmers/traders
-

Each of these groups needs to be clearly defined so that there is little ambiguity as to who we are talking about.

Stakeholders

Stakeholders analysis matrix - How affected by the problem?			
Stakeholder	How affected by the problem?	Capacity / motivation to participate in addressing the problem(s)?	Relationship with other stakeholders

Stakeholders analysis matrix – expected impacts of proposed intervention/ solution				
stakeholder	Stakeholders main objectives	Positive impact benefits	Negative impacts / costs	Net impact

Both of these matrix formats can be adapted to include different or additional information about the main stakeholder groups depending on the scope and focus of the issues being addressed.

It is important to see stakeholder analysis as part of the interactive process of project planning. As both problems and potential project objectives are analysed in more detail, the stakeholder analysis should be reviewed and updated to account for the new information, which comes to light.

Analysis of objectives

Objective trees should be prepared after the problem tree has been completed and an initial stakeholder analysis has been undertaken.

In its simplest form, the objective tree uses exactly the same structure as the problem tree, but with the problem statements (negatives) turned into objective statements (positives). However, the results of the stakeholder analysis may have helped to give better focus to priority problems and not all of the original problem statements may therefore need to be translated into objective statements.

While the problem tree shows the **cause and effect** relationship between problems, the objective tree shows the **means - end** relationship between objectives. This leads directly into developing the project's narrative description in the Logical Framework Matrix.

Once the negative statements from the problem tree have been re-worded to positive statements, you should then check:

- Are the statements are clear and unambiguous?

- Are the links between each statement logical and reasonable? (Will the achievement of one help support the attainment of another that is above it in the hierarchy?)

- Is there a need to add any other positive actions and/or statements? More detail may be required.

- Are the positive actions at one level sufficient to lead to the result above?

- Is the overall structure simple and clear? Simplify if possible or necessary.

Once these main points have been checked, the proposed objective tree structure can be circulated for further comment and feedback.

Analysis of alternative strategies

During the process of analysing the problems, stakeholder issues and developing a draft objective tree, views on the potential merits or difficulties associated with different possible project interventions are likely to have been developed and discussed by the design team. These options then need to be further scrutinized to help firm up the likely scope of the project before more detailed design takes place.

The type of questions that might need to be asked (and answered) could include:

- Should all of the identified problems and/or objectives be tackled, or a selected few?

- What is the combination of interventions that are most likely to bring about the desired results and promote sustainability of benefits?

- What are the likely capitals and recurrent cost implications of different possible interventions, and what can be realistically afforded?

- Which strategy will best support participation by both women and men?

- Which strategy will most effectively support institutional strengthening objectives? and

- How can negative environmental impacts be best mitigated?

To assess alternative interventions it is useful to identify and agree on a number of assessment criteria against which alternative interventions can be ranked or scored. Criteria that may be used to help make a broad assessment of different intervention options could include the expected:

- Benefits to target groups - equity and participation
- Total cost and recurrent cost implications
- Financial and economic viability
- Technical feasibility
- Ability to repair and maintain assets
- Sustainability
- Contribution to institutional strengthening and management capacity building
- Environmental impact, and
- Compatibility of project with sector or program priorities.

However, it is important to emphasise again that project planning is not a linear process. One does not move mechanistically from one step to the next, always in a forward direction, and arrive automatically at the best solution. Planning is an interactive and creative process, and selecting a design option often involves significant leaps in thinking which cannot be neatly slotted into a 'stage' in the planning process

Link to the logframe matrix

Similar to problem tree the objective tree can be used to start framing the objective hierarchy in the first column of the Logframe matrix. Objectives at the top of the tree should help frame goal and purpose statements, while further down the tree component objective and output statements can be identified. However, it should not be expected that the objective tree could be transposed directly, without further adjustment, into the hierarchy of the project description in the matrix. Further adjustment and refinement of statements is usually required and checking of the means-ends logic should be ongoing as the matrix is developed.

Terminology

A brief description of the terminology is given below:

Project description provides a narrative summary of what the project intends to achieve and how. It describes the means by which desired ends are to be achieved (the vertical logic).

Goal refers to the sectoral or national objectives to which the project is designed to contribute, eg increased incomes, improved nutritional status, and reduced crime. It can also be referred to as describing the expected impact of the project. The goal is thus a statement of intention.

Purpose refers to what the project is expected to achieve in terms of development outcome. Examples might include increased agricultural production, higher immunization coverage, cleaner water, or improved local management systems and capacity. There should generally be only one purpose statement.

Component Objectives where the project or program is relatively large and has a number of components (output/activity areas) it is useful to give each component an objective statement. These statements should provide a logical link between the outputs of that component and the project purpose.

Outputs refer to the specific results and tangible products (goods and services) produced by undertaking a series of tasks or activities. Examples might include: irrigation systems or water supplies constructed, areas planted/developed, children immunized, buildings or other infrastructure built, policy guidelines produced, and staff trained. Each component should have at least one contributing output, will often have up to four or five. The delivery of project outputs should be largely under project management's control.

Activities refer to the specific tasks undertaken to achieve the required outputs Examples for a new community water supply might include: further design, establishing water users committee and maintenance procedures, site preparation, collection of local materials, tank construction and pipe laying, digging soak pits, and commissioning. However, the Logframe matrix should not include too much detail on activities otherwise it becomes too lengthy and potentially prescriptive. If detailed activity specification is required, this should be presented separately in an activity schedule/gantt chart format and not in the matrix itself.

Inputs refer to the resources required to undertake the activities and produce the outputs, eg as personnel, equipment, and materials. However, inputs should not be included in the matrix format.

Assumptions refer to conditions which could affect the progress or success of the project, but over which the project manager has no direct control, eg price changes, rainfall, land reform policies, non-enforcement of supporting legislation. An assumption is a positive statement of a condition that must be met in order for project objectives to be achieved. A risk is a negative statement of what might prevent objectives being achieved.

Indicators refer to the information we need to help us determine progress towards meeting project objectives. An indicator should provide, where possible, a clearly defined unit of measurement and a target detailing the quantity, quality and timing of expected results.

Means of verification (MOVs). Means of verification should clearly specify the expected source of the information we need to collect. We need to consider how the information will be collected (method), who will be responsible, and the frequency with which the information should be provided.

Vertical Logic

If-then causality

Constructing the project description of the matrix involves a detailed breakdown of the chain of causality in the project design. This can be expressed in terms of:

- IF inputs are provided, THEN activities can be undertaken;

- IF activities are undertaken, THEN outputs will be produced;

- IF outputs are produced, THEN component objectives will be achieved;

- IF component objectives are achieved, THEN the project purpose will be supported;

- IF the project purpose is supported, this should THEN contribute towards the overall goal.

Each level thus provides the rationale for the next level down the goal helps defines the purpose, the purpose the component objectives, and so on downs the hierarchy.

Management influence

The Logframe helps to indicate the degree of control managers have over the project. Managers should have considerable direct **control** over inputs, activities and outputs, but can only be expected to exert **influence** over the achievement of project purposes through the way in which outputs are managed. Project managers usually have no direct influence over achieving the goal, and can only be expected to monitor the broader policy and program environment to help ensure the project continues to be contextually relevant.

The **necessary** and **sufficient** conditions within the vertical logic are another way of viewing this issue. These indicate that:

- Achieving the purpose is **necessary but not sufficient** to attain the goal. This is because the project is but one of a number of projects or initiatives that contribute to the goal.

- Producing the project outputs is **necessary but may not be sufficient** to achieve the component objectives. Other factors beyond the project's control are again likely to have an influence on achievement of component objectives.

- Carrying out project activities should be **necessary and sufficient** to produce the required outputs (although some risks will always remain).

In defining project outputs it is also necessary to recognize that there may be no single agency or manager who has complete control over their delivery. In the case of PLAN funded projects, many project outputs will be the result of the endeavors of both a local implementing agency(s) and an PLAN contractor. In terms of contracting a project, a distinction then needs to be made between a **project** output and a **contractible** output (outputs or milestones that PLAN can contract a consultancy firm to deliver). This issue is further discussed in the section 'project outputs and contractible outputs'.

Project components

A project component consists of a sub-set of inputs, activities and outputs that serve a single purpose. Components may be identified on the basis of their sectoral, functional or institutional focus. For example an agricultural training project might include components which focus on:

- Training program design and delivery

- Facilities upgrading
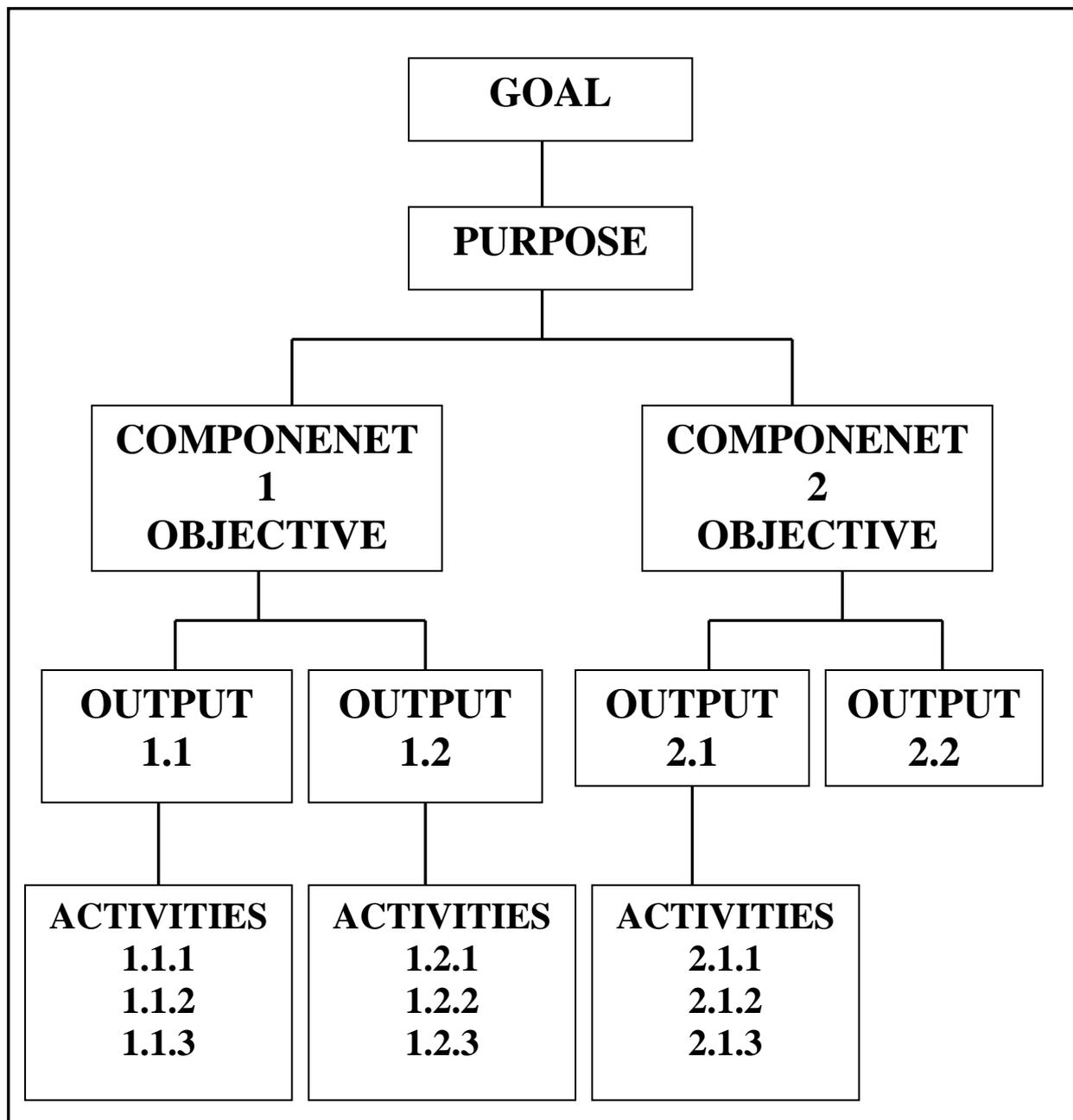- Student loans scheme, and
- Project management.

Each of these components has a different technical focus, is likely to be managed by different groups within the targeted institution(s), and therefore merit being designed as separate project components.

Reference numbers and flow-charts

Using reference numbers is a useful device to help the Logframe user negotiate around the logic of the matrix, particularly when the matrix is presented on more than one page. This helps the reader understand which activities, outputs and purposes are linked and also provide a clear reference point when preparing activity, resource and cost schedules linked to the Logframe matrix.

Use of a flow chart format to present a summary of outputs, component objectives, purpose and the goal is also a useful device. Such a format structure is shown below in Figure.

Logframe activity matrix

```
                        ┌──────────────────┐
                        │       GOAL       │
                        └────────┬─────────┘
                                 │
                        ┌────────┴─────────┐
                        │     PURPOSE      │
                        └────────┬─────────┘
                                 │
              ┌──────────────────┴──────────────────┐
    ┌─────────────────┐                    ┌─────────────────┐
    │   COMPONENET     │                    │   COMPONENET     │
    │        1         │                    │        2         │
    │   OBJECTIVE      │                    │   OBJECTIVE      │
    └────────┬─────────┘                    └────────┬─────────┘
        ┌────┴────┐                            ┌─────┴─────┐
  ┌──────────┐ ┌──────────┐            ┌──────────┐ ┌──────────┐
  │  OUTPUT  │ │  OUTPUT  │            │  OUTPUT  │ │  OUTPUT  │
  │   1.1    │ │   1.2    │            │   2.1    │ │   2.2    │
  └────┬─────┘ └────┬─────┘            └────┬─────┘ └──────────┘
  ┌──────────┐ ┌──────────┐            ┌──────────┐
  │ACTIVITIES│ │ACTIVITIES│            │ACTIVITIES│
  │  1.1.1   │ │  1.2.1   │            │  2.1.1   │
  │  1.1.2   │ │  1.2.2   │            │  2.1.2   │
  │  1.1.3   │ │  1.2.3   │            │  2.1.3   │
  └──────────┘ └──────────┘            └──────────┘
```

Writing clear objective statements

It is useful to standardize the way in which the hierarchy of project objectives is described in the matrix. This helps the reader recognize more easily what is a purpose, an output or activity statement. A convention should therefore be used whereby a goal, purpose and component objective statement is always written in the infinitive ('to do something'), an output is described in the future perfect ('something will have been

produced'), and an activity is described in the present tense ('do something'). An example of what is meant is provided below:

Log frame vertical logic

Goal	To contribute to improved community health on a sustainable basis.
Purpose or Objective	To provide a clean, reliable and sustainable supply of water adequate for community needs.
Output	A reticulated water supply will have been established community water supply maintenance techniques will have been trained.
Activity	Conduct site survey, build header tank, prepare training materials, design user pays system.

Fig 6.3

A common problem with poorly constructed Logframes is that the different levels of the project description tend to simply record statements at other levels. Care should be taken to avoid this happening.

Project outputs and contractible outputs

In preparing the Logframe matrix, the focus should be on defining the outputs that the project aims to produce. However, these outputs may not be the same as the outputs that the PLAN contractor can be directly contracted to deliver. This is because the project outputs may require that other stakeholders that the managing contractor has no direct control over, eg take actions partner government implementing agencies. This distinction is illustrated in Figure .
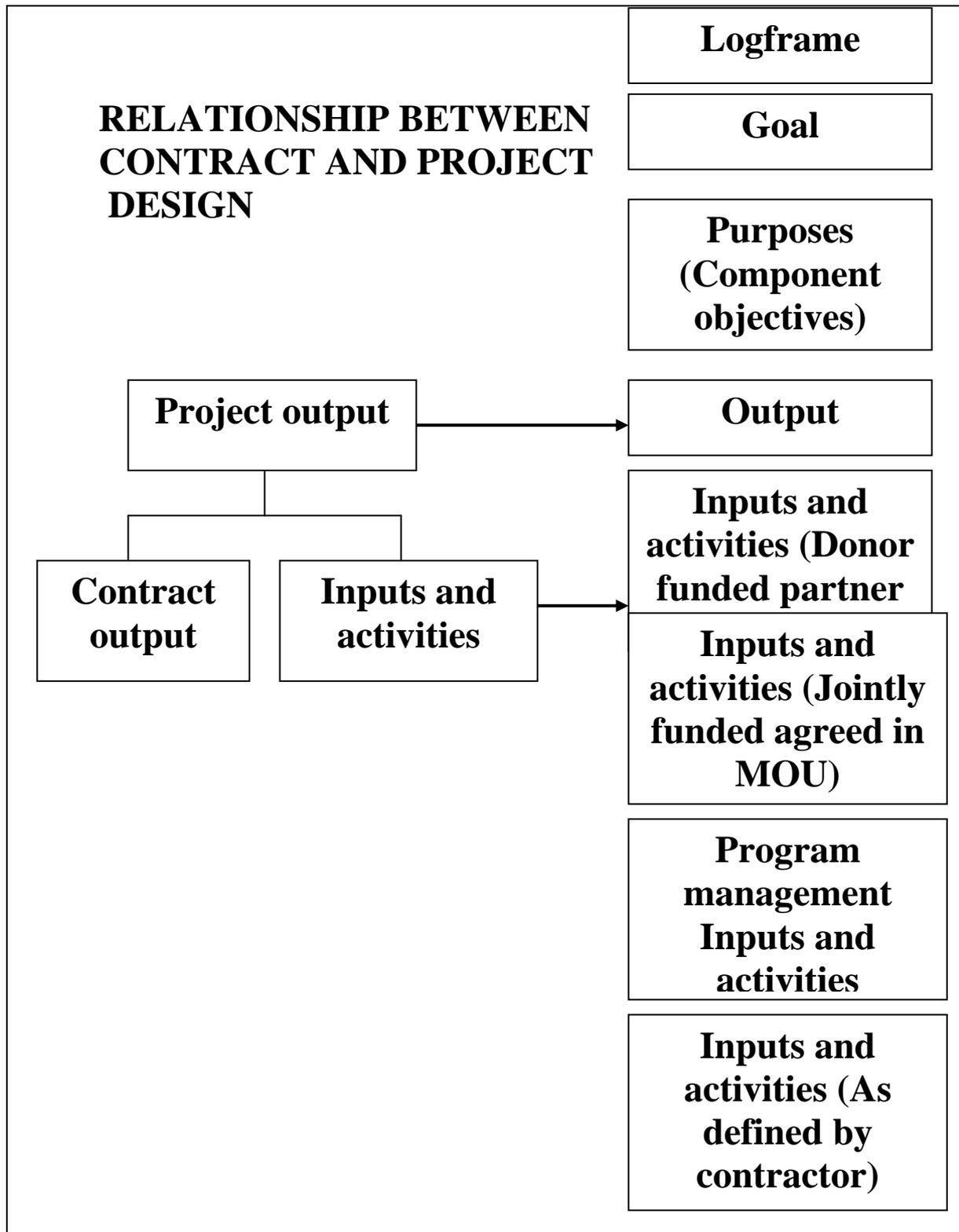
Fig 6.4

It is suggested that the distinction between project outputs and contractible outputs be defined in the text of the project design document, e.g. using a responsibility table for each output. The distinction should then be reflected in the scope of services and the memorandum of understanding, rather than being detailed in the Logframe matrix itself. The main reasons for recommending this approach are:

- The Logframe matrix should remain a **summary** of the development logic and rationale, rather than include details of different stakeholder responsibilities or contractual issues.

- The project design document and the Logframe matrix should represent what AusAID and the partner government have **jointly** committed to.

- The scope of services (what AusAID contracts a provider to deliver) and the memorandum of understanding (what the partner government agrees to contribute) indicate the respective responsibilities for contributing to the delivery of project outputs.

- The exact specification of contractible outputs needs (to some extent) to be negotiated between AusAID and the firm selected to implement.

Assumptions and risks

Projects are always subject to influence by factors outside the direct control of project managers. This is particularly so of rural and institutional development type projects which require the cooperation of a number of different stakeholder groups, are often implemented in poorly resourced and unstable environments, and require behavioral change on the part of participants.

The project 'box' is never isolated from external events.

The fourth column of the matrix is used to highlight the external conditions (assumptions) that need to be fulfilled if the vertical logic of the project description is to hold true. This relationship between assumptions and the project description is shown in Figure.

Relationship between assumptions and objectives

Goal

Only if these assumptions are met will the next level of objectives be achieved. Assumptions are thus part of the **Vertical Logic**

Purpose + Assumptions

Outputs + Assumptions
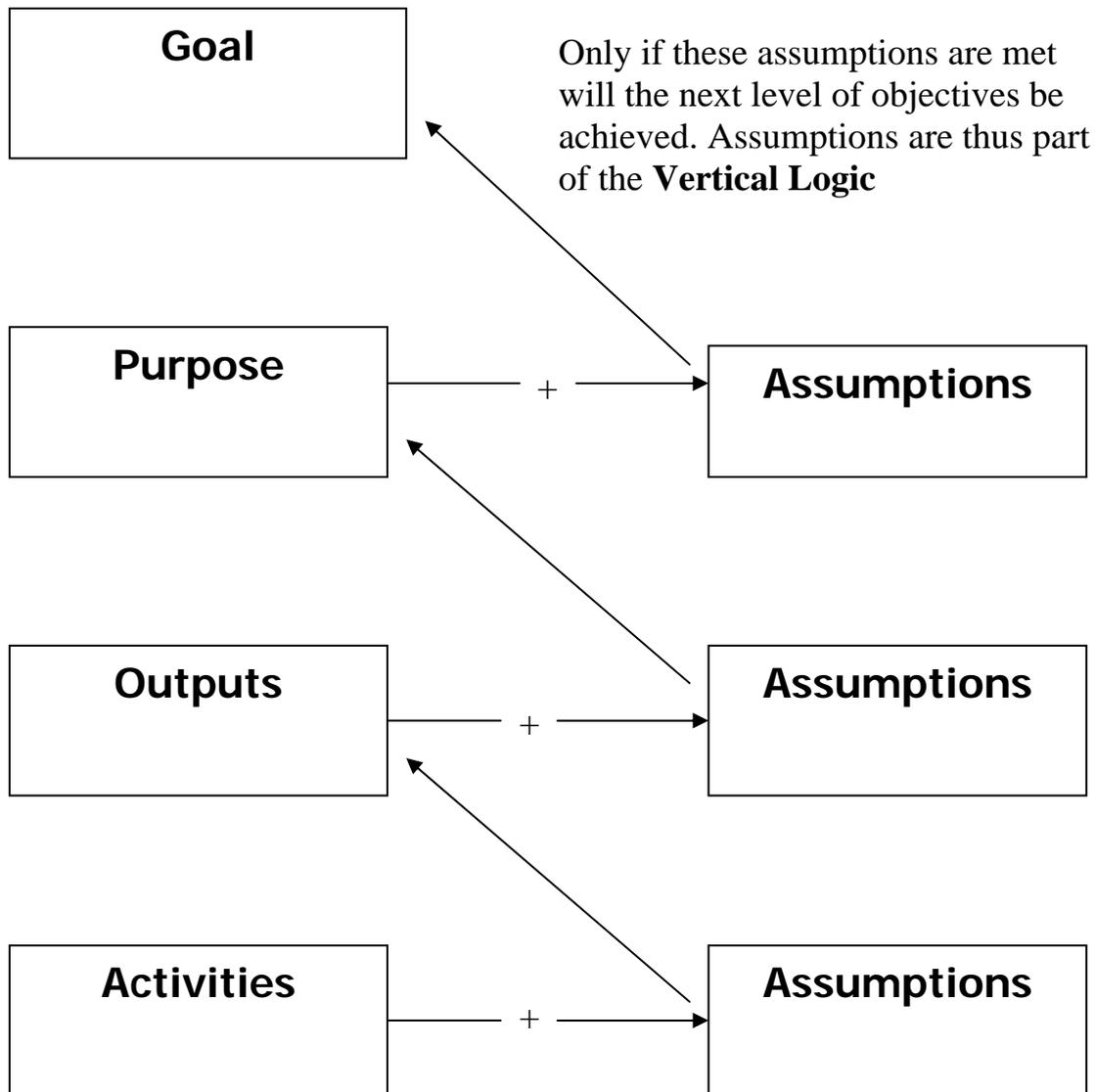
Activities + Assumptions

Fig 6.5

Understanding and assessing the nature of these assumptions is an essential part of good design. Failure to realistically identify and address assumptions is a common source of project failure.

