

Poorest Areas Civil Society (PACS) Program

Report

Of

PEER LEARNING WORKSHOP

Uttar Pradesh

APRIL 20th & 21st 2007

**AT
IMDUP, Lucknow**

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1.0 FORWARD

The Poorest Areas Civil Society (PACS) Program is a large civil society program operated through a consortium of Developments Alternative and Price water-house, New Delhi, the program has been implemented, through the civil society organization working in the rural areas and combating against poverty in India. The life cycle of the PACS Program was seven-year (2001-2008) effort to empower millions of poor people living in many of India's most backward districts. It seeks to achieve this by strengthening civil society organizations (CSOs) working for the poor. The PACS Program is supported by Department For International Development (DFID) to reduce global poverty and promote sustainable development.

In Uttar Pradesh, 20 of the poorest districts i.e. Bahraich, Banda, Barabanki, Chitrakoot, Hamirpur, Fatepur, Hardoi, Jalaun, Jhansi, Kanpur Dehat, Lalitpur, Maharajganj, Mahoba, Mau, Pratapgarh, Rae Bareli, Shravasti, Sitapur, Siddharthnagar and Unnao, have been identified as backward districts, to build up the capacities/mainstreaming of the local/poor people and strengthening of Local Self Governance with Right Based approach, the PACS Program has been implemented in the same districts.

To Manage the program at the state level State Core Group (SCG) and Program Support Team (PST) of the Resource organizations have been established, which is managing a strong network of 132 Civil Society Organizations (CSOs) implementing 53 projects in diverse thematic areas (strengthening local governance, women empowerment, social cohesion, policy advocacy and self help initiatives) and issues.

Over this period, the Program has established itself as 'different' and 'innovative', in purpose, approach and management. Out of the total 108 target districts, the program covers 79 districts, 274 blocks, 10871 villages in 6 states, to date. The strategy for facilitating the involvement of suitable CSOs has remained flexible and mindful of the emerging needs and priorities of the program.

The concept of the peer learning workshops was to create a learning system for interaction, dissemination of information and learning from each other's project progress. The PLW provides a broad platform for CSOs to deliberate on development issues and critical concerns of their region, which can become advocacy matter. The PLW bring all the PACS partners together for mutual sharing and learning through exchange of information and experiences. It provides opportunity to analyze, review and synthesize the existing programs performance and identify capacity building needs of partners. The PACS support systems provide strategic directions to the projects for effective management. It enables the partners to better understand the thematic issues and to explore means for achieving the expected results; the present PLW was to highlight CSOs key thematic issues and its key impacts, how the impacts and activities

would be sustained beyond project period and the ways forward after the withdrawal of DFID support.

2.0 Inaugural Session

The inaugural session was anchored by Mr. Amit Mehrotra, Director, Global Ideas who welcomed all the participants for the program. He then invited guest of honor to be on the Dias Ms. Kiran Sharma, Director, PACS program, Mr. Sukhbir Singh, Chief General Manager, NABARD, Dr. Shiraz Wajih, Director, GEAG. The guests were honored by bouquet. Mr. Amit by introducing the chief guest said it is Ms. Kiran Sharma's guidance today the PACS program is able to achieve much of the results. Dr. Shiraz is engaged for several years, working for the development of the small and marginalized farmers. Welcoming Mr. Sukhbir Singh he said NABARD is involved in building the capacities and economic entitlement of the Self Help Groups.

Dr. R. K. Vishnoi welcomed the guests, CSOs, ROs and Media persons; he said that their presence during the workshop is a honor for all of us. He further said, thanks for being present for the workshop by giving your valuable time.

The lighting of the lamp was done by Mr. Sukhbir Singh, Chief General Manager, NABARD, Dr. Shiraz Wajih, Director, GEAG and Ms. Kiran Sharma.

Ms. Runa from SEWA who received Padma shree award was felicitated. On this occasion she said if any CSO need help on economic empowerment of women to approach SEWA and the award goes to all women who are involved in SEWA work.

Ms. Kiran Sharma congratulating Ms. Runa said all of us are proud of the achievement of Ms. Runa, we shall use expertise of SEWA.

3.0 Introduction:

3.1 Program progress

Mr. Santosh Dwivedi, State Program Manager of PACS welcomed the guests and the participants for the workshop. He said the PACS program in India initiated by the Department for International Development (DFID) of UK Government aimed to combat poverty with partnership of CSOs engaged in programs for the marginalized community. The thrust of PACS program is to halve the country's poor by the year 2015. The program entrusts CSOs to build capacities and empower the poor to demand entitlements and exercise their rights. The PACS program is operational in an extremely backward region of central and eastern India spanning six States. They are Maharashtra, Madya Pradesh, Uttar Pradesh, Chattisgarh, Jharkhand and Bihar.