Some Logframe users prefer to talk about 'risks' in this fourth column. The distinction being that risks are **negative** statements about what might go wrong, whereas assumptions are **positive** statements about the conditions that need to be met if the project is to stay on track. Whether assumptions or risks are used, the purpose is the same, namely to assess and address external impacts on the project and improve where possible, the robustness of the design.

The Logframe provides a starting point for further risk assessment, stakeholder consultations on risk, and the preparation of a risk management plan. The logframe addresses one of four broad categories of AusAID risks, namely some of the risks or threats to effective aid outcomes. In addition, a range of other tools designed to help identify risks can be applied. When conducting risk identification and assessment, one should also consider possible risks to output delivery/efficiency, to reputation and to capacity.

For further information refer to Aus guide lines: Managing Risk.

A decision tree to help analyze the importance of potential risks, and decide what should be done about them, is shown in figure.
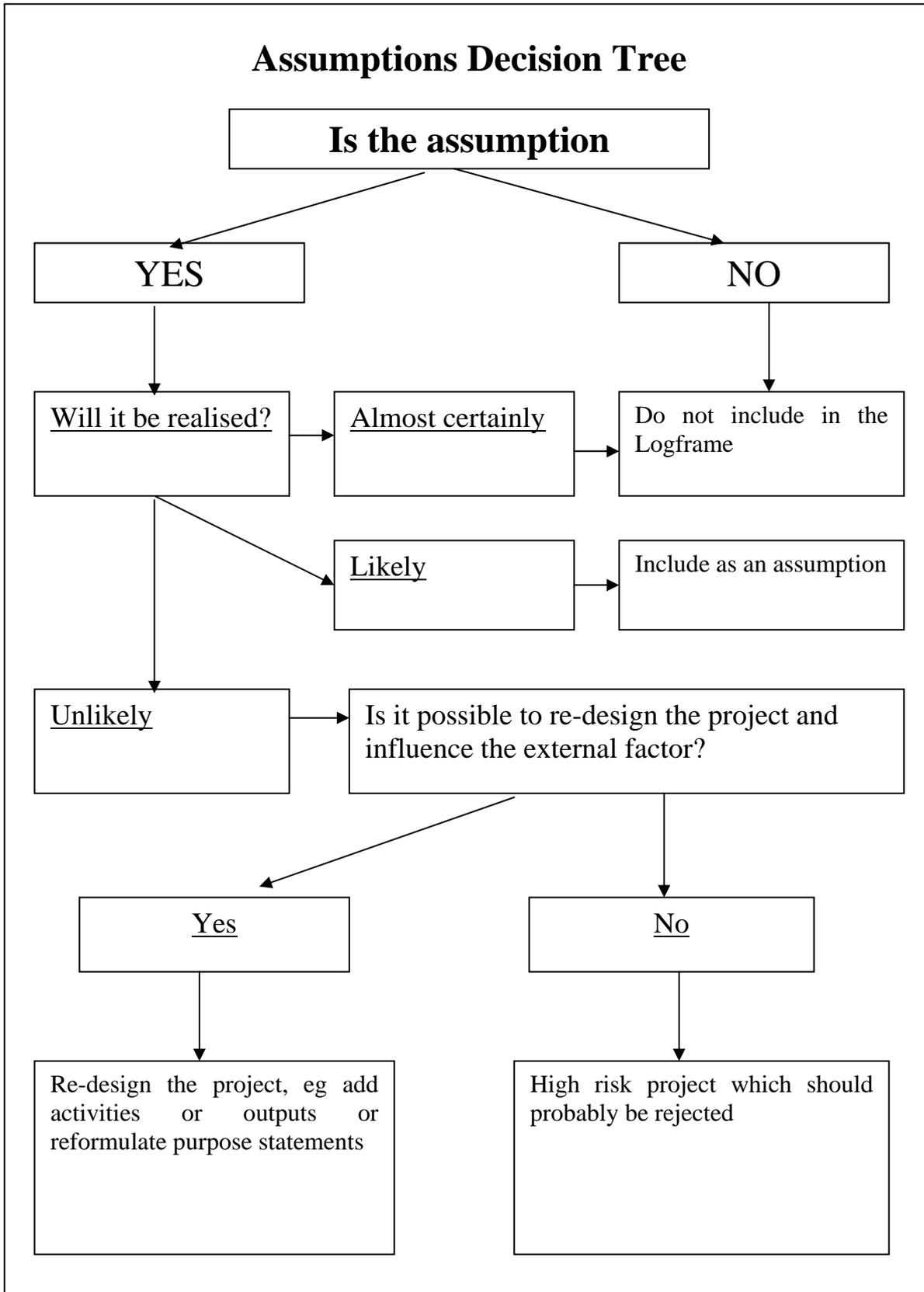
Assumptions Decision Tree

Is the assumption

```
        YES                              NO
         │                                │
         ▼                                ▼
Will it be realised?  →  Almost certainly  →  Do not include in the Logframe

                         Likely  →  Include as an assumption

Unlikely  →  Is it possible to re-design the project and
             influence the external factor?
                    │                        │
                    ▼                        ▼
                   Yes                       No
                    │                        │
                    ▼                        ▼
Re-design the project, eg add        High risk project which should
activities or outputs or             probably be rejected
reformulate purpose statements
```

Fig 6.6

Horizontal logic

Link to monitoring and evaluation

The horizontal logic of the matrix helps establish the basis for monitoring and evaluating the project. The link between the Logframe and monitoring, review and evaluation is illustrated in Figure.

MONITORING AND EVALUATION

THE FRAMEWORK AND MONITORING AND EVALUATION		
Logframe hierarchy	**Type of monitoring and evaluation activity**	**Level of information**
Goal	**Ex-post evaluation**	**Outcomes / impact**
Purpose	**Review**	**Outcomes / effectiveness**
Component objectives		
Outputs		
Activities inputs	**Monitoring**	**Input / Outputs**

This is of course a simplified framework, and needs to be applied and interpreted in a suitably flexible manner. For example, ex-post evaluation will include some element of assessing whether or not the purpose, component objectives and outputs have been achieved, and review will also assess performance in output delivery.

Testing the project description

Once the project description and assumptions have been drafted (columns 1 and 4 of the matrix), the next task is to identify the indicators that might be used to measure and report on the achievement of objectives (column 2), and the source of that information (column 4). Because one reads **across** the matrix when analysing indicators and means of verification, this is referred to as the 'horizontal logic'.

In considering how the achievement of objectives might be measured/verified, one is required to reflect on the clarity of objective statements, how feasible they will be to achieve, and how they might be more specifically defined. This is part of the iterative nature of the analysis. Each part of the framework may need to be revisited as new tests of logic are applied.

The level of detail

In most cases, the specification of indicators and means of verification should focus on the output, component objective and purpose levels of the hierarchy. It is usually not appropriate to specify indicators for every activity (if activities are included in the logframe), as this tends to clutter the matrix with too much detail. Activity and input monitoring systems are often better defined and established during implementation by the management team. If the goal is a broad statement of development intention at the sectoral or national level, and the project itself is providing only a small contribution, it may not be useful to include indicators and means of verification for the goal.

At the design stage, the level of detail that can be realistically expected in both the indicators and MOV columns will depend on (among other things):

- The type of project
- The information available at the time of design
- Whether or not the team includes a member with monitoring and evaluation design skills, and
- How much time the design team has to do the work.

For example, a three person design team which is in the field for three weeks to prepare a complex institutional strengthening project, should not necessarily be expected to prescribe the project monitoring and evaluation arrangements in great detail. Rather, which to should use the horizontal logic of the matrix as a means:

- Test the clarity of objective statements;
- Indicate the type of information required and how it could be collected;
- Provide a framework within which project implementers can design the detailed elements of the monitoring and evaluation system once implementation commences
- Help determine the scope and scale of resources that will be required to establish and maintain an effective monitoring and evaluation function, and then include these resources in the project design and budget.

Indicators

Indicators specify how the achievement of project objectives will be measured and verified. They provide the basis for monitoring project progress (completion of activities and the delivery of outputs) and evaluating the achievement of outcomes (component objectives and purpose).

Indicators are established in response to the question: 'How do I know whether or not what has been planned is actually happening or has happened?' We look for indications or signs to help us. For example: 'How do we know that more teachers have been trained this year? What would tell us that the training had had an impact on classroom performance? How do we measure progress towards the objective of strengthening community management capacity?'

There are no absolute principles about what makes a good indicator of physical achievement, however the **SMART** characteristics listed below (Specific, Measurable, Attainable, Relevant, Timely) are useful.

Specific Key indicators need to be specific and to relate to the conditions the project seeks to change. Cement delivered to a site is not a good indicator of the number of houses constructed. Likewise seedlings distributed from a nursery may not be a valid indicator of plants established. The horizontal logic of the Logframe matrix helps to test this criteria.

Measurable Quantifiable indicators are preferred because they are precise, can be aggregated and allow further statistical analysis of the data. However, development process indicators may be difficult to quantify, and qualitative indicators should also be used.

Attainable The indicator (or information) must be attainable at reasonable cost using an appropriate collection method. Accurate and reliable information on such things as household incomes and crop production from small-scale dryland farming are, for example, notoriously difficult and expensive to actually collect.

Relevant Indicators should be relevant to the management information needs of the people who will use the data. Field staff may need particular indicators that are of no relevance to senior managers, and vice-versa. Information must be sorted, screened, aggregated and summarized in different ways to meet different managers' needs. *(However, the Logframe matrix itself should not attempt to contain all this detail.)*

Timely An indicator needs to be collected and reported at the right time to influence many management decisions. Information about agricultural based activities, for example, must often come within specific time periods if it is to be used to influence events in the whole cropping and processing cycle. There is also no point choosing indicators that can only tell you at the end of a project whether you succeeded or failed in meeting certain objectives. They may be lessons learned but the information comes too late for project personnel to act on.

Where possible, indicators should incorporate elements of quantity, quality and time. This is about setting targets for project implementers to work towards and against which progress can then be measured. As the saying goes, "what gets measured gets managed".

Caution should nevertheless be exercised when specifying quantified targets in the Logframe (rather than just the indicator or unit of measurement), particularly for projects which focus on process/capacity development outcomes. Two issues are important here:

- The Logframe should provide a summary of the project framework and not contain more detail than is necessary. Details of the proposed management information system should be documented separately, using the Logframe as a guiding framework.

- Targets may be indicated during design, but the detailed assessment of what is really feasible needs to be undertaken and agreed upon by the implementing agencies once the project starts. Setting targets is an important part of good planning, but the quality and usefulness of such targets depends very much on when and by whom they are set. Design teams will often not have adequate information to confidently propose specific targets, particularly for process oriented projects implemented in partnership with local agencies.

Two particular limitations associated with specifying indicators using the Logframe structure also need to be recognized:

- The indicators selected may be relevant to some, but not all, stakeholders. It cannot necessarily be assumed that all stakeholders have common interests and information needs.

- Even within one agency, information needs will vary between levels of the institutional hierarchy. As the level of management changes, so does the level of detail required and the nature of indicators.

The indicators selected for inclusion in the Logframe are usually focused on meeting the information needs of selected stakeholders and at specific management level, eg project managers and AusAID. The point of view reflected in the hierarchy of objectives summarized in the project Logframe therefore needs to be broken down into sub-sets of objectives, indicators and targets for each level of management once project implementation starts.

Means of verification

The different means (and costs) of collecting information must also be considered when choosing appropriate indicators. Some indicators may give the information you would ideally like to have, but when the means of getting this is carefully considered it might become impractical, eg too complex or expensive. The Logframe matrix is a useful analytical and presentational structure for systematically identifying and assessing appropriate 'means of verification' for each indicator that is chosen.

Once it is clear what information managers might require (the key indicators) it is then necessary to consider how this might be obtained.

The following questions should be asked and answered:

- **How** should the information be collected, eg sample surveys, administrative records, national statistics (as in the census), workshops or focus groups, observation, PRA or rapid rural appraisal techniques?

- **What source** is most appropriate? eg Who should be interviewed? Does the Bureau of Statistics already collect the required information? Is the source reliable?

- **Who** should do it? eg extension staff, supervisors, an independent team?

- **When** and how often should the information be collected, analysed and reported? eg monthly, annually, according to seasonal cropping cycles?

- **What formats** are required to record the data being collected?

When developing answers to these questions, one of the main issues to keep in mind is the resource and capacity constraint that will be faced by those responsible for collecting the information. There is no point designing procedures which are too complex or costly as this will merely lead to frustration and disappointment in the outcomes. A balance must therefore be struck between what would be desirable in an ideal world and what is feasible in practice.

Project staff will almost certainly need to collect some primary information specific to their project's work, but should first look to using existing sources where these are available. For the 'big picture' the Bureau of Statistics, research studies, donor and business reports may be useful sources (these are often available but not accessible to those who might use them to support field level management and monitoring). At the local level community, government and other service agency records may provide relevant planning and management information for project implementers. The main point is to build on existing systems and sources (where possible and appropriate) before establishing new ones. Check what's already there before assuming it isn't.

Some examples of quantitative indicators that as AID projects have commonly used to help measure and report on project outputs are shown at output indicator examples by KRA.

Indicators of process

Development is not only about the delivery of better services. It cannot be judged alone by indicators which measure quantifiable changes in such things as the income, health or educational level of targeted groups. Many development projects (particularly those focusing on process and capacity building objectives) place equal emphasis on bringing about changes in the way that groups of people (particularly disadvantaged groups) view themselves and are able to act in their own interests.

An example of possible indicators and means of verification for one process based objective is shown in below:

	Examples of indicators of development process	
Objective	**Possible indicators**	**Means of verification**
To increase awareness of, and community capacity to address, the local causes of environmental pollution.	Levels of awareness among different groups within the community about specific environmental health and pollution issues. Establishment of community based environmental health and management committee. Membership, meetings and number and type of activities initiated.	Sample survey at schools, of women's groups and of male household heads conducted at the beginning of the project and after two years. Conducted by environmental health officers using questionnaire to rank levels of awareness of specific issues. Record of elected committee members, regularity of meetings and minutes of decisions made. Analysed and scored against established criteria every six months by management committee members. observation of how meetings are conducted and levels of participation. Undertaken by environmental health officers in line with planned schedule of meetings.

Fig 6.7

Some strengths and weaknesses of LFA

For all its potential advantages LFA provides no magic solution to identifying or designing good programs or projects, no matter how clearly understood and professionally applied.

To help avoid the common problems and possible dangers, those using the Logframe should:

- Emphasise the importance of the LFA **process** as much as the matrix **product**.

- Ensure stakeholders participate in the analytical process.

- Avoid using the matrix as a blueprint through which to try and exert control over the project.

- Treat the matrix as a presentational summary. Keep it clear and concise.

- Be prepared to refine and revise the matrix as new information comes to light.

- Expect the first Logframe to be a draft which will require reworking.

- Do not place too much emphasis on detailed target specification within the matrix during the planning stages.

When LFA is used in a flexible manner and a consultative approach is taken, it is a powerful analytical tool to support project planning and implementation.

Figure below provides a summary of some of the strengths and weaknesses of LFA.

	Strengths and Weaknesses of LFA		
Issue	**Potential strengths**	**Common problems**	**Possible dangers**
Vertical Logic	Provides logical link between means and ends. Places activity within broader development environment. Encourages examination of risks.	Getting consensus on objectives. Reducing objectives to a simple linear chain. Inappropriate level of detail.	Oversimplification of objective. Objectives become too rigid. Ignoring unintended effects. Hides disagreements.
Horizontal Logic	Requires analysis of whether objectives are measurable. Helps establish monitoring and	Finding measurable indicators for higher level objectives and 'social' projects.	Downgrading of less quantified objectives. Rigid targets. Information overload.

	evaluation framework.	Establishing unrealistic targets too early.	
Format and application	Links problem analysis to objective setting. Visually accessible and relatively easy to understand. Can be applied in a participatory way.	Prepared too late and mechanistically. Problem analysis and objective setting not always linked. Risky marginalised. High demands for training and judgement.	The same fixed format applied in all cases. Used for top-down control. Can alienate staff. Become a fetish rather than help.

Fig 6.8

On the basis of the above-mentioned method the service delivery planning was made using the logframe matrix. The plan generated by the group is as follows:

Preventive health: 1. safe and potable drinking water

Goal	Indicator	MOV	Assumptions
Safe and adequate drinking water for F.F.	Reduction in water born diseases	Comparing the previous data from Casp-plan clinics about water born diseases: 1. Diarrhoea 2. Hepatitis – A 3. Gastroenteritis 4. Dermatitis 5. A.P.R.	1. Smooth functioning of water supply by P.M.C. 2. Funds from plan continues
HIV/ AIDs			
1. 100% awareness amongst F.F.S. 2. support to the affected families	Atleast one person from family know about AIDs.	1. By remarks in health books by home visits 2. Participation of families in awareness program	Voluntary Voluntary formation of SHGs by affected F.F.S.

TUBERCULOSIS			
1. 100% Health surveillance in F.F. for identifying tuberculosis. 2. prevention of dehabilitaiton of affected persons from family. 3. T. B. awareness	1. All identified cases 100% cured. 2. No affected PT displaced from family	1. Records from health books 2. Register from T.B. clinic 3. Home visit	
Leprosy			
100% leprosy free F.F.	All leprosy identified cases cured from F.F.	Data available from the leprosy clinic and health book.	Awareness about leprosy amongst all F.F.

Fig 6.9

Preventive diseases: AIDs and Tubercluosis

Activity	Input	Output	Time start	End
1. AIDs rally	1. Printing banners and pamphlets 2. Involvement of CBOs and health persons 3. Street play	AIDs/ HIV awareness among 100% F.F.S.	15th Jan 2001 (2 rally)	31st May 2001
2. Group meetings	1. Resource persons 2. Audio-visual material 3. Involvement of local NGOs working in this field	1. 36 group meetings 2. coverage of 1375 families	15th Jan 2001	Dec 2001

TB activity				
1. Health check up camps & investigations	1. Resource person 2. T.B. clinic medicines 3. Invovement of Gov. programme	1. Coverage of 100% F.F. 2. Suspected cases investigated & referred.	10th Feb 2001	30th April 2002
2. T.B. awareness campaign	Involvement of : • HCL page India • India sponsorship • sahara	Meeting conducted with identified NGOs	July 2001 20th Feb 2001	30th April 2002 20th March 2001

Fig 6.10

Preventive health: communicable diseases

Goal	Indicator	MOV	Assumptions
Leprosy			
100% leprosy free F.F.	All leprosy identified cases cured from F.F.	Data available from the leprosy clinic and health book.	Awareness about leprosy amongst all F.F.

Activity	Input	Output	Time start	End
Skin check-up camps	Resource persons, medicine, information to F.F.s about skin check-up camp, house to house survey of F.F., training of CHWs for survey, involvement of Gov. departments and other NGOs.: ILU, FELI	100% coverage of suspected cases from FFs.	15th Feb 2001	30th April
Leprosy clinic	Infra structure, doctors, medicines, CHWs	100% coverage of suspected cases from FFs.	On going activity from last seven days.	

Fig 6.11

Preventive health: sex education

Goal	Indicator	MOV	Assumptions
Awareness amongst the adolescent youth from Foster Families	100% coverage	1. number of programs undertaken (area wise) 2. record of attendance for each program	Fill co-operation and participation of all eligible adolescent and youth.

Activity	Input	Output	Time start	End
1. Personality development camp 2. Promoting Kishori and Kishor Vikas Group. 3. Teachers training	Resource persons venue, involvement of NGOs- 1. Ravi Ujwal academy 2. Family P.A. 3. ISCA 4. Mahila Kalyan Kendra 5. Directorate of field publicity 6. Stree Shakti Kendra A.V. material Involvement of CBOs I.H.M.P.	16 personality development camp, each camp 40 adolescent, (25% coverage) 4 groups/D.P. for Kishor Vikas each 15-20 teachers of 7-10th Std. 5- each school approx. – 50 3 program	15th Jan 2001 Kishori on going Kishor 15th Jan 2001 July 2001	April 2002 April 2002 Sept 2001

Fig 6.12

Preventive health: Alcohol drug addiction

Goal	Indicator	MOV	Assumptions
1. Treating alcoholic and drug addict patients for de addictions / control through medical intervention. 2. To bring in self awareness and self realization towards de addiction/ control of alcoholism and drug addiction.	De-addiction achieved in 15% of the identified cases.	Record from specialised hospitals and home visit.	Patients motivated / prepared for treatment.

Preventive health: Blood Pressure, Diabetes, Heart problem

Goal	Indicator	MOV	Assumptions
To provide curative services to all affected persons from the Foster Families	100% coverage of all the detected cases	A.P.R. s, record of health book, health clinic and home visit record	Availability of adequate fund, from PLAN and Insurance scheme
Respiratory diseases to provide curative services to all identified affected persons from FF	100% coverage of all the detected cases	A.P.R. s, record of health book, health clinic and home visit record	Availability of adequate fund, from PLAN and Insurance scheme

Fig 6.13

Activity	Input	Output	Time start	End
Referral to appropriate hospital	funds	Number of cases treated	On going	30th April 2002
Health clinic	Medicine doctor and CHW Govt. and other charitable hospital infrastructure	Number of cases treated	On going	30th April 2002
Referral to appropriate hospital	Medicine doctor and CHW govt. and other charitable hospital infrastructure	Number of cases treated	On going	30th April 2002

Fig 6.14

Education: formal education

Goal	Indicator	MOV	Assumptions
1. To ensure the child's rights to education	100% enrollment of eligible	APR, folders, home visit, record	Parental support and co-operation.
2. To ensure that children, youth and adults acquire basic learning and life skills in order to help them realize their full potential and contribute to the development of society	CPME indicator 1. 100% 2. 90% 3. ….+5% 4. 5. 100%	1. APR, school record, home visit records, FC books 2. APR, school record, home visit records, FC books 3. ALC registers and tests results 4. Certificate for passing of 4th class, ALC register	1. Parental co-operative 2. Availability of admin in schools / VTI 3. No drop-out 4. Response from parents in attending ALC Availability of teachers for ALC and smooth functioning of ALC.
3. All children from FF should attends minimum level of secondary standard school (10th Std) education	100% enrollment of all eligible children in school	APR, school record, home visit records, FC books	Parental co-operation
4. To ensure gender equity and inclusive education of marginalised group for e.g. disabled children	1. 98% of GIR child FC and girl child FC siblings who completed primary school 2. all eligible PwDs attending appropriate school.	APR, school record, home visit records, FC books APR, school record, home visit records, FC books	Early marriages of girls prevented + parental motivation

Fig 6.15

Formal education: Reduction of school drop-outs

Activity	Input	Output	Time start	End
1. Incentives for maintaining school attendance by way of providing school uniform and other school supplies.	1. PMC schools 2. Endowment fund 3. Family sources (school bags, uniform, books, note books)	Number of children from 695 families supported.	Ongoing 2002	Ongoing 2002
2. Extra coaching • Support classes • Private coaching classes	Fees, teacher training, support from PTA, educational materials, exposure visits, resource organisation: • CLR • IIE • SNDT 2. India sponsorship program, Mahila Kalyan Kendra	1. 30 number of support classes conducted 2. covering 600 children 3. number of children from 7th and above assisted for paying fees of private coaching classes	1st July 2001	30th April 2002

Formal education: accessibility to higher education

Activity	Input	Output	Time start	End
Incentives for higher education	1. fees for extra coaching and collage 2. educational material support 3. transportation support (bicycles and bus pass) 4. endowment fund 5. govt. assistance through existing scheme	Number of students for continued higher education	On going	April 2001

Value education

Goal	Indicator	MOV	Assumptions
1. Creating awareness about basic values and ethics of life among Foster families, to become responsible citizen in order to develop their societies.	Involvement of FF's in awareness building program on their own initiative	Home visit records and DP's remarks.	Program of social consciousness held in the community

Ecological and environmental

Goal	Indicator	MOV	Assumptions
1. To create an awareness on ecology and promote the understanding of our relationship with environment in the project community. 2. To promote proactive action towards environment protection	Number of ecological program carried out. Content of		

Activity	Input	Output	Time start	End
1. Awareness program on domestic waste disposal, amongst	1. Involvement of CBOs support class teachers CHWs 2. Joint director of	16 meeting conducted	May 2001	April 2002

women	film publicity 3. CEE			
2. Environment awareness campaign	CEE, Jan Vikas, prakash gole, eco-net PMC	1. World environment day observed 2. One environment campaign organised	5th	
3. Cleanliness drive week	1. CBO's involvement 2. Competitions 3. PMC	22 community participated.	1st week of Oct 2001	
4. Children's rally	1. Bal panchayat/ childrens group 2. Schools 3. CEE, eco-net	Rally organised Four BP/LG participated	Diwali vacation	

Fig 6.19

Habitat

Goal	Indicator	MOV	Assumptions
To ensure that children live in secure, safe and healthy habitat.	1. 95% of FC families who legally own their house. 2. 100% of FC families with use of safe drinking water. 3. 100% of FC families with basic sanitary facilities (solid and liquid waste disposal system)	1. NOC, receipt of upto date service charge 2. APR home visit record 3. APR home visit record	1. Service charges fully paid 2. Assistance provided 3. Assistance provided 4. No change in corporation policy

Activity	Input	Output	Time start	End
Provision of electricity	NOC, MSEB quotation assistance, family contribution, internal fitting	200 number of houses connected with authentic electric supplier for domestic lighting.	On going	April 2002
Legal awareness program in relation to habitat	Resource person, UCD, shelter (NGO), CBO	12 number of awareness program conducted	10th Jan 2000	Dec 2001

Activity	Input	Output	Time start	End
House construction	NOC, material, technical input family contribution (cash/kind)	166 houses re-constructed	1st Jan 2000	April 2002
House repairing	NOC, material, technical input family contribution (cash/kind)	254 houses repair	1st Jan 2000	April 2002

Fig 6.20

Individual Tap connection

Activity	Input	Output	Time start	End
1. Identification of needy FF 2. Proper documentation	1. Available data 2. Home visits 3. Funds 4. Material 5. Connection (authorised)	Number of water taps provided as per identified	15th Jan 2001	31st Dec 2001

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Livelihood (income support)

Goal	Indicator	MOV	Assumptions
1. Increase food security and foster family's disposable income. To enable families to ensure their childrens secured future 2. To increase standard of living and improve quality of life of FFs.	80% foster families having income per capita per month of Rs. 600 90% of foster families having at least one child who has completed secondary school education or received vocational training. Household assets, hygienic house with basic amenities.	APR, home visit record APR, certificates of accreditation, FC book, APR folders, FC book	Availability of assistance Assistance given to the FF's for IGP is utilised properly.

Activity	Input	Output	Time start	End
1. Assistance for small business development.	1. CP funds 2. Govt. schemes 3. Bank's/ financial institutes 4. Credit co-operative societies.	360 number of families assisted for SBD	ongoing	Feb 2002
2. Vocational training • Murumkar – 140 • Tondare/ Nitin – 150/100 • Rama- 175	1. Assistance for fees 2. Vocational guidance 3. Training institutes Networking with other NGO's.	565 number of individuals from Foster Families assisted for VT.	On going	Feb 2002
3. Vocational	1. Resource	12 number of	Jan 2001	March 2002

guidance	persons	programs organised.		
	2. Resource organisations			
	• MITCON			
	• MCED			
	• Swaroop vardhini			
	• Maratha chambers of commerce			

Fig 6.21

Budget

While the activity planning was done under the logframe matrix, the group felt that the budget should be done in the same format that is to be submitted to plan International for funding of the withdrawal project. Accordingly it was decided to use the format provided by Plan International which is normally used for making the budget proposals for administrative convenience. Hence it is suggested that while reading the budget it should specifically be kept in mind that logframe has not been used for the purpose of budget.

Activity Budget

CPO-1 – Comprehensive and integrated development of children

Project no.	Name of Program	June 2001 (in Rs.)	July 2001-June 2002 (in Rs.)	Total (in Rs.)
PO – 4	**Sports recreational and cultural program**			
2 L	Trips	35,000	----	35,000
2 L	Cultural programs	1,00,000	2,00,000	3,00,000
2 L	Groups formation	30,000	70,000	1,00,000
PO - 5	**Training on child rights and child participants**			
5 C 10 2 K 10	Balpanchayat (Rs. 500 X 4 DP X 6 months) Child rights	12,000	75,000	87,000
5 C 10	Leadership development Camp	80,000	3,00,000 (12 camps X 25000)	3,80,000
1 H 10	Adolescent girls formation	12,000	25,000	37,000
PO - 6	**Supplementary govt. remedial program**			
2 F 17	1-6th standard	50,000	1,20,000	1,70,000

	7-10th standard	2,50,000	3,85,000	6,35,000
	Test Series 10th standard	15,000	20,000	35,000
	Tuition class fees higher education	-----	40,000	40,000
	Dress	-----	36,000	36,000
PO -8	**Life skill education counselling**			
4 N 11 4 N 12	Vocational training	1,16,000	2,80,000	3,96,000
1 H 10	Vocational Guidance (4 Programs)	4,000	8,000	12,000
PO - 14	**Scholarship education support for Foster Children's** *(support for 45 families and only to girl child)*			
	Notebooks (Rs. 30 X 45 X 6)	8,100		8,100
	Compass (Rs. 40 X 45)	1,800		1,800
	Raincoats (Rs. 150 X 45)	6,750		6,750
	Sweaters (Rs. 150 X 45)	6,750		6,750
	Bicycles (Rs. 1400 X 35 girls)	52,000		52,000
	Total	7,79,400	15,59,000	**23,38,400**

CPO 2 Gender intervention and empowerment of women

Project no.	Name of Program	June 2001 (in Rs.)	July 2001- June 2002 (in Rs.)	Total (in Rs.)
PO -16	**Reproductive health of the women**			
1 J 10	Gynecological check up	12,000	15,000	27,000
1 J 10	Awareness program	6,000	9,000	15,000
2 L 12	Family Life Orientation program	6,000	6,000	12,000

PO - 21	**Skill development and income generation for women**			
4 M 13	Maid servant training	1,40,000	2,40,000	3,80,000
	Total	1,64,000	2,70,000	**4,34,000**

CPO 3 Family and community based intervention

Project no.	Name of Program	June 2001 (in Rs.)	July 2001-June 2002 (in Rs.)	Total (in Rs.)
PO - 27	**Social security of Foster Families**			
1 A 20	Medical reimbursement	1,00,000	50,000	1,50,000
1 A 29	Health insurance	5,40,000	3,00,000	8,40,000
PO - 28	**Adult education**			
2 K 13	Adult literacy class	20,000	24,000	44,000
2 K 20	Prizes (incentives) for Womens who had passed 4th class	15,000	-----	15,000
2 K 30	Exposure visit	-----	-----	
PO – 29	**Skill development and income generation**			
4 P 11	Small Business Development	4,75,000	12,90,000	17,65,000
PO – 30	**Community based survival**			
1 A 19	Health clinic	1,44,000	1,80,000	3,24,000
4 A 18	Medicine for clinic	1,80,000	75,000	2,55,000
1 K 10	Skin	15,000	15,000	30,000
1 F 13	Dental	10,000	15,000	25,000
1 A 30	Eye checking	20,000	20,000	40,000
3 A 11	CBO volunteers training	14,000	15,000	29,000
PO –33	**Drinking water and**			

	environmental sanitation			
3 F 19	Potable water	75,000 (15 X 5,000)	-----	75,000
PO – 34	Housing improvement			
3 E 10	Electricity	25,000 (25 X 1,000)	2,40,000 (80 X 3,000)	2,65,000
3 E 11	Housing	8,00,000 [4,75,000 (Major 19 X 25,000) 3,24,000 (minor 17 X 12,000)]	78,15,000 [147 X 30,000 227 X 15,000]	86,15,000
PO - 38	Awareness, prevention, rehabilitation and management of HIV/ AIDS			
1 J 21	Aids rally	5,000	20,000	25,000
	Group meeting	6,000	12,000	18,000
1 J 25	Care and support HIV AIDS affected families	15,000	30,000	45,000
	Total	24,59,000	1,01,01,000	**1,25,60,000**

Budget summary

No.	Domain	Domain details	Jan -June 2001 (in Rs.)	July 2001 – June 2002 (in Rs.)	Total (in Rs.)
1	CPO 1	Comprehensive and integrated development of children	7,79,400	15,59,000	23,38,400
2	CPO 2	Gender intervention and empowerment of women	1,64,000	2,70,000	4,34,000
3	CPO 3	Family and community based intervention	24,59,000	1,01,01,000	1,25,60,000
	Total		34,02,400	1,19,30,000	**1,53,32,400**

Total of Rs. 1,53,32,400/- (Rupees One crore Fifty three lacs thirty two thousand four hundred only)

Say a total amount of 1.5 crore have been budgeted for the phase-out program of Yerwada as a service delivery package.

Endowment Fund

An endowment fund shall be established as a part of backup support for sustainability. The fund will have a paid-up capital from Casp-Plan with a suitable opening balance. The endowment fund shall be appropriately named and duly registered. An independently constituted committee shall manage the fund. It shall be professionally manage and statutorily audited. The members of the committee shall hold meeting on a pre-decided agenda.

The basic objectives of the endowment fund will be as follows:

Objectives

1. To promote economic development activities for the benefit of the most vulnerable group amongst the foster families.
2. To promote self employment activities and other such ventures for the benefit of the most vulnerable group amongst the foster families.
3. Assist individuals and families having person with disabilities or groups of individuals with disabilities for economically and financially viable schemes and projects.
4. Grant concessional finance in selected cases in collaboration with state and central Government to the extend of assistance grated by the endowment fund.
5. Extend loans to selected cases amongst the vulnerable group within foster families for pursuing general/professional/technical training at graduate and higher levels.
6. Assist in the upgradation of the technical and entrepreneurial skills of selected cases among foster families.
7. Promote networking of CBOs and assist them in setting up training, quality control, process development, technology and common facilities and infrastructural activities for the upliftment and to meet the overall community needs.
8. Work as an apex body for channelizing the funds through other state finance corporation or through corresponding corporation authorised by state and central Government.
9. The endowment fund will receive proposals for financial assistance through the mentioned organisations and sanction loans/margin money to the beneficiaries and make disbursement through these organisations.

10. To develop operate and implement specific pilot programs, projects and schemes for the support of the promotion of the self employment and economic activities of marginal groups in view of introducing innovations technological up-gradations and bridging the gap of infrastructure, input supply, output processing and marketing.

11. To undertake and/or support technically managerially or financially viable research and studies, techno-economic and related surveys related to the community needs with special emphasis on appraisal of community projects including their feasibility studies.

Schemes

Keeping in view the above objectives following will be the schemes operated by the fund.

1. *Self employment in small business development (service and trading sector) :*
   Loans will be provided to individual or group of foster families for self employment in service sector in terms of small business development projects. The maximum amount of loan under the scheme will be to the tune of Rs. 50,000/- or the committee of the endowment fund may decide as.

2. *Assistance to individual entrepreneurs from the foster families :*
   Loans may be provided for manufacturing, fabrication and production activities to an individual who has setup their own establishment and is a promising entrepreneur. Maximum amount of loan under the scheme will be to the tune of Rs. 2,00,000/- or the committee of the endowment fund may decide as.

3. *Assistance to individuals for higher studies or professional training:*
   Towards the fulfillment of overall objectives of empowerment of the community and development of the country the endowment fund will provide financial assistance to eligible members of foster families in educational/ training grants and loans. Financial assistance from the fund would flow towards training and education for both formal/non-formal education /training carried out by recognized institutes and also recognized CBOs in the community.

   Casp-Plan will be required to furnish the list of such recognized institutes and identified CBOs in the community.

4. *Assistance for agricultural activities:*
   Loan assistance will be provided to individuals from the foster families for the following purpose:

- Agricultural production and related field such as irrigation, purchase of agricultural implements, horticulture, sericulture etc.
- Purchase of fertilizers, chemicals and pesticides
- Agricultural marketing
- Small business such as retail outlet for marketing organic fertilizers, seeds, farm machinery etc.

Eligibility criteria

While the general guidelines for eligibility is mentioned below, the specific eligibility criteria will be setup by the endowment fund committee:

1. Should be an Indian citizen
2. Should be domicile of the state where the project is proposed to be setup
3. Should be from the same community where Casp-plan has worked
4. Should be a member of foster family
5. Should have relevant education, technical /vocational qualification/experience for which the loan is being requested.
6. Should not have any large outstanding debt from any other organisation
7. Should not have any recorded events of being a defaulter
8. Should not have any criminal record

Types of funding

The endowment fund will consider the following types of loans:

1. *Term loan:* The endowment can consider grant of term loan to an eligible entrepreneur or group of entrepreneurs directly or through a recognized channelizing CBO. Under the Term loan scheme loans may be given upto 100% of the project cost. Other details will be worked out further by a specially appointed consultant/committee.

2. *Margin money loan (seed capital):* Assistance for seed capital on an equity basis may be granted to an entrepreneur on a minimum of 20% of the equity.

Rate of interest

Sr. no.	Loan amount	Interest rate
1	Loan amount less than Rs. 20,000	3%
2	Loan amount from Rs. 20,000 – 50,000	5%
3	Loan amount from Rs. 51,000 – 1,00,000	8%
4	Loan amount above Rs. 1,00,000	10%

Sanction of loan

The loan will be sanctioned after proper scrutiny of application on a prescribed form. The project will be appraised and recommended by the recognized CBO of Casp-Plan. On the basis of the recommendation an appropriately constituted committee of experts from the endowment fund will approve the loan amount. The details of specific power to be vested on the project director Casp-Plan and the requirement for endowment fund board's intervention will be worked out later.

Recovery of loan

1. The entire loan shall be repaid within a reasonable period but not exceeding 10 years moratorium period. The repayment shall be on yearly/ half yearly/ quarterly/monthly basis as agreed and sanctioned by the competent authority.
2. A suitable moratorium period depending on the merit and requirement of the project may be allowed.
3. A rebate of 0.5% on interest will be provided for timely payment of all installments.
4. A penal interest of 3% will be charged from the individual/ CBO for default.

Security

A specially appointed committee will work out the details of security by the endowment fund.

Process documentation

The entire implementing strategy including the actual implementation shall be process documented on a pre-designed documentation format.

Format for process documentation:

A. Major events

B. Changes in action environment

C. Progress towards objectives

D. Constraints

E. Other activities

F. Appendices

A. Major events

- Documentation of events happening on a daily basis

B. Changes in action environment

- Changes in the environment within which the implementation task force is operating.

- All events included here are those over which the taskforce has no control.

C. Progress towards objectives

- Resource mobilization

- Training

- Workshop

- Service delivery

  -

  -

  -

- Utilization of endowment fund

- Community management of projects

- Changes in government policy

D. Constraints

- Social condition

- Political condition

- Administrative constraints

- Operational constraints

E. Other activities

F. Appendices

- Training document report

- Workshop

- Report on specific community projects

- List of abbreviations

- Acronyms and their definitions

- Minutes of meeting

- List of staff
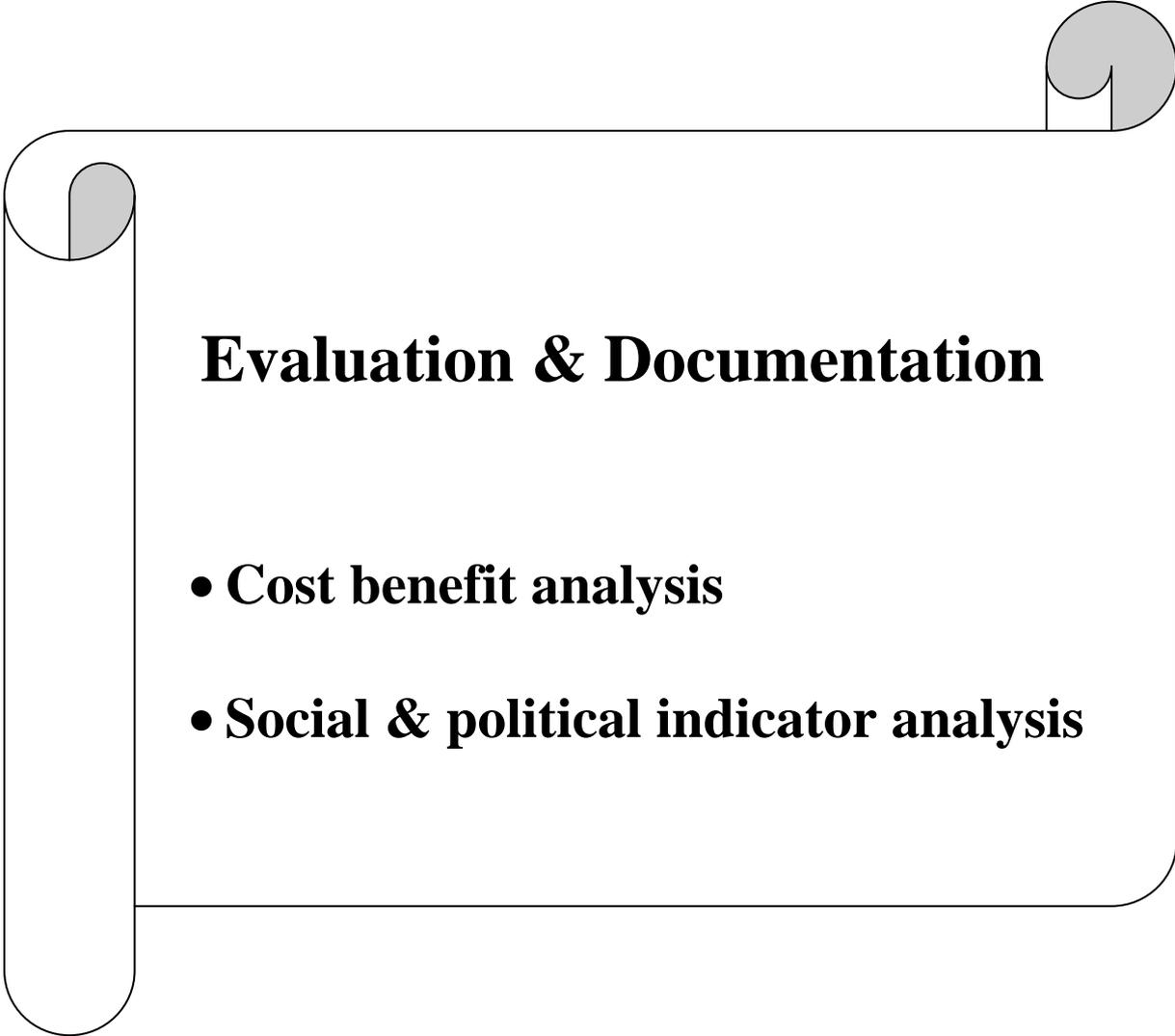
Evaluation & Documentation

- **Cost benefit analysis**

- **Social & political indicator analysis**

Evaluation

The entire project envisaged two methods of evaluation. This is being suggested given the fact that it is perhaps the first experience that both Casp and Plan will be having by way of implementing a comprehensive phase-out plan on a large scale. From the basic layout of the phase-out planning it may be noticed that a strong process documentation has been suggested for which appropriated format has been designed as a ready to use material. Hence both economic appraisal by way of cost benefit analysis and social analysis has been suggested to make a comprehensive evaluation document. The combination of two methods will vividly analyze various merits & demerits, right & overestimated strategies that have been suggested in the plan. While the cost benefit analysis will bring-out the social and economic angle of the project, the social analysis will put forward the social and political indicators and their dynamics that are specific to Yerwada. It is with this aim that a brief note on cost benefit analysis in easy to understand manner is mention in a subsequent chapters. Similarly a user friendly format for social analysis has also been given.

Cost Benefit Analysis (CBA) – Brief Description

Cost benefit analysis perhaps is the only most acceptable tool where both social scientist as well as economist agree on its utilization and reliability. CBA takes a balanced view of both social cost and benefit angle. It therefore has gained substantial popularity primarily as a project appraisal tool which is also used for evaluation and impact assessment. In the phase-out project of Yerwada this tool will be used as an evaluation tool. Since substantial emphasis is being given for process documentation for which format has already been suggested, performing CBA will give a complete unbiased and mathematically correct version on the impact of the phase-out project. A brief detail and easy to understand including how to perform CBA is mention in the following chapter. However it is suggested that help and guidance may be taken in order to develop and tailor make the actual mathematical model for the phase-out.

Yerwada phase-out task-force and management committee shall undertake the following:

1. Yerwada phase-out task-force and management committee shall promote the appropriate application of information resources as follows:

a. Seek opportunities to improve the effectiveness and efficiency of government programs through work process redesign and the judicious application of scientific method given in the phase-out planning;

b. Prepare, and update as necessary throughout the information system life cycle, a benefit-cost analysis for each information system:

   i. that relies on systematic measures of mission performance, including the:

      a. effectiveness of program delivery;

      b. efficiency of program administration; and

      c. reduction in burden, including information collection burden, imposed on the public;

c. Conduct benefit-cost analyses to support ongoing management oversight processes that maximize return on investment and minimize financial and operational risk for investments in major information systems on an agency-wide basis; and

d. Conduct post-implementation reviews of information systems to validate estimated benefits and document effective management practices for broader use.

2 GENERAL CONCEPTS OF COST-BENEFIT ANALYSIS

The general concepts of Cost-Benefit Analysis are:

PURPOSE

The purpose of a CBA is to support better decision-making to ensure that resources are effectively allocated to support the organisation mission. The CBA should demonstrate that at least three alternatives were considered, and the chosen alternative is the most cost-effective within the context of budgetary and political considerations.

TIME PERIOD

The CBA time period should match the system life cycle. The system life cycle includes the following stages/phases:

- feasibility study

- design

- development

- implementation

- operation

- maintenance

- evaluation

A system life cycle ends when the system is terminated or is replaced by a system that has significant differences in processing, operational capabilities, resource requirements, or system outputs. Significant differences is a very subject term, and some organizations may feel that a 10% change is significant, while others may that the change must be over 30% to be significant.

ALTERNATIVES

Analyses must consider at least three alternative means of achieving program objectives, one of which is to continue with no change. This provides a comparative baseline. Other alternatives could include:

- in-house development versus external agency

- in-house implementation versus implementation by an external agency

- current operational procedures versus new operational procedures

TWO TYPES OF ANALYSIS

Benefit-Cost Analysis (BCA) is a systematic, quantitative method of assessing the life cycle costs and benefits of competing alternative approaches. This includes determining which one of the alternatives is best.

A **Cost-Effectiveness Analysis** (CEA) is a simplified BCA, which can be done when either the benefits or the costs are the same for all alternatives. The analysis is greatly simplified because the best alternative is either the one with the most benefits (when the costs are the same for all alternatives) or the one with the lowest cost (when the benefits are the same for all alternatives).

HOW IS THE CBA PERFORMED?

This section briefly describes the steps required to perform a CBA for a large IT project.

Determine/Define Objectives

The CBA should include the project objectives and other pertinent background information so that it stands on its own and can be understood by a reviewer who is not intimately familiar with the organization and its work process. The objectives should be designed to improve the work process so Casp-Plan can better perform its mission. If this information is available from previous steps of the IT management process, it should either be incorporated directly into the CBA or fully referenced in the CBA.

Document Current Process

The baseline for any CBA is the current process. Because understanding the current process provides the basis for decisions regarding new alternatives, a CBA must thoroughly document the current process to ensure that everyone involved in the CBA preparation and review understands that process. The primary areas to be documented are Stakeholder Services, System Capabilities, Technical Architecture, and System Costs.

Estimate Future Requirements

Future Stakeholder requirements determine the system capabilities and architecture, and ultimately affect system costs and benefits. Thus, it is very important to accurately estimate the future requirements. The two key items to consider are the system life cycle and the peak life cycle demands.

Collect Cost Data

Cost data must be collected for estimating the cost and benefits of each project alternative. Six sources of data are historical organization experience, current system costs, market research, publications, analyst judgment, and special studies. This step is the preparation for the actually estimating costs and benefits in later steps.

Choose at Least Three Alternatives

A CBA must present at least three alternatives. One alternative that should be always be included in the CBA is to continue with no change. During the Work Process Evaluation, a number of alternatives may be considered. Other alternatives are whether to do development,

operations, and maintenance with in-house personnel or contractors. Each technical approach that is a viable alternative from a work process perspective should be included as an alternative. However, the number of technical approaches may be limited if only one or two are compatible with the CASP-PLAN phase-out strategy. Some alternatives can be addressed and rejected because they are not feasible for reasons other than costs and benefits.

Document CBA Assumptions

Because a CBA often relies on many assumptions, it is important to document all of them, and, if possible, justify them on the basis of prior experiences or actual data. For example, you may assume that the PC hardware and software for a system will need to be upgraded every three years. This could be justified on the basis of the rapid increases in capacity and speed and decreases in cost for PCs over the past 15 years.

This can also be an opportunity to explain why some alternatives were not included in the analysis. Some alternatives are eliminated in the early stages of a CBA because of a conclusion that it is not feasible. If that conclusion is based on an assumption, the assumption must be clearly explained and justified.

Estimate Costs

Many factors must be considered during the process of estimating the costs associated with competing alternatives in a CBA. All costs for the full system life cycle for each competing alternative must be included. The following factors must be addressed: Activities and Resources, Cost Categories, Personnel Costs, Direct and Indirect Costs (Overhead), Depreciation, and Annual Costs.

Estimate Benefits

Benefits are the services, capabilities, and qualities of each alternative system, and can be viewed as the return from an investment. To estimate benefits, first identify the benefits for both the Stakeholders and the organization that provides the service(s) to the Stakeholders. Benefits to Stakeholders are improvements to the current services and/or the addition of new services.

After the benefits are identified, establish performance measures for each benefit. The final step is to estimate the value of the benefits. If a benefit cannot reasonably be assigned a monetary value, it should be valued using a more subjective, qualitative rating system (which

assigns relative numerical values for the competing alternatives). All benefits for the full system life cycle for each competing alternative must be included.

Discount Costs and Benefits

After the costs and benefits for each year of the system life cycle have been estimated, convert them to a common unit of measurement to properly compare competing alternatives. That is accomplished by discounting future money values, which transforms future benefits and costs to their "present value." The present value (also referred to as the discounted value) of a future amount is calculated with the following formula:

$P = F (1/(1+I)^n)$, where P = Present Value, F = Future Value, I = Interest Rate, and n = number of years. Section 4 provides an example that shows how the costs and benefits are discounted.

Evaluate Alternatives

When the costs and benefits for each competing alternative have been discounted, compare and rank the discounted net value (discounted benefit minus discounted cost) of the competing alternatives. When the alternative with the lowest discounted cost provides the highest discounted benefits, it is clearly the best alternative. Most cases may not be that simple, and other techniques must be used to determine the best alternative

When some benefits have money values assigned, but others do not, the non-cost values can be used as tie-breakers if the cost figures do not show a clear winner among the competing alternatives, and if the non-costed benefits are not key factors. If the non-costed benefits are key factors, the costed benefits can be converted to scaled numeric values consistent with the other non-costed benefits. The evaluation can then be done by comparing the discounted costs and the relative values of the benefits for each alternative. When the alternative with the lowest discounted cost provides the highest relative benefits, it is clearly the best alternative (the same basic rule used when you have discounted benefits). If that is not the case, the evaluation is more complex. If no benefits have money values, numerical values can be assigned (using some relative scale) to each benefit for each competing alternative. The evaluation and ranking are then completed in the manner described in the previous paragraph.

Perform Sensitivity Analysis

Sensitivity analysis tests the sensitivity and reliability of the results obtained from the cost-benefit analysis. Since the CBA is normally the key document in the investment review

process, reviewers want assurance that the analysis is reliable. Sensitivity analysis identifies those input parameters that have the greatest influence on the outcome, repeats the analysis with different input parameter values, and evaluates the results to determine which, if any, input parameters are sensitive. If a relatively small change in the value of an input parameter changes the alternative selected, then the analysis is considered to be sensitive to that parameter. If the value of a parameter has to be doubled before there is a change in the selected alternative, the analysis is not considered to be sensitive to that parameter. The estimates for sensitive input parameters should be re-examined to ensure that they are as accurate as possible.

PREPARING AN EVALUATION PLAN

An evaluation plan should simply identify what the evaluation priorities (questions) are, how they will be investigated, and what kind of results can be expected. The plan should specify how evaluation activities will be arranged, when they will be done and by whom. Any resource implications or dependencies should be noted. It should also be remembered that evaluation planning and planning user involvement or the execution of tests, trials and test sites should be closely co-ordinated.

The main activities needed for preparing a Plan are:

Main Activities

1. Structured consultation with the users of the evaluation ('stakeholders'), about the main evaluation questions they want answers to;

2. Review of the project plan so as to phase evaluation deliverables in time with the project's own decision points and stages;

3. Clarifying the 'purpose' of the evaluation in terms of the main characteristics of the innovation process with which the project is engaged;

4. Reviewing existing and planned data sources, and management information systems to ensure that the evaluation does not duplicate other efforts.

5. Reviewing the skills available for evaluation purposes within the project partner organisations.

Content of Plan

The results of these activities will be an Evaluation Plan that:

1. Defines the priority areas.

2. Specifies the key evaluation questions that the evaluation will endeavor to answer (as understood at the present time).

3. Defines the methods and tools to be used to answer these questions.

4. Shows how the timing of evaluation deliverables will inform the key decisions of the project.

5. Indicates the mechanisms and procedures to ensure regular feedback to all partners and especially project managers.

6. Breaks down year one evaluation activities into its component sub-activities, allocating resources, making it clear who is responsible for what.

7. Identifies additional design and planning tasks which will need to be undertaken for evaluation in later stages of the project.

It is expected that alongside preparation of the Evaluation Plan, projects will already have begun some of their evaluation activities. These should proceed in parallel with the preparation of the plan.

Methodology

As the basic concept was to involve as many stakeholders as possible in the evaluation of the NGO's programme, it was designed to include multiple levels of evaluation including partner review, organisational self-analysis, and external examination for a wider, more complete picture of the organisation's impact on the lives of its target group. The evaluation was carried out over a period of approximately one month in roughly three phases.

Phase	Evaluation Activities	Who	Timeline
Phase One	• Literature and secondary data review, key actor interviews, NGO staff meetings and interviews, and preparation of logistics • Development of an analytical framework, tools and techniques and actions	External Team External & Internal Teams	One week
Phase Two	• Stakeholder workshop to begin process of organisational analysis and train participatory review teams for field work • Team building of stakeholder groups through sharing and interacting	Internal & External Teams, and CBO Reps.	3 days
Phase Three	• Field work in three regions • Regional workshops to review, analyse, and compile information gathered	Internal, External, and CBO Teams	2 weeks total
Phase Four	• Final workshop for further analysis and initial development of the evaluation report • Final report writing and submission	Internal & External Teams, CBO Reps. External Team	2 days 10 days total

Fig 7.1

Overview of the Evaluation Flow

The following diagram (Diagram One) attempts to give the reader an understanding of the evaluation flow from Phase One to Phase Four. The *opening* and *narrowing* at different parts of the evaluation are deliberate as these signify areas of wider information collection (opening) and the consolidation and analysis of learning's emerging from the data collection (narrowing).

Development of Indicators and Evaluation Tools

As illustrated in Diagram One, the process was purposely kept open and wide in the beginning to capture, in a short period of time, the wider scope of the possible influences, challenges, and achievements possible.

From this wider base of information, the external team facilitated the synthesis and development of these issues, influences, challenges, and achievements into six major areas for evaluation (see Table Two) and then decide on indicators for evaluating the NGO's performance.

Although the External and Internal Teams had drawn up evaluation objectives, it was considered important (by the external team) for the Partners, with the NGO staff present and participating, to develop their own indicators for evaluating the NGO's effectiveness and impact based on their perspectives and interactions. In this way it was envisioned that the Partners and the internal and external teams would be expanding the common ground from which the evaluation was to be carried out. We realised later that this was not the case and drew many of our recommendations from this lesson.

The NGO initiating the evaluation develops its own plans with objectives, activities, and indicators and includes input from the Partners. The planning process includes Partners through consultation and, every two years, a workshop where major themes were discussed and prioritized. The specific activities to be funded are drawn from Partner proposals to the NGO, the activity plans of the staff, and the funds available (which are generally North-based donors who have their own priorities and impose constraints on which activities they will fund). In this process, the Partners are involved in sharing their recommendations and ideas but the actual decisions on who, what, when, and where are made from outside... heavily influenced by funding availability.

As this was to be a participatory evaluation process, it was essential for the Partners and the NGO to come together and create common ground for the evaluation--not based on mutually derived indicators. The external team would supplement these evaluation indicators with information gathered from outside this common ground.

While the specific questions to be answered during the evaluation and the indicators were being developed in the *introductory workshop,* the external team matched these questions interactive tools for information gathering *and* analysis. This was a huge challenge as there was very little time to decide which tools would be the easiest to apply (in terms of implementation and analysis) and cover the greater part of the indicators, and then to introduce them and train the participants in their use. This was a weakness in the process as the time allotted was far too short and there were great variances in the partners experiences, backgrounds, and language which affected the pace of the workshop and the capacity of the representatives to facilitate the evaluation when they returned to their groups.

Table Two lists the major evaluation objectives, as defined in the terms of reference, vertically. Horizontally, the different stakeholder groups identified by the internal and external teams are listed. The tools and methods used to gather and analyze the information for each objective are noted for each stakeholder group according to their unique perspective and information base. The specific questions to be answered under each of the major objectives were developed during the *introductory workshop* with input from the external facilitators.

Evaluation Tools

Evaluation Objectives	NGO Staff	General Public	CBO Members (participants)	Marginalised group members (non-participants)	Key Informants and Opinion leaders
1. *Project Concept and Design* such as the quality and consistency problem identification, goals and objectives,	Self-evaluation and assessment of the organisation according to the indicators already developed by the staff. Review of past quarterly and annual reports; and previous evaluations.	Observation; collecting newspaper articles; letters to the editor ; group discussions (members of marginalised group and non-members)	* Issue identification and ranking then develop indicators during the first workshop (see issues and indicators from first workshop). * Timeline of partner in terms of social, economic and political changes–review afterwards to identify NGO input * Group discussions and profiles carried out by CBO evaluation team * Define what has contributed to group success, i.e., in organisational and management	Individual interviews	Individual and group interviews

			qualities		
2. *Implementation of Activities* effectiveness of programme activities in terms of implementation methodology; impact, quality, timeliness; relevancy of inputs	Individual and group interviews of the flow and strengths and weaknesses of programme planning, prioritising, and budgeting procedures (diagram discussion in the final workshop)		Group discussions lead by outside facilitators to define their views of implementation strategies & methods.	Individual interviews	Individual interviews (see questionnaire)
3. *ProgrammeOrganisation,Management,andStaff* (1) Examining structure by looking at the effectiveness and efficiency of the management of the organisation; (2) Reviewing the adequacy,	Same as above plus communication, decision making, and accountability diagrams		Decision making and accountability diagrams; group profiles, trend lines, locally facilitated group discussions, impact diagrams, ranking and scoring matrix for trainings, and regional workshops		Interviews with local authorities, especially partners and potential partners

timeliness and quality of inputs provided by the NGO, funders, and local authorities.					
4.*Project Performance/ Achievements*--achievement of results especially in: quality of life of the target group, social organisation & awareness building	Questions during individual staff interviews concerning NGO's strengths, weaknesses, and areas to improve	Individual and group interviews	Group profiles, trend lines, training ranking and scoring, locally facilitated group discussions, impact diagrams, and regional workshops	Individual interviews	Individual interviews (see questionnaire)
5. *Financial review* cost effectiveness; financial flows of the programme w/special emphasis on activity viability.	Individual interviews and group discussions of financial flow diagram in the final workshop. Review of the audited report		Group discussion of financial flow diagram during the final workshop; semi-structured individual and group discussions		

Fig 7.2

Conclusion

While the phase-out plan has been conceived and written through total participation of both management as well as the social workers, one should be sufficiently cautious in implementation the plan in the field. Sufficient care has been taken to analyze various socio-political factors (some has been listed and some has been not listed for obvious reasons) it is difficult to estimate every single community dynamics that are ever changing. For example, it has been agreed upon that a monthly income of Rs. 3700 for a family of 5 is an excepted criteria for enlisting a family under improved family conditions the perception of the community may not be so. Hence the dilemma of standard of living defined by an individual and defined by an organisation may stand out to be a complete different parameter. A family who is exposed to the information burst due to the electronic media their expectations and aspiration towards defining their quality of life may be one, while an organisation may have set the parameters of basic quality of life from the stated minimum wages as per law. Hence in such a situation arising of conflict can not be ruled out. It is therefore important that the organisation banks on the skills and experience of their managers in handling such situation. Basic characteristic of a good and successful manager has therefore been touched upon in the earlier chapters.

The greatest challenge that I feel in implementation of this phase-out plan perhaps is that of the available time versus the amount of task that has been envisaged in the plan. Unfortunately, I was unable to find any shortcut method to deal with such a concept, since Casp-Plan is a development organisation and not a profit making corporate body which could use the hire and fire policy. Being a development organisation it is important that it ensures that the cycle of development continues without break of confidence and enthusiasm. In other words the development process is like a relay race where the change of baton is smooth and the last runner reaches the ultimate goal of the victory. The only difference in this race that I see is that of the race being longer in nature and the running field is not as smooth as the Olympic ground. It is these contours of different regions that the development organisation has to smoothen up and go ahead in the race. With my experience in this sector and having work with variety with of organisations, I am fully confident that such a race can be won with vision, honesty, sincerity, hard work, perseverance and above all the basic love and feel for the people who you work for.

References

No.	Name of the book	Author	Years of publication
1.	Industrial Psychology	Ernest J. Mc Cormick and Daniel ILGEN	1984
2.	Management of self help organisation	United Nations Publications	1997
3.	World hand book of social and political indicators	Taylor and Hudson	1972
4.	Development planning	Alburt Waterston	1982
5.	The social dimensions of development	Hardiman and Midgley	1982
6.	Economics for a developing world	M. P. Todaro	1982
7.	Organising social change	Babo, Kendale and Max	1995
8.	Training strategy - start to finish		1986
9.	Cost benefit analysis theory and practice	Dasgupta and Pearce	1990
10.	Issues in social work research in India	P. Ramachan Dran	1990
11.	Manual on CBR	Ministry of welfare Publication	1990
12.	Job analysis	J. V. Ghorpade	1988
13.	A guide to social analysis for projects in developing countries	HMSO London	1995
14.	Developing new entrepreneurs	Enterprenuership development institute of India	1987
15.	Project from problems	For Emmanual S. Fernandes	1999
16.	The empowerment manual		
17.	International hand books of quantitative application in the social science.	Michals and Lewis Bech	1999

Annexure 1:

<center>**Meeting #1**</center>

<center>**Minutes of the Yerawada Phasing-out Task Force Meeting**</center>

The meeting of Yerawada phasing out task force was held on 3rd May, 2000 at 4.30 p.m. at CASP-PLAN Office, J. M. Road, Shivaji nagar, Pune-5.

The following members were present for the meeting:

1. Mr. Ramesh Gorwadkar, Project Director, CASP-PLAN Project, Pune & Chairperson, Task Force.
2. Mr. Samir Ghosh, Consultant.
3. Mr. Suresh Bhokare, Programme Officer, CASP-PLAN Project, Pune.
4. Mr. Basavraj Tondare, DP, CASP-PLAN Project, Pune.
5. Mr. Kalyan Murumkar, DP, CASP-PLAN Project, Pune.
6. Mrs. Rama Khairkar, DP, CASP-PLAN Project, Pune.
7. Mr. Nitin Harchekar, DP, CASP-PLAN Project, Pune.
8. Ms. Sweta Vijaywargi, Secretary, Task force.

The following points were discussed in the meeting:

1. It was agreed upon that the parameters for development will be considered as per the definition of National statistics. Mr. Samir Ghosh will take the responsibility to give appropriate sources / data.

2. DPs will identify the families who will strictly require 100% subsidy.

3. The following suggestions were given by the DPs in regards to withdrawal process:
   a) Voluntary withdrawal of the family from CASP-PLAN.
   b) Withdrawal of the family as per National Development parameters.
   c) Natural cancellations (eg. Age limit).
   d) Continue only with the people who are extremely poor.

4. Ms. Sweta and Mr. Tondare will define the parameters and prepare the fields accordingly:

Sr. #	Item	Action By
1.	Defining and identifying the existing development parameters.	Ms. Sweta and Mr. Tondare.
2.	Giving the family-wise updated data.	Mr. Tondare, Mr. Murumkar, Mrs. Rama, Mr. Harchekar.
3.	Data entry of the family-wise data.	Ms. Sweta
4.	Identifying the existing Government programs (Central, State and Local).	Mr. Tondare, Mr. Murumkar, Mrs. Rama, Mr. Harchekar.
5.	Identifying the existing local organizations / CBOs	Mr. Tondare, Mr. Murumkar, Mrs. Rama, Mr. Harchekar.

5. Next meeting will be held on 22nd May, 2000 at 11.00 a.m. at CASP-PLAN Project, Pune office.

Sweta Vijaywargi

(Secretary)

Meeting # 2

Minutes of the Yerawada Phasing-out Task Force Meeting

The 2nd meeting of Yerawada Phasing-out Task Force was held on 22nd May, 2000 at 11.00 a.m. at CASP-PLAN Office, J. M. Road, Shivaji nagar, Pune-5.

The following members were present for the meeting:

1. Mr. Ramesh Gorwadkar, Project Director, CASP-PLAN Project, Pune and Chairperson, Task Force.
2. Mr. Samir Ghosh, Consultant.

3. Mr. Suresh Bhokare, Programme Officer, CASP-PLAN Project, Pune.

4. Ms. Shailaja Vincent, CPME Officer, CASP-PLAN Project, Pune.

5. ** Mr. Basavraj Tondare, DP, CASP-PLAN Project, Pune.

6. Mr. Kalyan Murumkar, DP, CASP-PLAN Project, Pune.

7. Mrs. Rama Khairkar, DP, CASP-PLAN Project, Pune.

8. **Mr. Nitin Harchekar, DP, CASP-PLAN Project, Pune.

9. Ms. Sulbha Mane, Counselor, CASP-PLAN Project, Pune.

10. Ms. Sweta Vijaywargi, Secretary, Task force.

(** Members who could not attend the meeting.)

The following points were discussed in the meeting:

1. The minutes of the previous meeting was read and confirmed.

2. Mr. Samir Ghosh informed that there were no standard and accepted national parameters available to define the status of development. He also informed that a specific workshop has been scheduled on 17th of June, 2000 to discuss on the parameters of development. It is expected that the deliberation of this group would be available and distributed by the next meeting.

3. The members deliberated upon the questionnaire that was prepared for data collection and changes were suggested.

4. On a question asked as to how many families would be eligible for natural cancellation (by age-limit) it was stated that the upper limit of such families will range between 100 to 150 only and, thus, it will mean planning this strategies for approximately 1000 to 1200 families.

5. Ms. Sweta Vijaywargi will arrange for printing and distribution of questionnaire for data collection by 29th May, 2000.

6. On the point of identifying various Government programs where integration and networking may be possible, it was decided that the DPs under the guidance of PO will study and identify such programs and present the details of the same in the July meeting.

7. On the point of identifying the existing local organizations / CBOs, it was decided that the details will be provided in the next meeting in the month of June in the format provided by Ms. Sweta.

8. It was decided that the next meeting will be held on 26th June, 2000 at 11.00 a.m. at CASP-PLAN Project, Pune office. All were requested to be present at the scheduled time for which no further intimation will be given to the members unless there is a change.

Sweta Vijaywargi

(Secretary)

Meeting # 3

Minutes of the Yerawada Phasing-out Task Force Meeting

The 3rd meeting of Yerawada Phasing-out Task Force was held on 26th June, 2000 at 11.00 a.m. at CASP-PLAN Office, J. M. Road, Shivaji nagar, Pune-5.

The following members were present for the meeting:

1. Mr. Ramesh Gorwadkar, Project Director, CASP-PLAN Project, Pune and Chairperson, Task Force.
2. Mr. Samir Ghosh, Consultant.
3. Mr. Suresh Bhokare, Programme Officer, CASP-PLAN Project, Pune.
4. **Ms. Shailaja Vincent, CPME Officer, CASP-PLAN Project, Pune.
5. ** Mr. Basavraj Tondare, DP, CASP-PLAN Project, Pune.
6. Mr. Kalyan Murumkar, DP, CASP-PLAN Project, Pune.
7. Mrs. Rama Khairkar, DP, CASP-PLAN Project, Pune.
8. **Mr. Nitin Harchekar, DP, CASP-PLAN Project, Pune.
9. Ms. Sulbha Mane, Counselor, CASP-PLAN Project, Pune.
10. Ms. Sweta Vijaywargi, Secretary, Task force.

(** Members who could not attend the meeting.)

The following points were discussed in the meeting:

1. The minutes of the previous meeting was read and confirmed.

2. Mr. Samir Ghosh informed that the meeting scheduled on 17th June, 2000 (regarding discussion on parameters of development) has been postponed to 3rd week of July, 2000. Hence, it is expected that the deliberation of this group would be available and distributed by the next meeting.

3. It was decided that for filling up of the questionnaires for data collection, surveyors will be engaged from outside.

4. Some doubts were raised by a few members, regarding filling up of the questionnaire which were clarified. It was also decided that any new occupation, if encountered while filling up the questionnaire, should be added at the end of the occupation code list.

5. It was decided that Ms. Sulbha Mane, Counselor, CASP-PLAN Project, Pune will collect the brochures from all NGOs/Government Policies working in Yerawada project area. This will also include the name of the contact persons and their telephone numbers respectively.

6. On the point of identifying the existing local organizations / CBOs, it was decided that the details will be provided in the next meeting in the month of July.

7. It was also decided that a directory of Organizations in Pune, Maharashtra and India will be made available by the CASP-PLAN office.

8. It was agreed upon that Ms. Manjula Dash will check for the folders in Yerawada after 10th July, 2000. She will also visit the project area. It was also decided that henceforth Ms. Manjula will also be invited to attend the Task Force meeting.

9. It was decided that the next meeting will be held on 20th July, 2000 at 11.00 a.m. at CASP-PLAN Project, Pune office. All were requested to be present at the scheduled time for which no further intimation will be given to the members unless there is a change.

Sweta Vijaywargi

(Secretary, Task Force)

cc: Dr. S. D. Gokhale, President, CASP

        Ms. Niraja Mattoo, Executive Director, CASP

        Ms. Bhagyashree Dengle, Jt. Executive Director, CASP

Meeting # 4

Minutes of the Yerawada Phasing-out Task Force Meeting

The 4th meeting of Yerawada Phasing-out Task Force was held on 20th July, 2000 at 11.00 a.m. at CASP-PLAN Office, J. M. Road, Shivaji nagar, Pune-5.

The following were present for the meeting:

1) Mr. Ramesh Gorwadkar, Project Director, CASP-PLAN Project, Pune & Chairperson, Task Force
2) Mr. Samir Ghosh, Consultant.
3) Mr. Manuel, Sponsorship Officer, CZO (Special Invitee).
4) Ms. Shailaja Vincent, CPME Officer, CASP-PLAN Project, Pune.
5) Mr. Suresh Bhokare, Programme Officer, CASP-PLAN Project, Pune.
6) Mr. Basavraj Tondare, DP, CASP-PLAN Project, Pune.
7) Mr. Kalyan Murumkar, DP, CASP-PLAN Project, Pune.
8) Mrs. Rama Khairkar, DP, CASP-PLAN Project, Pune.
9) **Mr. Nitin Harchekar, DP, CASP-PLAN Project, Pune.
10) Ms. Sulbha Mane, Counselor, CASP-PLAN Project, Pune.
11) Ms. Manjula Dash, Co-ordinator, CASP-PLAN Project, Pune.
12) Ms. Sweta Vijaywargi, Secretary, Task force.
13) Ms. Mercy Jacob, DSS, CASP-PLAN Project, Pune (Invitee).

(** Members who could not attend the meeting.)

The following points were discussed in the meeting:

1) The minutes of the previous meeting were read and it was noted that Mr. Tondare was present in the previous meeting, but, inadvertently it was recorded as absent.

2) Mr. Samir Ghosh informed that the meeting scheduled on 17th June, 2000 (regarding discussion on parameters of development) has been further postponed to August, 2000 due to non-availability of the invitees.

3) Three DPs (i.e. Mr. B. V. Tondare, Mr. Kalyan Murumkar and Ms. Rama Khairkar) have completed filling up of the questionnaires for data collection and will submit them by Monday i.e. 24th July, 2000. Mr. Nitin Harchekar will submit till Wednesday i.e. 26th July, 2000.

4) Ms. Shailaja Vincent, Ms. Manjula Dash and Ms. Hemangi Kadlug will start editing these schedules from 26th July, 2000 onwards and complete the job by 20th August, 2000.

5) Ms. Sweta Vijaywargi will create a database format in FoxPro for entering the collected data. It was decided that she will complete this job by 30th July, 2000.

6) One Data Entry Operator is to be appointed for entering the schedules. She will start entering on 20th August, 2000 and finish approximately within 15 days. She will be paid a sum of Rs. 2500/- for the entire job.

7) Ms. Sulbha Mane collected the information and brochures from few NGOs/Government Policies (namely Sahara, Helpage India, Indian Sponsorship Committee (ICS), ICDS, World Vision) working in Yerawada project area. She gave a precise information on all the above mentioned organizations. She will give detail information of the existing NGOs in Yerawada project area in the next meeting. She will also give a written note on all the organizations whose functions are in conjunction with CASP-PLAN functions.

8) Similarly, it was also decided that Mr. Kalyan Murumkar will give detail information of the existing CBOs (registered and unregistered both) in Yerawada project area in the next meeting.

9) It was also decided that the directory of Organizations in Pune, Maharashtra and India will be made available by Mr. Ramesh Gorwadkar by next week.

10) Mr. Manuel suggested that list of all Multi National Companies, banks, clubs and other industrial units in Yerawada project area may also be identified.

11) Ms. Manjula Dash informed that she has taken a sample of total 415 FCs (30% caseload of each DP), and the secondary data collection will be completed by 30th August, 2000. Simultaneously, she will also do the editing of the questionnaires. It was decided that she will go to the fields alternate days starting from 24th July, 2000.

12) It was also decided that Ms. Hemangi Kadlug will assist Ms. Manjula for editing the survey questionnaire and in data collection.

13) Mr. Nitin Harchekar did not attend three consecutive meetings for which no intimation was received. It was decided that PD will write to him on this subject.

14) Mr. Manuel suggested that the baseline data for non sponsored families including those FC families whose graduation has already taken place by age factor should be included in the data collection.

15) It was decided that the next meeting will be held on 22nd August, 2000 at 11.00 a.m. at CASP-PLAN Project, Pune office. All were requested to be present at the scheduled time for which no further intimation will be given to the members unless there is a change.

Sweta Vijaywargi
(Secretary, Task Force)

cc: Dr. S. D. Gokhale, President, CASP
       Ms. Niraja Mattoo, Executive Director, CASP
       Ms. Bhagyashree Dengle, Jt. Executive Director, CASP

Meeting # 5

Minutes of the Yerawada Phase-out Task Force Meeting

The 5th meeting of Yerawada Phasing-out Task Force was held on 22nd August, 2000 at 11.00 a.m. at CASP-PLAN Office, J. M. Road, Shivaji nagar, Pune-5.

The following were present for the meeting:

1. Mr. Ramesh Gorwadkar, Project Director, CASP-PLAN Project, Pune and Chairperson, Task Force.
2. Mr. Samir Ghosh, Consultant.
3. Ms. Shailaja Vincent, CPME Officer, CASP-PLAN Project, Pune.
4. Mr. Suresh Bhokare, Programme Officer, CASP-PLAN Project, Pune.
5. Mr. Basavraj Tondare, DP, CASP-PLAN Project, Pune.
6. Mr. Kalyan Murumkar, DP, CASP-PLAN Project, Pune.
7. Mrs. Rama Khairkar, DP, CASP-PLAN Project, Pune.
8. Mr. Nitin Harchekar, DP, CASP-PLAN Project, Pune.
9. **Ms. Sulbha Mane, Counselor, CASP-PLAN Project, Pune.
10. Ms. Manjula Dash, Co-ordinator, CASP-PLAN Project, Pune.
11. Ms. Sweta Vijaywargi, Secretary, Task force.

(** Members who could not attend the meeting.)

The following points were discussed in the meeting:

1. The minutes of the previous meeting were read and confirmed.

2. Mr. Samir Ghosh informed that the meeting scheduled on August, 2000 (regarding discussion on parameters of development) has been further postponed due to non-availability of the invitees.

3. Ms. Shailaja Vincent and Ms. Manjula Dash have finished editing Mr. Tondare's schedules. Ms. Manjula Dash said that she will require additional 15 working days time as she could not get assistance from Ms. Hemangi Kudlag who did not join the work and hence, she will complete the job by 15th September, 2000.

4. It was decided that any deadline if not met should be spoken to PD and should be in writing.

5. A suggestion was made to confirm whether each DP has submitted all the forms as per their caseload.

6. It was also decided that Mr. Nitin Harchekar will assist Ms. Manjula Dash for editing the schedules. Also after the completion of editing the schedules, the files must be transferred to Navi Peth Office so that the data entry operator can do the entering of data simultaneously.

7. It was decided that henceforth Ms. Mercy Jacob will be called as permanent invitee for the meeting.

8. Regarding the detail information of the existing CBOs (registered and unregistered both) in Yerawada project area Mr. Kalyam Murumkar submitted his report of 50 CBOs.

9. Regarding the directory of Organizations in Pune, Maharashtra and India Mr. Ramesh Gorwadkar said that Media Desk and SNDT college have made a similar directory and that the same will be made available by the next meeting.

10. On the point of identifying all Multi National Companies, banks, clubs and other industrial units in Yerawada project area it was decided that Mr. Tondare will do the same.

11. Ms. Manjula Dash informed that regarding the secondary data collection she has completed 75 caseload of Mr. Tondare. It was decided that she will take the assistance from 2 MSW students. They will visit the field twice in the week (i.e. Tuesday and Wednesday) and collect the data.

12. On the point of collecting the baseline data for non sponsored families including those FC families whose graduation has already taken place by age factor it was decided that the 24 clusters will be further clubbed into 6 clusters. 30 families from each cluster will be surveyed.

13. It was also decided that Ms. Shailaja Vincent will give the final format of the questionnaire by 31st August, 2000.

14. It was decided that the next meeting will be held on 18th September, 2000 at 11.00 a.m. at CASP-PLAN Project, Pune office. All were requested to be present at the scheduled time for which no further intimation will be given to the members unless there is a change.

Sweta Vijaywargi
(Secretary, Task Force)

cc: Dr. S. D. Gokhale, President, CASP

       Ms. Niraja Mattoo, Executive Director, CASP

       Ms. Bhagyashree Dengle, Jt. Executive Director, CASP

Meeting # 6

Minutes of the Yerawada Phase-out Task Force Meeting

The 6th meeting of Yerawada Phasing-out Task Force was held on 18th September, 2000 at 11.00 a.m. at CASP-PLAN Office, J. M. Road, Shivaji nagar, Pune-5.

The following were present for the meeting:

1) . Ramesh Gorwadkar, Project Director, CASP-PLAN Project, Pune and Chairperson, Task Force.
2) Mr. Samir Ghosh, Consultant
3) ** Ms. Shailaja Vincent, CPME Officer, CASP-PLAN Project, Pune.
4) **Ms. Mercy Jacob, DSS, CASP-PLAN Project, Pune (Invitee).
5) Mr. Suresh Bhokare, Programme Officer, CASP-PLAN Project, Pune.
6) Mr. Basavraj Tondare, DP, CASP-PLAN Project, Pune.
7) Mr. Kalyan Murumkar, DP, CASP-PLAN Project, Pune.
8) Mrs. Rama Khairkar, DP, CASP-PLAN Project, Pune.
9) Mr. Nitin Harchekar, DP, CASP-PLAN Project, Pune.
10) Ms. Sulbha Mane, Counselor, CASP-PLAN Project, Pune.
11) Ms. Manjula Dash, Co-ordinator, CASP-PLAN Project, Pune.
12) Ms. Sweta Vijaywargi, Secretary, Task force.

(** Members who could not attend the meeting.)

The following points were discussed in the meeting:

1) The minutes of the previous meeting were read and confirmed.

2) Mr. Samir Ghosh informed that the meeting regarding discussion on parameters of development has been renamed to "Workshop on process support and phase-out indicators" (Annexure attached).

3) Regarding the editing of files Ms. Manjula Dash informed that only one file for editing was remaining which will be completed soon. She also informed that there were few difficulties at the

time of editing in the schedules of Mr. Murumkar, Mr. Harchekar and Ms. Rama which were discussed in the meeting. It was decided that Ms. Manjula Dash should sit along with these DPs and clarify the points.

4) It was also decided that Mr. Samir Ghosh and Ms. Sweta Vijaywargi will give the data on community details and educational status of the community.

5) Regarding the directory of Organizations in Pune, Maharashtra and India, Mr. Gorwadkar informed that he has received the directory and the same will be made available to all before the next meeting.

6) Regarding identification of all Multi National Companies, banks, clubs and other industrial units in Yerawada project area Mr. Tondare submitted his report.

7) Ms. Manjula Dash informed that regarding the secondary data collection she has completed 105 caseload of Mr. Tondare. It was decided that all the 5 MSW students working with us for block placement should be called in Navi Peth Office along with their files so that Ms. Manjula Dash can explain them the format.

8) On the point of collecting the baseline data for non sponsored families including those FC families whose graduation has already taken place by age factor, it was decided that 45 families from each DP representing one cluster will be surveyed. It will be preferable to interview the earning member from the family.

9) It was also decided that the questionnaires will be numbered from 1-200 in the following manner:

Name of DP	Questionnaire nos.
Mr. B. V. Tondare	01-50
Mr. Kalyan Murumkar	51-100
Mr. Nitin Harchekar	101-150
Mrs. Rama Khairkar	151-200

10) Ms. Sweta Vijaywargi will arrange for printing and distribution of questionnaire for NFC data collection by 20th September, 2000.

11) It was also decided that the forms should be filled and submitted to Ms. Sweta Vijaywargi / Mr. Suresh Bhokare latest by 29th September, 2000.

13) Ms. Sulbha Mane submitted the report of information on NGOs working in Yerawada.

14) It was decided that the next meeting will be held on 29th September, 2000 at 11.00 a.m. at CASP-PLAN Project, Pune office. All were requested to be present at the scheduled time for which no further intimation will be given to the members unless there is a change.

15) The meeting ended with the vote of thanks to the chair.

Sweta Vijaywargi

(Secretary, Task Force)

cc: Dr. S. D. Gokhale, President, CASP

         Ms. Niraja Mattoo, Executive Director, CASP

         Ms. Bhagyashree Dengle, Jt. Executive Director, CASP

Meeting # 7

Minutes of the Yerawada Phase-out Task Force Meeting

The 7th meeting of Yerawada Phasing-out Task Force was held on 2nd October, 2000 at 11.00 a.m. at CASP-PLAN Office, J. M. Road, Shivajinagar, Pune-5.

The following were present for the meeting:

1) Mr. Ramesh Gorwadkar, Project Director, CASP-PLAN Project, Pune and Chairperson, Task Force.

2) Mr. Samir Ghosh, Consultant.

3) Mr. Suresh Bhokare, Programme Officer, CASP-PLAN Project, Pune.

4) Mr. Basavraj Tondare, DP, CASP-PLAN Project, Pune.

5) Mr. Kalyan Murumkar, DP, CASP-PLAN Project, Pune.

6) Mrs. Rama Khairkar, DP, CASP-PLAN Project, Pune.

7) Mr. Nitin Harchekar, DP, CASP-PLAN Project, Pune.

8) Ms. Sulbha Mane, Counselor, CASP-PLAN Project, Pune.

9) Ms. Manjula Dash, Co-ordinator, CASP-PLAN Project, Pune.

10) Ms. Mercy Jacob, DSS, CASP-PLAN Project, Pune (Permanent Invitee).

11) Ms. Sweta Vijaywargi, Secretary, Task force.

The following points were discussed in the meeting:

1) The minutes of the previous meeting were read and confirmed.

2) Mr. Samir Ghosh informed that the title of the workshop regarding discussion on parameters of development was renamed to "Workshop on process support and phase-out indicators" since it is related to Phase-out and phase-in. Hence, more emphasis will be given on phase-out and phase-in indicators. The term process support is used because it also relates to the support mechanism in terms of infrastructure and CBO empowerment.

3) Regarding the editing of files Ms. Manjula Dash informed that editing of all the files have been completed. But, there are some corrections to be made. Hence, the work will be competed by 10th October, 2000.   Also, data entry of primary data will be completed by 15th October, 2000.

4) Ms. Manjula Dash informed that the SWOT Analysis report is in progress. The final report will be made available by the next meeting.

5) Regarding the data on community details it was decided that Ms. Sweta Vijaywargi will compile the data on NGOs, CBOs, Multinational Companies, banks, clubs, industries, etc. in Yerawada area, submitted by DPs and will present the same by the next meeting.

6) Regarding the data on educational status of the community it was decided that the DPs would submit the data of school going children and dropouts in Yerawada area to Ms. Sweta Vijaywargi till 3rd October, 2000.

7) Mr. Ramesh Gorwadkar has submitted the directory of Organizations compiled by the Media Desk.

8) It was decided that Dr. Konnur should be invited in the next meeting. He should be requested to provide the following :

a) Directory of volunteer organizations in Pune
b) Directory of volunteer organizations in Maharashtra
c) Directory of volunteer organizations in India

He should also be requested to locate organizations in and around Pune which are engaged in the following:
a) Child development work
b) Any organization having child development as a component in their overall program.

9) Regarding the secondary data collection Ms. Manjula Dash informed that the MSW students are not performing their jobs properly nor they are punctual. Hence it was decided that the Project Director speak to them if necessary.

10) On the point of collecting the baseline data for non sponsored families Mr. Tondare and Mr. Murumkar have submitted their schedules, whereas Mr. Harchekar and Ms. Rama will do the same by 3rd October, 2000.

11) It was also decided that Ms. Archana Navle will be assigned the work of data entry of the survey of 200 NFCs. She will be paid additional charges for the same.

12) Mr. Samir Ghosh informed that the Planning workshop for the Yerawada Phase-out will be held from 4th December, 2000 to 8th December, 2000. The venue will be informed later.

13) It was decided that the next meeting will be held on 25th October, 2000 at 11.00 a.m. at CASP-PLAN Project, Pune office. All were requested to be present at the scheduled time for which no further intimation will be given to the members unless there is a change.

14) The meeting ended with the vote of thanks to the chair.

Sweta Vijaywargi

(Secretary, Task Force)

cc: Dr. S. D. Gokhale, President, CASP

         Ms. Niraja Mattoo, Executive Director, CASP

         Ms. Bhagyashree Dengle, Jt. Executive Director, CASP

Meeting # 8

Minutes of the Yerawada Phase-out Task Force Meeting

The 8th meeting of Yerawada Phasing-out Task Force was held on 25th October, 2000 at 11.00 a.m. at CASP-PLAN Office, J. M. Road, Shivajinagar, Pune-5.

The following were present for the meeting:

1) Mr. Ramesh Gorwadkar, Project Director, CASP-PLAN Project, Pune and Chairperson, Task Force.
2) Mr. Samir Ghosh, Consultant.
3) Mr. Suresh Bhokare, Programme Officer, CASP-PLAN Project, Pune.
4) Mr. Basavraj Tondare, DP, CASP-PLAN Project, Pune.
5) Mr. Kalyan Murumkar, DP, CASP-PLAN Project, Pune.
6) Mrs. Rama Khairkar, DP, CASP-PLAN Project, Pune.
7) Mr. Nitin Harchekar, DP, CASP-PLAN Project, Pune.

8) Ms. Sulbha Mane, Counselor, CASP-PLAN Project, Pune.

9) Ms. Manjula Dash, Co-ordinator, CASP-PLAN Project, Pune.

10) ** Ms. Mercy Jacob, DSS, CASP-PLAN Project, Pune (Permanent Invitee).

11) Ms. Sweta Vijaywargi, Secretary, Task force.

The following points were discussed in the meeting:

1) The minutes of the previous meeting were read and it was noted that in the point no. 8 "Directory of volunteer organizations" was written inadvertently should be read as "Directory of Voluntary Organizations".

2) In connection with the primary data collection Ms. Manjula Dash informed that the total caseload was 1375 as on 30th July, 2000. However, only 1300 forms were received by her as against 1375.

It was decided that the balance 20 forms would be filled up by Ms. Rama Khairkar and would be sent for data entry by 31st October, 2000.

It was decided that for the purpose of final planning the master list of FCs as on 26th July, 2000 will be used. Accordingly, the difference, if any in submission of the forms by the respective DPs will have to be complied with and if required survey of the families be undertaken.

Mr. Suresh Bhokare will give the Master List as on 26th July, 2000 to Ms. Manjula Dash who will reexamine and give the details of remaining FCs (FCs whose forms are not present) to the respective DPs by 31st October, 2000. All DPs were advised to submit the survey forms by 5th November, 2000.

3) Mr. Samir Ghosh informed that the interim report of SWOT Analysis will be submitted by 31st October, 2000.The draft SWOT Analysis Report was described and discussed in details.

4) It was decided that Mr. Samir Ghosh will supply the details on WHO norms on Health parameters.

5) Ms. Sweta Vijaywargi presented the compiled data on NGOs, CBOs, Multinational Companies, banks, clubs, industries, etc. in Yerawada area. She also submitted the data on educational status of the community (i.e. data of school going children and dropouts in Yerawada area). Mr. Tondare,

Mr. Murumkar and Ms. Rama were requested to submit the standard wise educational details of the school going FCs and dropouts.

6) Dr. Konnur submitted the directory of voluntary organizations in Pune, Maharashtra and India to Mr. Ramesh Gorwadkar.

   Mr. Samir Ghosh requested Dr. Konnur to provide the specific and detailed information on organizations (in and around Pune) which are engaged in Child development work or any organization having child development as a component in their overall program. He must provide these details to Mr. Gorwadkar or Mr. Suresh Bhokare till 15th November, 2000.

7) Regarding the secondary data collection Ms. Manjula Dash informed that Mr. Harchekar's file is not yet submitted. It was decided that he will do the same till 30th October, 2000.

   Ms. Manjula Dash also informed that Mr. Harchekar has not submitted 5 forms of NFC survey. She was requested to check the same.

8) It was decided that the next meeting will be held on 20th November, 2000 at 11.00 a.m. at CASP-PLAN Project, Pune office. All were requested to be present at the scheduled time for which no further intimation will be given to the members unless there is a change.

9) The meeting ended with the vote of thanks to the chair.

Sweta Vijaywargi
(Secretary, Task Force)

cc: Dr. S. D. Gokhale, President, CASP
      Ms. Niraja Mattoo, Executive Director, CASP
      Ms. Bhagyashree Dengle, Jt. Executive Director, CASP

Minutes of the Yerawada Phase-out Task Force Meeting

The 9th meeting of Yerawada Phasing-out Task Force was held on 20th November 2000 at 11.00 a.m. at CASP-PLAN Office, J. M. Road, Shivaji nagar, Pune-5.

The following were present for the meeting:

1) Mr. Ramesh Gorwadkar, Project Director, CASP-PLAN Project, Pune and Chairperson, Task Force.
2) Mr. Samir Ghosh, Consultant.
3) Mr. Suresh Bhokare, Programme Officer, CASP-PLAN Project, Pune.
4) Mr. Basavraj Tondare, DP, CASP-PLAN Project, Pune.
5) Mr. Kalyan Murumkar, DP, CASP-PLAN Project, Pune.
6) Mrs. Rama Khairkar, DP, CASP-PLAN Project, Pune.
7) Mr. Nitin Harchekar, DP, CASP-PLAN Project, Pune.
8) Ms. Sulbha Mane, Counselor, CASP-PLAN Project, Pune.
9) Ms. Manjula Dash, Coordinator, CASP-PLAN Project, Pune.
10) ** Ms. Mercy Jacob, DSS, CASP-PLAN Project, Pune (Permanent Invitee).
11) Mr. Anil Kale, DTO, CASP-PLAN Project, Pune (Special Invitee)
12) Ms. Sweta Vijaywargi, Secretary, Task force.

(** Members who could not attend the meeting.)

The following points were discussed in the meeting:

1) The minutes of the previous meeting were read and confirmed.

2) It was decided that, henceforth, Mr. Anil Kale, DTO, CASP-PLAN Pune should be invited as special invitee for the meeting.

3) Mr. Kalyan Murumkar, Mrs. Rama Khairkar and Mr. Nitin Harchekar submitted their balance forms to Ms. Manjula Dash for editing and for data entry.

4) Mr. Samir Ghosh informed that the interim report of SWOT Analysis has been submitted to Mr. Ramesh Gorwadkar, Project Director, CASP-PLAN Project, Pune.

5) It was decided that Mr. Samir Ghosh will supply the details on WHO norms on Health parameters at the time of planning workshop at Mangaon.

6) Ms. Sweta Vijaywargi informed that Mr. Murumkar is yet to submit the standard-wise educational details of the school going FCs and dropouts.

7) Dr. Konnur submitted the report on organizations (in and around Pune) which are engaged in Child development work or any organization having child development as a component in their overall program.

It was decided that Ms. Sulbha Mane will collect more detailed information and the annual reports of the organizations referred in Dr. Konnur's report and keep it ready for the planning workshop.

8) Hotel "The Resort Village" at Mangaon, Bombay – Goa Highway was finalized as the venue for conducting the Planning workshop of Yerawada Phase-out from 4th to 8th December, 2000. It was also decided that the following will be the participants for the workshop:

Sr. #	Name	Designation
1	Mr. Ramesh Gorwadkar	Project Director
2	Mr. Samir Ghosh	Consultant, Phase-out, Taskforce
3	Mr. Suresh Bhokare	Program Officer
4	Mr. Basavraj Tondare	DP
5	Mr. Kalyan Murumkar	DP
6	Mrs. Rama Khairkar	DP
7	Mr. Nitin Harchekar	DP
8	Ms. Sulbha Mane	Counselor

Sr. #	Name	Designation
9	Ms. Manjula Dash	Phase-out Coordinator
10	Mr. Anil Kale	DTO
11	Mr. Prakash Ahirekar	Admin. Officer
12	Mr. Hiraman Botre	Accounts Officer
13	Dr. Varsha Bansod	Doctor (Mobile Clinic)
14	Mr. Dadasaheb Ghadge	DP
15	Mr. Atul Ovhal	DP
16	Ms. Nirmala Gund	DP
17	Mr. Sumedh Gaikwad	DP
18	Mr. Surendra Sonawane	Jr. Accountant
19	Mr. Balu Ghuge	Program Assistant

It was decided that all the above participants would gather on 3rd December, 2000 afternoon at CASP-PLAN Project, Pune office.

A meeting for the same will be held on 1st December, 2000 at CASP-PLAN Project, Pune Office at 4.00 p.m.

9) The meeting ended with the vote of thanks to the chair.

Sweta Vijaywargi
(Secretary, Task Force)

cc: Dr. S. D. Gokhale, President, CASP
        Ms. Niraja Mattoo, Executive Director, CASP
        Ms. Bhagyashree Dengle, Jt. Executive Director, CASP

Annexure 2:

Job Description

Position   : Project Director

Category/ Grade   : 6000-500-8000-750-11000-1000-20000

Office Location   : Casp-Plan Project, Pune
                              (1170/1, Barve Sabhagruha, J. M. Road, Pune – 5)

Reports To   : Executive Director – CASP & Planning and Implementation
                              committee (PIC)

Coordinates with   : Plan Representatives(s), Administrative Officer, Purchase
                              Officer, E. D. P. Officer, Donor Service Officer, Accounts
                              Officer, CPMEO, DTEO, Program Officer.

Supervisory   : All signed staff of the Project and in particular the
Responsibility   following staff
                              • Program Officer
                              • Accounts Officer
                              • Administrative Officer
                              • Purchase Officer
                              • EDP Officer
                              • DSD Supervisor
                              • CPMEO
                              • DTEO

Job Functions   :

1. To lead the Collaborated Projects by effectively carrying out the entrusted professional, developmental, Administrative and Financial responsibilities.
2. To ensure overall efficient operation of the Collaborated Projects by providing active support and supervention in formulation/ preparation of SAGE report, development strategy, programme direction, design, annual budget, implementation, evaluation and financial & programme reports.
3. To prioritise, coordinate and monitor the activities of the collaborated Projects.

Specific job requirement:

1. To act as an effective link between Casp, Plan and the community.
2. To conduct or help the periodical meetings of PICs and keep minutes thereof and take follow-up action.
3. To understand and interpret the mission, goals, objectives and scope of the collaborated projects to Casp-Plan Project staff and the community.

Duties and responsibilities

Tasks

1. To create and maintain an atmosphere confidence and trust that encourage communication, initiative, innovation and personal growth among staff members and community so that the development process can take place.
    *   Review periodically the goals, objectives and priorities
    *   Review periodically the effects of procedures, controls, and methods of the project by taking appropriate action.
    *   Respond appropriately and effectively to caries.
    *   Create and maintain an atmosphere that promotes vision, growth and stability for the project.
2. To establish policy for an ongoing and integrated staff and client oriented and training programme.
    *   Formulate pre-job orientation / training package for the staff.
    *   Organise in-service orientation / training package for the staff.
    *   Organise workshop / group meetings, consultation with cliental on the topics, issues / problems that are crucial to the development of the child / family / community.

3. To secure fullest possible participation of staff, communities, Casp & Plan in planning, implementing, evaluating and budgeting cycles.

- Provide support in, and be responsible for the preparation / revision of Situation Assessment and Goals Establishment Report (SAGE).
- Provide support and Lead the annual preparation of Sector Programme Outline (SPOs), which contribute to attaining the goals established in the SAGE report.
- Coordinate and provide support in preparation of Project Design Outlines (PDOs) and review to ensure that the PDOs meet needs of child / family / community in a realistic and appropriate manner.
- Develop adequate measures to ensure that financial, material and technical responses are properly monitored.
- Visit families, communities and project sites in order to verify that families and communities are participating in the planning, implementation and evaluation of programmes and that they are receiving the optimum benefits from Project's programme / activities/ services.
- Share appropriate information regarding programmes with communities, project staff, Casp and Plan.

4. To develop appropriate personnel management system for based on personal policies of Casp, guidelines providing by Plan and local labor laws.

- Establish and periodically review a clear and precise written policy statements including:
  - Appropriate management
  - Job description for all positions
  - Recruitment, selection, placement and promotion criteria
  - Performance appraisal and evaluation systems
  - Termination procedures
  - Disciplinary procedures and conflict resolution
- Establish and maintain a salary and benefits package.
- Establish and maintain clear and precise internal work regulations.

5. To develop appropriate systems and controls for the financial services functions in order to ensure compliance with accounting related requirements of Plan, Casp and the government and monitor as needed.

- Development and express clear understanding of financial procedures as established by Plan and Casp.
- Conduct periodic check / verifications to ensure appropriate financial procedures are observed.

6. To develop and maintain appropriate systems and controls the Donor Services function in order to ensure compliance with Donor Service related requirements of Plan and monitor as needed.

   - Develop and express clear understanding of Donor Services related procedures.
   - Explain and interpret objectives and scope of the concept of sponsorship to the target population, the Project Staff and the representatives of Casp.
   - Develop adequate measures in maintaining the timely flow of child-sponsor-child communications.

7. To maintain the appropriate professional profile while promoting the image of the project, Casp and Plan.

   - Develop appropriate official relations with local leader, communities, government and non-government institutions / organisations.
   - Participate in necessary public functions
   - Facilitate the visit of visitors to the project and more specifically the visit of Foster Parents.
   - Attend and actively participate in conferences and workshops sponsored by Plan and Casp.

8. To develop and maintain appropriate systems and controls for the General Service function.

   - Conduct periodic verification to ensure that the established procedures are observed in acquiring and recording of fixed assets.
   - Develop adequate measures to ensure that fixed assets of the Project are acquired and protected.
   - Monitor periodically, the distribution, maintenance, and use of vehicle, equipment, furniture and supplies.

9. Any other Duties and responsibilities and Task as assigned by the Casp and Plan.

   Important: The listed tasks for each Duty and Responsibility are only "minimum expected tasks" and it should not restrict the Project Director to involve additional tasks to carry out his job functions, duties and responsibilities in an efficient manner.

10. Any other duties and responsibilities as and when assigned by Project Director.

Reviewed and accepted.

Job description

Job title   : **<u>Administrative officer</u>**

Job purpose   :To ensure that all administrative work related to the CASP- PLAN
office and personnel are smoothly carried out.

Hob holder   : W. E. F.

Reporting to   : Project Director

Reporting from   : N/A

Job requirements

i.	Ed. Qualifications.	: Graduate in any discipline and post graduate qualification in management
ii.	Experience	: 3 to 5 years in similar job
iii.	Skills	: Communication skill, planning and organising skills and training skill.
iv.	Working conditions	: Most often in the office
v.	Languages	:

Other factors

i.	Job Complexity	: Routine & procedural. Not very complex.
ii.	Resp. for execution	:
iii.	Supervisory ability	: Partially the office attendant and the driver.
iv.	Resp. for material & assets	:
v.	Contacts	: Internally with all the staff and externally with
vi.	Decision making	: All other decisions are taken in consultation with supervisors.

Tasks

1. General maintenance and annual maintenance contracts of all equipments
2. Maintenance and security of office premises.
3. Installation and working of Telephones, EPABX, Xerox, Fax.

Job description

Job title   : <u>**Programme officer**</u>

Department   : Programme

Job purpose   : Implementation of sponsorship and community development programs
                                      as per guidelines of CASP-PLAN at and around Pune.

Hob holder   : W. E. F.

Reporting to   : Project Director

Reporting from   : Programme Assistant, Social Worker

Job requirements

i.   Ed. Qualifications.   : Post Graduate in Social Work

ii.   Experience   : 5 years in social workers post after post graduation.

iii.   Skills   : Analytical, counselling, training, communication skill,
                                      management skills are important.

iv.   Working conditions   : 50% of the time in the office and the balance in the working
                                      condition of the social workers.

v.   Languages   :Reads, writes and speaks English Hindi and Marathi

Job description

Job title   **: <u>Purchase officer</u>**

Job purpose   : To purchase all materials required to meet CASP-PLAN Pune's objectives on time and in an optimum manner, i.e. buying in manned and negotiated manner to get material which is optimum at the right price.

Hob holder   : W. E. F.

Reporting to   : Project Director

Reporting from   : Purchase assistant

Job requirements

i.	Ed. Qualifications.	: Graduate in any discipline with post graduate qualification in materials management.
ii.	Experience	: 5 years purchase.
iii.	Skills	: Good negotiating skills, analytical, communication, planning & organising skills are essential.
iv.	Working conditions	: Most often in the office
v.	Languages	: Reads, writes and speaks English Hindi and Marathi

Other factors

i.	Job Complexity	:
ii.	Resp. for execution	:
iii.	Supervisory ability	: Has no directly supervise one assistant
iv.	Resp. for material & assets	: N/A

| v. | Contacts | : Internally with Deportment heads and externally with suppliers |
| vi. | Decision making | : Price negotiation decision are independent. All other decisions are taken in consultation with Project Director. |

Tasks

1. Plan and purchase as per budget
2. Quality checks while purchasing and receiving
3. Have to gather data regarding various materials in the market
4. Ensure that programme related purchases are on time and are of optimum price/ quality
5. Create /update & maintain purchasing systems with the frame work of CASP-PLAN Project.
6. Develop vendors who provide good quality material at the right price.

Job description

Job title   : **<u>Driver</u>**

Job purpose   : Making safe and efficient use of the vehicle provided for the PDs use
            and for other official use.

Hob holder   : W. E. F.

Reporting to   : Project Director / Admin. Officer

Reporting from   : N/A

Job requirements

i. Ed. Qualifications. : 10th Std. Pass

ii. Experience   : 2 years driving and vehicle maintenance experience.

iii. Skills   : Good driving skills, good judgement while driving, inter personal
         skills, communication skills.

iv. Working conditions : Quite difficult knowing road and traffic condition

v. Languages   : Reads, writes and speaks English Hindi and Marathi

Other factors

i. Job Complexity : Fairly complex

ii. Resp. for execution : While driving his responsibility is very high.

iii. Supervisory ability : N/A

iv. Resp. for material
   & assets   : The vehicle is his responsibility

v. Contacts   : Internally with all, very few external contacts like guests,
         CASP Officials, consultants etc.

vi. Decision making : No independent decision making.

Tasks

1. Driving for all official work.
2. Driving for Project Director's work.
3. Keeping track of servicing/ maintenance of all motorized vehicles of CASP-PLAN.
4. Keeping the Maruti van clean.
5. Helping office attendant with their work as and when required.
6. Doing any other allotted by the Project Director or the admin. Officers.
7. As and when jobless carrying out mail distribution, cyclostyling.

Job description of <u>training and documentation officer</u>

Responsibilities:

To ensure generation of programme related information, it's collection, record, compilation, analysis, presentation and reporting for programme monitoring on evaluation purpose.

Job specifications and role:

1. He/she will ensure maintenance of required documentation at foster family/ community/ field office level.
2. He/she will develop appropriate formats for documentation purpose in consultation with APD.
3. He/she will give orientation regarding documentation process to all concerned beneficiaries/ FG group/ project staff/ CASP-PLAN.
4. He/she will ensure it's proper usage through at least one visit to each activity site.
5. He/she will provide timely feedback to proper person through programme officer/ APD.
6. He/she will develop required analytical reports for field office as per the schedule
7. He/she will undertake adhok projects of evaluation under APDs guidance
8. He/she will co-ordinate evaluate projects undertaken by outside agencies.
9. He/she will organise quarterly/ annual evaluation programmes.
10. He/she will provide support and guidance to evaluation and documentation assistant/ sectrol social worker/ FG/ project staff and beneficiaries.
11. He/she will attend zonal meetings for feedback
12. He/she will maintain day to day his/ her work report.
13. He/she will identify the training needs of staff as well as beneficiaries.
14. He/she will organise training programmes for staff as well as beneficiaries
15. He/she will prepare all the reports required by CASP _____ and PLAN.

Job profile

Title   : **<u>CPME Officer</u>**

Department   : Corporate Planning, Monitoring and Evaluation (CPME)

Location   : PLAN – Partner Field Officer

Reporting to   : PLAN Project Director

Liasing with   : Country CPME Manager / Zonal Manager

Travel requirements   : throughout the Project area

Major responsibilities:

1. Prepare the action plans for the introduction of various CPME modules and ensures implementations at field level

2. Conduct orientation training on CPME modules, viz, baseline, planning, monitoring and evaluation for programme staff and community

3. Responsible for closely liaising the project staff of other units vix, child sponsorship, finance, IS &T etc. and provide technical support wherever required

4. Responsible for smooth implementation of CPME Roll-out in the FO

5. manage the implementation of the special study surveys and data collection related to FAMP/ COMP.

6. Responsible for coordinating the reporting of field data related to program monitoring from the project area.

7. Coordinate with project director/ zonal manager identification and requirement of consultants/ surveys staff during CPME Roll-out and other special studies.

8. In co-ordination with the IS&T person, holds responsibility for installation/ maintenance of CPME software in the FO and for training of staff in their use.

9. Prepare and submit periodical reports to the country CPME manager on the progress of CPME Roll-out at the FO level.

10. Ensure proper use of CPME systems by programme and administrative staff after the introduction of the CPME modules.

11. Coordinate the management / upkeep of the CPME/ CHILDLINK systems (both tech. the as well as software)

12. Provide timely feedback to FO manager/ project director & ZM/PSM/CPME manager on program implementation, monitoring and evaluation (PIME)

13. Provide back-up support to the CPME manager at the FO level

14. Actively participate in the CPME country network related activities.

Undertake any other tasks delegated by the country CPME manager.

Qualifications:

1. Experience in training of local staff in field research/ data collection activities.

2. Good skills in quantitative and qualitative methods of data collection and analysis.

3. Practical knowledge of computers with working knowledge on data entry/ processing / analysing and word processing skills

4. Good verbal and written communication skills in English.

5. Ability to communicate effectively in English, local languages as appropriate

6. Prost-graduate in Social sciences or graduate with equivalent field experience.

7. Have good skills in the areas of sponsorships, program and finance.

Job Description

Job title /Department : <u>Accounts Officer</u>

Incumbent_____   Effective Date _____

Location - Main Office/ F.O.   Salary grade   _____

Supervisor/ Title -   P. D.

Job summary

Co-ordinates the preparation of Annual Budget & Budget modifications for field office. Supervises cash & check disbursement & maintenance of all books of accounts. Supervises operation of FS2 & other computerized accounts. Generates periodic reports/ statements for the Field Office, Manages FO funds and perform other activities.

This is a supervisory job with 7 district reports.

Responsibilities and tasks

R1 Co-ordinate the preparation of annual budget & budget modification for field office to facilitate FO planning & mobilization of funds required. (20%)

1. PD in receiving and formulating of field office programme strategies and, approach in terms of past pattern of expenditure & financial impact of various proposals.
2. Initiate budget preparation by providing guidelines to Dept. Heads in consultation with PD
3. Supervise accountant for collection of budget proposals from dept. heads.
4. Consolidate budget at the Field Office level with the help of Accountant, review & get back to Dept. heads for necessary adjustments.
5. Submit the draft budget to PD for finalization & forwarding the budget to PLAN/ CASP.
6. Receive PLAN approved budget through PD & compare with submitted budget & coordinate with Dept. heads for necessary adjustments

7. Receive requests for budget modifications from Dept. heads, review, consolidate & submit to PLAN/ CASP. Through PD

R2 Supervise cash & cheque disbursements & maintenance of all books of accounts to comply with PLAN/CASP & statutory requirements (30%)

1. receive processed payments vouchers from A/C asst.
2. verify the processed vouchers for completeness of supporting documents & ensure validity & accuracy of payments
3. verify vouchers for the posting in various books of accounts and carrying out cross checks on 10% of the vouchers on random basis.
4. Forward the vouchers to the accountant for PD's approval
5. Receive petty cash vouchers from A/c asst., verify for accuracy & documentary requirements with initial & forward to PD for approval through accountant.

R3 Supervise operation of FS2 & other computerized accounts for accurate recording of transactions & speedy retrieval of accounting information (20%)

1. Supervise accountant to ensure timely & accurate keying in of all vouchers in FS2 & taking of daily backups.
2. Verify the computerized MFS
3. Forward the verified MFS copy, hard copy & diskette of MFS to PLAN through PD
4. Verify the computerized cash balance report with manual report to ensure daily Updation of FS2.

R4 Generate periodic reports and statements for field office to meet FO management, PLAN/ CASP & statutory requirements (10%)

1. Prepare MFS, cash flow, annual report and variance report & submit to PLAN through PD
2. Prepare MFA & for total project & submit to PD & POs concerned
3. Prepare monthly salary statements of permanent staff with the help of accountant & instruct A/c Asst. to cheque salary cheque & forward the statements with cheques & vouchers to PD for approval.
4. Prepare FCRA reports with the help of accountant & forward to CASP Bombay through PD

5. Prepare P. F. statements, instruct A/c asst. to prepare cheque & vouchers & forward to CASP Bombay through PD

6. Prepare statements of Income tax, deductions of regular staff & forward to CASP Bombay through PD

7. Prepare monthly bank reconciliation statements with the help of A/c asst. & weighted average statements with the help of A/c asst. forward to PLAN through PD along

R5 Assist PD in managing Field Office funds to ensure effective utilization & timely availability of funds. (10%)

1. Receive monthly request for funds from Dept. heads with the help of accountant and consolidate.

2. Compare the projected monthly cash flow with the actual request for funds, seek necessary clarifications where ever required & forwarded it to PLAN/ CASP through PD

3. Exercise budgetary control by highlighting significant monthly budget variances to concerned Dept. heads & Pd

4. Maintain adequate level of cash balance base on daily cash balance reports

R6 Perform other activities for smooth functioning of the organisations (10%)

1. Assist POs/ Organizers in providing accounts related technical inputs to community level groups 7 organisation through training.

2. Assist HRD organizer to conduct training programmes for field office staff to clarify accounting procedures/ requirements

3. Maintain liaison with banks

4. Provide assistance to auditors during audit time

5. Assist Pd in reviewing accounts related policies, systems & procedures.

Perform other activities as required or assigned

Authority

Spending authroity – None

Autonomy :level 3 - significant autonomy

Supervision – supervises one Accountant & 5 accounts

Assistants and one office attendant

Acts/ purposes:

All departments heads to coordinate budget preparation & monitoring

Auditors, to assist in auditing

Bank officials, for banking transactions

Suppliers & landlord, for payment related matters

Qualifications:

Education: - M. Com with one year experience or B. com 5 years experience.

Certificates/ licenses

None

<u>Skills</u>

Oral communication skills

Written communication skills

Planning

Analytical

Organizing

Supervising

Building

Interpersonal relations

Counselling

Numeracy

Problem solving

Basic accounting

Basic computer knowledge

Managing

<u>Experiences/ Accomplishment</u>

1. M. Com with one year exp. In supervisory capacity in accounts Dept. of an established organisation having computerized accounts.
2. Should have worked in a supervisory capacity for two years

<u>Languages</u>

Speaks, reads and write – English & Hindi

Field office director approval _____ Date:_____

Incumbent's signature _____Date _____

Supervisor's signature _____Date _____

Job description

Job title	: <u>**System Supervisor**</u>
Department	: EDP
Job purpose	: To help improve communications with the organisation by providing services and data to users.
Job holder	:
Reporting to	: Project Director
Reporting from	: Computer operator

Job requirements

i.   Ed. Qualifications.   : Graduate in any discipline and in Computer Applications

ii.   Experience   : 2 to 3 years in computer operations and software development

iii.   Skills   : Written communication and spoken ability to train others.

iv.   Working conditions   : Mostly in the office in A. C. room. However eye strain is experienced.

v.   Languages   :

Other factors

i.   Job Complexity   : Routine work as per guidelines and rules.

ii.   Resp. for execution   : Errors would cause break down in communication.

iii.   Supervisory ability   : Direct supervision of one assistant. Indirect supervision of users of computer.

iv.   Resp. for material .& assets   : Responsible for all computer hardware, software and all related stationery   :

v.   Contacts   : Internally with all Departments. Externally with Computer Professionals.

vi.   Decision making   : Independently places orders for requirements of E.D. P. Department. Can recommend hardware, software purchases, and appointment of computer operators and change systems.

Tasks

1. To check the functioning of computer operator.
2. To check the log books for the virus-pro scanning and to check that all the daily, monthly and quarterly backups are up to date and kept at safe place.
3. Installation of new software packages received from IH & to tell about that to operator and other users.
4. To follow all the procedures established by MIS/ RC.
5. Supervision and operation of applications software and corporate software.
6. To keep the record of all assets of EDP department and safe custody of the same.
7. To keep the record and maintenance of log books and all correspondence related to EDP department.
8. To design and develop software systems and programmes as needed.
9. To report periodically on the EDP operators and department's functions to Project Director.
10. Schedule the training programme for individuals.
11. To ensure up to date and accurate feeding in the corporate software.
12. Any other tasks assigned by Project Director.

<h1 align="center">Job description</h1>

Job title   **: <u>Social Worker</u>**

Department   : Programme

Job purpose   : Implementation of the sponsorship & community development programme as per the guidelines and policies of CASP-PLAN.

Job holder   : W. E. F.

Reporting to   : Programme officer

Reporting from   : N. A.

Job requirements

i.   Ed. Qualifications.   : Masters Degree in Social Work.

ii.   Experience   : 1 to 2 years

iii.   Skills   : Good communication skills, planning and organising skills, analytical skills & interpersonal skills.

iv.   Working conditions   : Heat and Dust, Dirt and noise, lack of facilities, unhygienic conditions, lack of privacy.

v.   Languages   :Reads , Writes & speaks English, Hindi, Marathi

Other factors

i.   Job Complexity   : Highly procedural . Need for going into details

ii.   Resp. for execution   : Image of the organisation. Mistakes and personal ineffectiveness will lead to the ineffectiveness of the program.

iii.   Supervisory ability   :N . A.

iv.   Resp. for material   : Community centre furniture and material.
         & assets

v.   Contacts   : Contacts with all departments in the office, outside contacts in the program locations, with government and non-government organisations.

vi.   Decision making   : Decision regarding enrolling families, giving financial assistance

to them, cancellations, arranging community programs are independently made. Special cases and matters related to policy decisions are only recommended.

Tasks

1. Submission of reports, letters, photos , APRs in time.
2. Quality of the above reports and papers.
3. Implementation of the program as per calendar.
4. Expenditure of budget as per R. F. F. (requested funds).
5. Preparation of proposal with supporting documents.
6. Family contacts reports, accurate information about family and updating of family folders.
7. Community participation in CASP-PLAN programs like health awareness, Adult literacy classes, health camps, training programs.
8. Result oriented programs like remedial education, nutrition centre, book banks etc.
9. Successful running of activities like library, recreation camps, nutrition centers etc.
10. Relations and rapport with colleagues, office people and community people.

6.Predesigned personnel appraisal system: Every year personnel appraisal form for each of the employee is filled to analyze his/her performance through out the year.

Signature of Employee

First review:

- -
- -
- -
- -
- -
- -

Signature of Supervisor/
Head of Department

Further review:

- -
- -
- -
- -
- -
- -

Signature of Project Director

7 points grading system:

O-Outstanding

A+ - Excellent

A- Very good

B- Good

C- Average

D- Fair

E- Poor

Guidelines:

This appraisal aims at threefold critical analysis of the employee development in the given period. It is a tool to judge whether the employee has been steady in his performance, or has progressed remarkably or has been deteriorating in his performance.

This appraisal should be based on critical incidents during the period of performance. The critical incident of should be such granity or importance that provokes you or the employee, to influence the appraisal in the given trait.

If any of the traits are not applicable to an employee please mark Not Applicable (N. A)

6) Proper segregation of duties: The organisation consists of different departments as, Programme, Administration, Accounts, Purchase, Donors Service and EDP. All the departments performs their respective jobs.

7) Decentralization of Power:

   Each department head can take individual decisions related to his/her respective departments with concern to the PD.

8) In built supervision of monitoring:

   Each department head has the power to supervise and monitor their subordinates.

9) Informal practice of reward system:

10) Adequate working facilities, provided to staff and well equipped office: Fax machine, Xerox machine, etc.

11) Regular training given to improve and update knowledge of the staff :

Uniform level of training are imparted to the cross section of employees in the organization. While the training is initiated by both CASP &PLAN International, the sources & choice of training encompass whole range i.e. from general management to program aspect.

12) Suitable office timing and working hours for staff- 5 days week system.

13) Self-sufficient finance facility: PLAN gives us assistance (financial) at any time whenever required.

14) Good reporting system

15) Proper guidelines, manuals available: Each department has their respective manuals, which guides the users.

16) Good internal audit system:

We have a good auditor who keeps a check time to time for the entire audit requirement so that the Payment Voucher smoothly faces the audit.

17) Provision of service rules and regulations.

Service rules for CASP employees

1. <u>Preamble</u>

Community Aid & Sponsorship Programme (CASP) is a voluntary Non-Governmental organisation working as a Trust (registered under Bombay public trusts act, 1950 and also under societies registration act). Being a charitable trust social service institution with a non-profit motive, the rules framed below are only to have some frame work for those who work for the institution. The employment are purely for various aid/ service/ sponsorship programmes/ projects for and upto their predetermined life time and/or upto a period which CASP or its other partners decide to run the programme/projects and/or get funds to run them, from different sponsors. In principle CASP

projects/programmes have no permanency of any kind as obtained in industrial, commercial or other units.

Every employment is hence given on this basis and it is understood that the employee has known this character of CASP, while joining the institution.

As CASP has its own Provident Fund, Gratuity Fund rules and these are framed/ governed by the respective trust. Hence, they are outside the purview of these rules. They are mentioned only as information.

2. Application

These rules and conditions of service and their modifications, from time to time will apply to all persons employed by CASP who are made aware of the preamble that CASP is a social service oriented NGO and a charitable trust working for various dated projects, programmes and dependent on outside aid/ assistance/funds from sponsors. Governments and various other charitable trusts, bodies for specific cause/s, purposes to service on projects, programmes, courses, etc., whether of CASP or in which CASP is a collaborating partner.

3. Definitions

In these rules and conditions of service, unless the context requires otherwise:

a) CASP or – "The Establishment" means Community Aid & Sponsorship Programme for the sake of brevity to be referred to as "CASP", it various offices and areas/places of social work and other places of work and training where an employee is deputed or posted.

b) "Employee" means any person employed for hire or reward, under a contract of employment, whether express or implied, to work on projects, programmes, courses, etc., of CASP or of CASP and its collaborating partner/s. the projects and programmes of collaborating partners shall be for the employee, projects and programmes of CASP and the partners shall not appoint anybody directly.

"Collaborating partner" means any lawful body or agency which lends technical/financial, management information and/or any other support to programmes, projects and courses and in

partnership/agreement with CASP has secured CASP's services for executing such projects, programmes, courses whether of specified/limited duration or not.

c) "Rules" means "Service Rules for CASP employees".

d) Constitution means "Constitution of CASP in force from time to time."

e) "Governing council" means the Governing Council constituted under the Constitution of CASP.

f) "Appointing Authority" means the Executive Director of CASP and for the post of Executive Director and posts in category 'A' Appointing Authority means the President of CASP. The "Appointment Authority" shall ordinarily be the "Disciplinary Authority" of the CASP employees.

g) The appellate authority for decisions Executive Director will be the President and for the decision of the President, it will be the Management Committee, which will be the ultimate authority.

h) Establishment Committee means "Establishment Committee" of CASP.

i) Management committee means the "Management committee constituted under the Constitution of CASP".

j) The financial year will mean the financial year of CASP.

4. Classification of employees

"Employees" shall be classified as:

a) Trainee

b) Casual

c) Temporary

d) Probationer

e) Contractual Employee

f) Part-time

g) Permanent

This is subject to what is stated in the preamble.

5. Order of the Appointing Authority

Every employee at the time of his/her appointment, conorganisationation, promotion or re-classification, as the case may be, shall be given a written order signed by the Appointing Authority, the duplicate of which will be signed and returned to the Appointing Authority.

6. Classification of Posts

The CASP posts shall be classified as categories A,B,C and D as follows:

A- Executive Director / Dy. Executive Director / Project Director and such other posts as may be decided upon by the Management Committee.
B- Project Manager/ Administrative Officer / Accounts & Establishment Officer / Accounts Officer / Sr. Programme Officer / Programme Officer / Donor Service Officer / Documentation & Evaluation Officer / HRD Officer / Sr. Stenographer / Steno-cum-P. A.
C- Project Coordinator / Development Promoter / Social Worker /Stenographer / accountant / Jr. Accountant / Accounts assistant / Organizer / Supervisor / System Assistant / Typist / Clerk / Executive Assistant.
D- Driver / Office Assistant /Office Attendant / Messenger.

The appointing authority can combine any designation and job specified within the same classification for the smooth and harmonious functioning of the organisation. Every employee will be transferable by any CASP and all the collaborative units / projects / programmes anywhere in India. The Management Committee will decide any creation of a new post/ designation and its classification.

The CASP Executive Director shall be the Chief Executive Officer of CASP.

7. Amendment of Rules

The Management Committee has the right to modify, amend, alter the rules any time. Office notes would be put on the notice board and also circulated among the employees whenever such changes are effected from time to time.

8. <u>Work Hours</u>

The present daily working hours and work schedule shall continue. The Management Committee has the right to alter, amend these by notification which may vary from establishment, programme and project as per employee classification.

9. <u>Appointments</u>

Every vacancy shall be brought to the notice of the employees of that particular establishment. However, all employees are eligible to apply through proper channel to the Executive Director. The selection of the candidate will be done merits as decided by the appointing authority and seniority and being an employee will be no criteria. The posts will be also advertised if necessary and the Management Committee is free to select the suitable person for each post, from within or outside.

10. <u>Retirement Age</u>

The age of retirement or Superanuation of permanent employee shall be sixty. However, the appointing authority may recommended to the next higher authority extension of the age of retirement or grant Superanuation of an employee as may be expedient.

11. <u>Employees obligation</u>

The employee shall work diligently, faithful and honestly without negligence. An employee shall not, at any time, and in the interest of CASP or its collaborating partner, as the case may be, take any additional remunerative work outside CASP without the prior written permission of the CASP authorities. However, a part-time employee may take additional remunerative work during hours other than those during which he/she is employed by the CASP, with the written permission of CASP. If the work so undertaken conflicts with the CASP work, the employee shall give up that work or shall resign CASP service. The Management Committee will have the right to remove such employees without any notice period. The appointing authority shall have the right to ask any employee to put in extra work/extra hours and also to officiate in any other capacity as may be expedient. In case of officiating duties, an officiating allowance of 20% of the existing salary then drawn by the employee will be given for such duration as may be required. The officiating duties on any post will not vest any

right for subsequent promotion, nor this additional amount counted for P.F., Gratuity or other monetary benefits and/or terminal benefits.

12. <u>Discharge and termination of service, etc.</u>

a) Except as specifically provided in the contract of service, the management may terminate the services of an employee after giving the following notice or after payment of wages in lieu thereof:

   i.   In the case of termination of a permanent employee as well as those under contractual employment in Category 'A' three month's notice, unless the termination is for moral turpitude server offences, fraud, malfeasance, etc.

   ii. In the case of termination of a permanent employee as well as those under contractual employment in the 'B' , 'C' and 'D' posts, one month's notice.

   iii. In all other cases, one month's notice, if the services are terminated before the expiry of specified period in the letter of appointment.

   iv. The employee will also have to give one month's / three month's notice, as the case may be if he/she wants to resign.

   v.   In case of trainees, temporary, probationer, contractual and casual employee, no notice will be necessary.

   b) No notice or notice pay is necessary where service of an employee is terminated by CASP for gross misconduct.

   c) An order relating to termination, discharge or dismissal, unless otherwise specified in the terms of appointment, shall be in writing and shall be signed by the Appointing Authority or any officer authorized in this behalf.

13. <u>Act of misconduct</u>

Without prejudice to the general meaning of the term misconduct, the following acts and/or omissions shall be treated as misconduct:

a) Willful insubordination or disobedience, whether or not in combination with another, to any lawful or reasonable order of superior.

b) Willful slowing down in performance of work, abatement or instigation thereof.

c) Theft, fraud, breach of trust or misappropriation or dishonesty in connection with or damage of the CASP property or project, or programme, or course, etc. or the property of another employee within the work premises of CASP.

d) Accepting any illegal gratification.

e) Accepting fits from anybody in cash or otherwise without the permission of the appointing authority.

f) Assaulting, abusing or intimidating any employee or officer of CASP within the work premise, offices, units, community project areas, programmes or in the CASP premises or any other acts subversive of discipline.

g) Drunkenness, riotous, disorderly or indecent behavior within the premises of CASP offices, units, community project areas, programmes or in the CASP premises or any other acts subversive of discipline.

h) Habitual or gross neglect of work within the premises of CASP offices, units, community project areas, programmes or in the CASP premises or any other acts subversive of discipline.

i) Refusal to accept charge sheet or any communication served by the CASP management or officers.

j) Possession of any lethal weapon in the establishment within the premises of CASP offices, units, community project areas, programmes or in the CASP premises or any other acts subversive of discipline.

k) Vandalism or willful destruction of CASP property/ records of CASP, collaborating partners and any of the projects and programs.

l) Picking demonstrating or restraining or detaining or gheraoing any representative, employee or officer of CASP.

m) Going on an illegal strike or abetting, inciting, instigating or acting in furtherance thereof.

n) Any other act of commission or omission which is against the interest of CASP or subversive of discipline.

o) Abatement or attempt to commit any of the above acts of misconduct.

p) Repetition of any misconduct for three times or more.

q) Habitual absence, late attendance for more than 3 occasions within a month, overstaying of sanctioned leave without proper justification, disfiguring office premises, etc.

r) Commission of any act subversive to discipline or bad behavior on the premises of the establishment.

s) Disclosing to any unauthorized person any information with regard to the work of the establishment which may come into the possession of the employee in the course of his/her work.

14. <u>Sanctions</u>

An employee found guilty of misconduct may be:

a) Warned orally
b) Warned in writing or censured in writing
c) Fined upto Rs. 100/-
d) May be deprived of yearly increment
e) Demoted to a lower grade
f) Ask to compulsory retire
g) Removed from service without notice

15. Application of Sanctions

a) Power of imposing punishment referred shall vest in the disciplinary authority. The disciplinary authority may, before imposing any punishment referred to in rule (15), order an inquiry against a delinquent employee and appoint any officer in respect of sanction.
b) Any of the office bearers, members of the Governing Council or Executive Director, Project Directors, Project Managers and heads of sections or department may be named as Enquiry Officer by the disciplinary authority.
c) Before applying any sanctions, an employee should be give an opportunity to give his/her explanation, either orally or in respect of sanctions (d) to (g) of Rule (15) in writing.

16. <u>Appeal</u>

a) An employee will be entitled to appeal to the appellate authority as stated.
b) The appellate authority may after considering the following, conorganisation, modify or reduce the punishment, set aside the order of the disciplinary authority.
c) It is further provided that the appellate authority before passing any order under sub-rule (b) of this rule may direct that further enquiry be held in the case.

17. Domestic Enquiry

a) Any employee alleged to have committed misconduct under these rules shall be communicated of his/her misconduct in writing in clear terms by a show cause notice and the employee shall send his/her reply in writing to the allegations made in the charge sheet within the period prescribed by the disciplinary authority. If the employee refuses to accept the charge sheet it would be sent under certificate of posting to the address last recorded in CASP office/ unit and such despatch will be enough evidence to initiate the enquiry.

b) On receipt of the reply, or where no reply is received within the period prescribed, the disciplinary authority may decide that in the interest of justice an enquiry be held and it may appoint any enquiry Officer to conduct the enquiry into the allegations/ charges against the employee. The disciplinary authority may appoint a Presenting Officer from the staff of CASP/ from outside to present the case of the establishment before the Enquiry Officer.

c) The Enquiry Officer so appointed shall hold the enquiry expeditiously in accordance with the principles of natural justice by charge sheet and serve the same on the concerned employee.

d) The employee shall have the right to defend himself/herself against any charges made against him/her in the charge sheet of either a written or verbal nature and produce witnesses to prove his/her innocence or refute the allegations made against him/her.

e) The Enquiry Officer shall submit his/her enquiry report based on the material or record placed before him/her by the parties during the enquiry to the disciplinary authority.

18. Absence and abandonment of service

a) If an employee is found absent during working hours from his/her place of work, he/she shall be able to be treated as absent from work.

b) If an employee is absent from work for consecutive 8 days without written permission or remains absent for consecutive 8 days after the expiry of leave originally granted or subsequently extended, the employee shall automatically lose lien on his/her appointment, where he/she fails to furnish explanations to the satisfaction of CASP management.

19. Evaluations

All employees shall participate in an annual evaluation of their work performance. These evaluation shall be performed by the employee's immediate authority and may be shared with the employee.

20. Tour Programme

Any tour programme outside the city area or the area of the programme or project shall be approved by the Executive Director. Any visits within the area of the project or programme shall be with the authority of the Chairperson/ Project Director. In case of every tour the programme should be as far as possible given in advance to enable the Executive Director or the concerned authority to give his/her decision regarding the programme. The travelling mode will be as may be decided for various categories of posts and shall be by the shortest route and the available cheaper mode of transport. The tour programmes of 'A' category officials will be approved by the President. The Executive Director and the President will have the right to allow deviations in this respect as may be expedient and necessary considering the importance of the programme and the time elementary.

21. Salaries/ Wages

Salaries along with grades and scales will be specified in the order of each employee except casual, contractual, temporary and probationer employee. Salaries and scale of pay shall also be specified in the broad job description of each post. The Executive Director will be at liberty to change the role, description. All salaries/wages indicated will be gross salaries/wages and will be subject to deduction of tax at source in accordance with law in force.

22. Increments

a) No salary increment shall be given during the probationary period. The initial probationary period will be upto three months and in case the work is not found satisfactory or if need be the probation period can be further extended by nine months making in all 12 months. After the probation period if the cease as per the terms of appointment.
b) Increment shall be due after co organisation and if the performance is satisfactory.
c) Increments shall normally be given every twelve months upon consideration of the employee's performance as measured by the annual evaluation of the employee. However, to suit the

convenience of the administration increments can be postponed or pre-pond by 3 months. Increments are not automatic; they are contingent upon satisfactory performance.

d) If an employee is not granted an increment, he or she shall be informed in writing the reasons for the same by the Appointing Authority. It shall be open for an employee to appeal to the President through the proper channel, for reconsideration of his/her case for the salary increment.

e) The Appointing Authority can recommend to the next authority considered granting special/additional increment to the employee or upgrading him/her at a suitable stage for the meritorious work. Such increments cannot be claimed as a right but shall be at the total discretion of the Appointing Authority.

f) The Appointing Authority, may grant advance increments in the concerned grade at the time of appointing in case a candidate has exceptional qualifications and/or competence.

g) An increment to an employee who has reached the maximum salary of his/her salary scale or efficiency bar may be granted by the Management Committee on the recommendation of the Appointing Authority. This cannot be claimed as a right.

23. Overtime Wages

Except in the case of drives, overtime wages shall not be paid. Overtime payments for drivers will be specified in the terms and conditions of their service. Employees required to work on holidays, can be given compensatory off, instead of overtime. Compensatory offs for working on holidays may be sanctioned by Head Office/ Project Directors/ Chairpersons according to the convenience of the establishment and either be prefixed or suffixed to any holiday.

24. Salary Advances

Advances against salary shall not be made except in cases of emergency. In all cases the full amount of the salary advance shall be deducted from the employee's salary at the end of the pay period during which the advance was taken. The amount of the salary advance shall never exceed one-half of the total monthly emoluments of the employee, but the Management Committee can consider exceptional cases. Advances against salary shall be maximum for three times during one year.

25. Provident Fund

Subject to the preamble, the management of CASP shall take all necessary steps to extend the benefit of the Employees Provident Fund and Miscellaneous Provisions Act, 1952 to all eligible employees, as far as possible. CASP has a separate Provident Fund Trust.

26. Gratuity

Subject to the preamble, all employees eligible for payment of Gratuity under the Payment of Gratuity Act, 1972 shall be entitled to payment of gratuity by CASP as per terms of LIC Insurance Policy. CASP has separate Gratuity Trust.

27. Allowances

a) Travelling Allowance

i.   The Executive Directors are entitled to travel by Economy Class by Air/Ist Class A/c train or any other mode of travel undertaken, with the permission of the President or Vice President.

ii.   The Project Managers will be entitled to travel by Ist class/ IInd class AC Chair Car/ AC III Tier and by air with the previous permission of the Executive Director, if so expedient.

iii.   All employees in category (B) are entitled to Ist Class or any other mode of transport with the permission of Executive Director / Chairperson / Project Director.

iv.   All other employees shall be entitled to IInd Class train fare or actual bus fare.

v.   In all cases the travel should be by the shortest route possible.

vi.   The President or in his absence any of the Office Bearers available shall have the discretion to make exceptions to the above rules whenever felt necessary.

vii. Other conveyance charges from Railway Station / Airport to place of work/residence will be billed by the employee and paid.

b) Daily Outstation Allowance

An employee is entitled for daily outstation allowance at the following rates. This will be excluding of residential accommodation:

These rates per day are for 24 hours halt; for a part of the day exceeding 12 hours, daily allowance for full day is admissible.

Below 12 hours and more than 6 hours, half the daily allowance will be paid.

Daily allowance will be paid upto a limit of 15 days on one tour. For period beyond 15 days the outstation allowance will be sanctioned by the Management committee.

These rules apply to travel within India. Cases of overseas travel will be decided by the Governing Council.

c) Leave travel Assistance

Leave travel assistance will be provided as per the decision of the Management Committee.

28. Leave

a) General leave Rules

    i.   The Chairperson/ Project Director can sanction casual leave/medical leave and the orders for the same should be issued at the unit level under intimation to Head Office. However, privilege leave, LTA and any other leave, which involves payment of money, will have to be sanctioned by the Executive Director.

    ii. Leave cannot be claimed as a matter of right. Ordinarily, while considering all sanctions of leave, due regard for the convenience of the work and need of CASP shall be kept in view.

    iii. Absence on grounds found unreasonable by the Executive Director shall be subject to disciplinary action and if extended to a continuous period of ten consecutive days or more shall be constructed as ground enough for disciplinary action against the concerned employee.

b) Cause Leave

    i. All employees other than casual employees of the establishment in categories 'A', 'B', 'C' & 'D' whether working for CASP or its collaborators programmes, projects or courses shall be entitled to 12 days casual leave with full pay in the financial year April to March.

ii.   An employee cannot take casual leave for more than 3 days in a month.

iii.   Normally application for casual leave must be submitted and approved before the applicant avails himself/herself of the leave. Failure to secure prior sanction without due cause will be constructed as a breach of discipline and leave may be converted into leave without pay. In an emergency, the Project Officer, Project director or Executive Director should be contracted quickly and formalities observed as soon as possible.

iv.   Casual leave due at the end of the financial year shall lapse if not used.

v.One casual leave will be debited for late attendance for three days in a month.

c) Leave on Medical Ground

i.   Leave on medical certificate, calculated on the basis of 14 days per completed year of service but not exceeding 120 days in all during an employee's service, may be granted to those in permanent or contracted employment. Such leave shall be given only on production of a certificate from such medical authority as CASP may be special order specify in this behalf and for a period not exceeding that recommended by such medical authority.

i.   Leave on medical grounds shall be considered for approval only on production of a certificate from a registered medical practitioner unless otherwise specified by CASP if the leave is for more than 2 days. Application for leave with medical certificate should reach the office within three days of absence owing to illness.

ii.   All temporary employees may be allowed sick leave without pay to the extent on half pay basis in 12 months, if recommended by a registered medical practitioner and his/her certificate will have to be attached to the application. All employees on probation may be allowed sick leave on half average salary to a maximum of ten days per year.

iii.   A CASP employee on leave on medical certificate is entitled to leave to half of his/her average substantive salary for the twelve complete months preceding the month in which leave is taken.

iv.   Leave on medical grounds for period greater than those specified may be considered by the Governing Council, in genuine cases.

d) Privilege Leave

i. All permanent and contracted employees in all categories shall be entitled to 30 days privilege leave in one calendar year to calculated pro-rata.

ii. The leave referred to in clause (i) shall be paid leave.

iii. The first privilege leave for employees who are on probation, will be on confirmed after the probationary period of six months, but this will not be unless three months are completed after confirmed

iv. Privilege leave can be accumulated only upto 120 days, after which it will lapse.

v. Any employee who has accumulated privilege leave of more than 60 days can ask for encashment of leave, subject to following conditions:

- A minimum balance of 30 days leave should be kept.

- While asking for encashment of leave, the employee must avail of at least 15 days leave before encashment. In case this leave is refused by the sanctioning Authority, encashment may be permitted, but the refused leave should be availed of within a period of six months.

- Leave to be encashed should be more than 14 days and less than 31 days within the financial year.

- When a person retires or resigns he/she may be allowed to encash the privilege leave to his/her credit maximum upto 30 days. However, if the person has completed five years of service he/she will be entitled to encashment of maximum 60 days leave.

vi. All applications for privilege leave of the duration exceeding 14 days must be submitted 15 days in advance.

vii. At a time, an employee can take four or more days privilege leave but not less than four days.

viii. Privilege leave can either be prefixed or suffixed to a holiday/ another kind of leave. However, exceptions can be made at the discretion of the Executive Director. If a holiday falls within the leave period it would be counted as leave.

e) Maternity Leave

Women employees in all categories who are in a permanent category will be entitled to three months maternity leave on full pay. Paid maternity leave will not be granted more than twice in the service.

Rules for Leave Travel Assistance to CASP and CASP-PLAN employees

1. Leave Travel assistance (LTA) will be provided towards cost of travel of con organisation employee, spouse and dependents. The entitlement is limited to one month's salary i.e. Basic + DA.

2. CASP encourages its employees to avail of annual leave. It is an opportunity for rest and recreation to enable them to put in their best in a fit mental and physical state and with maximum efficiency.

3. I. LTA is admissible for travel to any place in India where the employee may like to spend the holidays and should be at least for 5 days.

   II. Confirmed employees will only be eligible for LTA. Employees proceeding on annual lave shall indicate in their application for leave as to whether LTA will be utilized.

   III. Every employee should declare the home town at the time of appointment.

4. Eligible persons for LTA claim include the employee, and members of the employee's family, which means (a) spouse and dependent children of the employee; and (b) parents, brothers and sisters of the employee or any of them dependent on the employee.

5. LTA can be accumulated only upto two years.

6. I. The actual quantum of LTA eligible will be limited to the amount of the salary (Basic + DA) for the month in which the employee reports back to duty after utilization of leave or the actual expenses incurred, whichever is less.

   II. payment will be made towards the transportation cost of the employee and the family from the location of work to and back from any place in India to which the employee and the family have proceeded on leave.

7. LTA granted will be subjected to taxation to the extent applicable, the burden of proof of holiday travel and LTA utilization shall vest with the employee. The related documentation shall be presented by the employee and produced when required.

8. Employees may apply for LTA advance in the prescribed form in anticipation of leave being sanctioned.

9. The employee shall render LTA account within five working days from the day of joining duty and settle advance account, if any.

Rules for Reimbursement of Medical Expenses to CASP and CASP-PLAN employees

1. Medical expenses incurred will be reimbursed, relating to self, spouse, dependent children and dependent parents of the employee and it shall be limited in any fiscal year upto one month's salary of the employee or Rs. 15,000/- whichever is less.

2. I. Medical costs reimbursement shall relate to expenditure incurred on the following:

   - Consultation with registered medical practitioners including eye specialists and dentists;
   - Cost of prescribed medicines;
   - Charges paid for medical examination including pathological tests, general clinical tests;
   - ECG, X-ray, Ultra Sound or other specialized tests prescribed by the consultant medical practitioner.

   II. expenditure incurred in the case of maternity for consultation, medicines, tests, hospitalization will also be eligible for reimbursement claim.

3. The claim shall be submitted in the prescribed form and supported with original prescriptions, receipts and/or vouchers for expenses. Doctor's prescriptions may be returned to the employee on request after verification by the accounts department. The proof of payments to Doctors, druggists and chemists, etc. should be produced in original.

4. Medical expenses incurred by confirmed employee will be reimbursed.

5. Unclaimed amount will not be carried over in the next fiscal year.

Rules for Payment of Gratuity to CASP and CASP-PLAN employees

1. All employees will be entitled to payment of Gratuity after completion of five years of service, at half month salary for every completed year of service. Payment will be governed by the provisions of the Gratuity Act.

2. Entitlement of employees for gratuity shall be governed by the terms of the letter of appointment.

3. The payment of gratuity shall be governed as provided hereunder:

   - Gratuity shall be payable to an employee on the termination of his/her employment after he/she tendered continuous service for not less than five years
     - on Superanuation
     - on retirement or resignation; or
     - on disablement due to accident or disease.
   - On the death of the employee Gratuity shall be payable to the nominee(s) of the employee and in the absence of nomination, to his/her legal heir(s).

4 I. (a) As soon as an employee takes up employment he/she shall submit to CASP nomination of beneficiary (ies) in the prescribed form in duplicate.

   (b) Any charge in nomination of beneficiary (ies) shall be duly notified to CASP in   the prescribed form in duplicate.

   II. (a) If an employee has a family at the time of making a nomination, the nomination shall be made in favor of one or more members of his/her family. Any nomination made by an employee in favor of a person who is not a member of the family shall be void.

   (b) If at the time of making nomination the employee has no family, the nomination may be made in favor of any person(s), but if the employee subsequently acquires a family such nomination shall forthwith become invalid and the employee shall make a fresh nomination in favor of one or more members of his/her family.

   III. Family, in relation to an employee, shall be deemed to consist of :

   (a) In the case of a male employee, himself, his wife, his children whether married or unmarried and the widow and children of his predeceased son, if any, his and his wife's dependent parents.

(b) In the case of a female employee, herself, her husband her children, whether married or unmarried, her dependent parents and the dependent parents of her husband and the widow and children of her predeceased son, if any.

(c) Female employee can exclude her husband from her family if she gives notice in this respect.

Explanation:

Whether the personal law of any employee permits the adoption by him of a child, and child lawfully adopted by him shall be deemed to be included in his family, and where a child of an employee has been adopted by another person and such adoption is, under the personal law of the person making such adoption lawful, such child shall be deemed to be excluded from the family of the employee.

IV. If a nominee predeceases the employee, the interest of the nominee shall revert to the employee who shall make a fresh nomination, in the prescribed form, in respect of such interest.

5. 1. - Payment of gratuity will be made to the employee at the rate of half monthly salary last drawn for such completed year of service. Period of service in excess of six months during the last year shall be considered as one completed year.

   - For purpose of calculation of gratuity, half-monthly salary shall be computed by dividing basic monthly salary amount by 26 and multiplying the quotient by 15.

   2. Gratuity amount of calculation due may be claimed by the employee, pr nominee(s) or the heir(s), as the case may be, on an application to CASP made on plain paper with all relevant particulars, or on the prescribed form.

   3. - As soon as gratuity becomes payable, CASP will, whether an application has been received or not, determined the amount of gratuity and give notice in writing to the persons to whom gratuity is due.

   - CASP will arrange to pay the gratuity amount to the person to whom the gratuity is due within thirty days from the date when the claim amount is received from LIC.

   - If there is any dispute as to the person(s) entitled to claim the gratuity, CASP shall pay the gratuity to such persons who obtains an order in this regarded from a competent court.

6. 1. Notwithstanding anything contained herein, the gratuity of an employee, whose services have been terminated for any action, willful omission or negligence causing any damage or loss to or

destruction of, property belonging to CASP, shall be forfeited to the extent of the damage or loss so caused.

2. The gratuity payable to an employee may be wholly or partially forfeited:
   - if the services of such employee have been terminated for his/her riotous or disorderly conduct or any other cat of violence on his/her part; or
   - if the services of such employee have been terminated for any act which constitutes an offence involving moral turpitude, provided that such offence is committed in the course of employment.

7. Gratuity will be subject to taxation to the extent applicable.

8. It is clarified that for payment of gratuity by CASP to its employees the provisions of the Payment of Gratuity Act, 1972 and Payment of Gratuity Rules 1972 as amended from time to time will form guidelines and shall be mandatory to the extent applicable if any.

List of Abbreviations used in the report

Sr. No.	Abbreviation	Full Form
1)	ALC	Adult Literacy Class
2)	APR	Annual Progress Report
3)	AV	Audio Visual
4)	CASP	Community Aid and Sponsorship Program
5)	CBA	Cost Benefit Analysis
6)	CBO	Community Based Organization
7)	CEE	Center for Environment Education
8)	CHW	Community Health Worker
9)	CLR	Center for Learning Resources
10)	CP	CASP-PLAN
11)	CPMEO	Corporate Planning Monitoring Evaluation Officer
12)	DP	Developmental Promoters
13)	FC	Foster Children
14)	FELI	Federation of Elimination of Leprosy of India
15)	FF	Foster Families
16)	GM	General Motors
17)	Gos	Government Organizations
18)	Govt.	Government
19)	ICDS	Integrated Child Development Scheme
20)	IFC	Improved Family Condition
21)	IIE	Indian Institute of Education
22)	ILU	International Leprosy Union
23)	LFA	Logical Framework Analysis
24)	MOU	Memorandum of Understanding
25)	MOV	Means of Verification
26)	NFC	Non Foster Children
27)	NGO	Non Governmental Organization
28)	NOC	No Objection Certificate
29)	PCC	Planning Coordination Committee
30)	PHC	Primary Health Center

31)	PIC	Project Implementation Committee

List of Abbreviations used in the report

Sr. No.	Abbreviation	Full Form
32)	PLAN	Foster Parents PLAN International
33)	PMC	Pune Municipal corporation
34)	PQLI	Physical Quality of Life Index
35)	PRA	Participatory Rural Appraisal
36)	PwDs	People with Disabilities
37)	SBD	Small Business Development
38)	SHG	Self Help Group
39)	SWOT	Strength; Weakness; Opportunity; Threats
40)	TORI	Trusting; Opening ;Realizing; Interdependence
41)	UCD	Urban Community Development
42)	VT	Vocational Training
43)	WHO	World Health Organizations

List of company / industries / banks / clubs in Yerawada

Sr. No.	Name and Address of the Company/ Industry / Bank / Club	Type of work
1.	Mohanlal Dangi New Laxminagar, Yerwada, S. No. 12, Pune – 6	' Bobby' packing
2.	Janaseva Urban Co-operative Bank Ltd. Jai Jawan Nagar, S. No. 14, Yerwada, Pune - 6	Medical Help
3.	Hot Mix Plot (Pune Municipal Corporation) , Yerwada, Pune – 6	Stone crushing, Road construction
4.	Dr. Ambedkar Urban Co-operative Bank Ltd. Yerwada, Pune – 6	Collection of share capital, Loan upto Rs. 500/-
5.	Laxmi Agarbatti, Sachin Bhagwan Kambale, Jai Jawan Nagar, Yerwada, S. No. 14, Pune - 6	Agarbatti packing
6.	Shantilal Khodiyar, Manik Nagar, Yerwada, Pune - 6	'chakli' packing
7.	Sawala Hari Ice-Cream, Yerwada, Pune – 6	Ice-cream packing
8.	Kashmiri Anises, Yerwada, Pune - 6	Anises packing
9.	Mukti Welding Center, Nitin Nikam, New Laxmi Nagar, Yerwada, Pune – 6	Welding work
10.	Cable Service, M/s. Nitin Nikam, New Laxmi Nagar, Yerwada, Pune – 6	Channel broadcasting through cable
	Banks	
11.	Pune Urban Co-operative Bank, Yerwada, Pune – 6	Loan
12.	Life Insurance Corporation of India	Insurance schemes

	Yerwada, Pune –6	
13.	The Muslim Co-operative Bank Ltd. , Chitra Talkies Road, Yerwada, Pune – 6	Loan
14.	Agrasen Urban Co-operative Bank Ltd., Chitra Talkies road, Yerwada, Pune – 6	Loan
15.	Pune District Central Co-operative Bank Ltd., Yerwada, Pune – 6	Loan
16.	Bank of Maharashtra, Yerwada, Pune – 6	Loan
17.	Citizen Co-operative Bank Ltd., Yerwada, Pune – 6	Loan
18.	UCO Bank Govt. of India, Yerwada, Pune – 6	Loan
19.	Central Bank of India, Yerwada, Pune - 6	Loan

Selected NGOs for possible collaboration

Sr. No.	Name of Organisation	Address & Phone No. of Organisation	Year of establishment	Nature of work	Contact person
1.	Mahila Kalyan Kendra	Opp. Agakhan Palace, Nagar Road, Pune – 6, Ph. No. : 6684909	1990	i. Bachat Gat by Mahila Mandals, Sewing classes, mehandi classes, rangoli classes etc. ii. Youth group, adolescent girls group, tuition classes, family advice center etc.	Felomina Thomas
2.	India Sponsorship Committee	1527, Golf club Road, Yerawada, Pune – 6 Ph. No. : 6692910	1995 Pune unit	i. Working for the rights of the child ii. Women saving group. iii. Development programmes for adolscent girls iv. Tuition classes for children	Odery Parera
3.	Help Age India	Yerwada, Neeta Park, Pune – 6 Ph. No. : 6681511	1979	i. medical and financial help to people above 50 years ii. sponsorship programme for old persons	Mr. D. R. Kohali
4.	Sahara Project, Alhat	6/8, Viman Nagar, Pune – 14	1985	i. HIV/AIDS counselling ii. Child Guide, Nutrition creche iii. Care & counselling municipal hospitals.	Shri. Sunil Alhat
5.	John Paul Slam Development Project	Mother Teresa Nagar, Yerwada, Pune – 6, Ph. No. 6694627	1995	i. Care & prevention of HIV ii. Adolescent person training center iii. Counselling center iv. Clinic only T. B. & HIV v. Nutrition, economic support to HIV affected family	Paul
6.	Jeevandhara Sanstha	Daruwala Bridge, Opp. P. M. C. School No. 3, Rastha Peth, Pune – 11 Ph. No. 6129548	1991	i. School admission for mentally handicapped children of age 14 years only ii. Various programs and games teaching through trips	Ranade
7.	Nagar Vasti Vikas Yojana	Pune Municipal Corporation	-	i. Group of foundation ii. Loans to people under poverty girls	Shri Kalamkar
8.	World Vision of India	28961, Gurunanak Nagar, Near Chakan Mill, Pune - 31	1977	i. Bachat Gat for Women ii. Sanskar classes for Adolscents iii. Tuition classes iv. Health Check-up Camps	Kiran Patole
9.	KEM Hospital	Rastha Peth , Pune - 11		i. Preventive and curative health ii. Health education and social mobilization iii. Promotion of small family norms	Dr. Banoo Coyaji
10.	Stree Adhar Kendra	2, Chandrasheel Apartment, 1202/15, Ghole road, Near Hotel Surya, Pune – 4 Ph. No. 5531017		i. Violence against women ii. Women and political participation	Dr. Neelam Gorhe