The PACS program is managed in a dynamic way and accountability is maintained at all levels. The program leaves space for new strategies and priority areas. It is managed by Management Consultants (MC) and Pricewaterhouse Coopers (P) Ltd, who are guided by a National Advisor Board and assisted by several Resource Organizations (ROs). A system has been set up for monitoring and evaluation.

PACS Program is a large, non-governmental effort against poverty in India. The PACS Program is a seven-year (2001-2008) effort to empower millions of poor people living in many of India's most backward districts. It seeks to achieve this by strengthening civil society organizations (CSOs) working for the poor. The program today covers 17,000 villages in 93 districts of 6 states through a network of over 615 CSOs.

Then he spoke on the various issues that will be taken up during the workshop. They are--

- Intensification of PACS Literacy program
- Strengthening of NREGA implementation
- Self Evaluation
- Consolidation of various activities
- Smooth closure of PACS project

4.0 CSOs' Efforts

4.1 Vatsalya: Germinating Seed

Dr. Neelam Singh said Vatsalya worked as germinating seed. The logo of DFID mother with child inspired her to work with mother and child. Millennium Goal is to reduce number of IMR and MMR. Sajha Sakshamta a project for saving new born and mothers through behavior change communication. There are 5 partners, working 115 villages of 29 Gram Panchayats of 5 Blocks, covering 10507 families. Thematic issues are

- Women's Empowerment
- Social Cohesion
- Improved Local Self governance in rural & urban areas

4.1.1 Sustainability Aspect

- Strong Community base
- Viable linkages with existing system
- Revived traditional cultures



4.1.2 Plans beyond PACS

- Replication on other sites.

- Institutionalization of the issues within the organization.
- Advocacy of this model at various forums..
- Sharing of learning's with government & non government organizations.
- Norway India Partnership for trainings of ASHA Bahus on CBNC.
- Efforts for becoming member of State level Neonatal forum.
- Dissemination of learning's with the Government & Non government organizations working on the similar issue.

4.2 GEAG: Roads to Sustainable Agriculture

GEAG is engaged working with small and marginalized farmers for Sustainable agriculture. Every year 65000 hectare agriculture land is used for non agriculture activities. GEAG is working in 5 districts, Maharajganj, Siddharthnagar, Sitapur, Barabanki and Jalaun. The main issues covered by GEAG are—

- Land Reforms and Management
- Security
- Self Help
- Women Empowerment

4.2.1 Achievements

- Self-Help Farmer Interest Groups : 160 (112 women,48 men)
- 2000 farmers adopted LEISA
- 2000 acres under LEISA
- Per acre production Rs. 25,000 to 40,000 (Some farmers upto Rs. 70,000-vegetable growers)
- Crop intensity- increase by 100 %
- Production and marketing of organic manure and insecticides
- Goatary, poultry, duckery, food processing etc.
- Laghu Seemant Krishak Morcha Registered under Trade Union Act - GP units : 75 Block units : 6- Distt units : 5 Membership in PACS Distt: 60,000
- Sustainable Agriculture Network of U.P. (SAN-U.P.) 170 NGOs
- District level issue based consultations
 - crop insurance
 - in-appropriate crops
 - pollution
- Jan-Sansad -attended by Agriculture Minister and more than 1000 farmers, NGOs, media, experts, social activists, etc.
- Sustainable Agriculture Literacy 18 districts



- Campaigning for Rights of Women Farmers in 10 PACS districts

4.2.2 Beyond PACS

- Self-managing institutions developed
- Institutional Linkages (Bank-SHG, KVK-FFS etc.)
- Morcha units- state linkages generating membership funds
- SAN-UP : membership based network
- Linkages with appropriate schemes like Kisan Club (NABARD)
- Focus on skill/capacity development
- Sustainability of farm systems- the main focus



4.3 Grameen Development Services:

4.3.1 Development for Livelihood

GDS spoke on Mobilizing target community women into groups and federation and facilitate their action for agro-based livelihood. Salient features of their presentation include the following--

- Rights Based Education Package
- Structured capacity building programs
- Sensitization of district administration and PRIs
- Collective community action
- Interface with administration, media
- Begin with existing livelihoods
- Demonstrate viable options
- Package of practices, skills
- Linkage

4.3.2 Impact of the Program

- 108 SHGs / 1149 members
- 180 women able to read
- Increased knowledge on entitlements
- Interface programs held with Gram Panchayat
- Rights Based Education to 400 women
- 3 Primers developed on RBE
- Package of practices on dry land farming, soil and moisture conservation initiated in 30 acres / 62 farmers
- 40 *Krishi Mitras* identified and trained on dry land farming

4.3.3 Sustaining the Impact beyond the Project

- Sound interventions by GDS
- Practical and beneficial solutions will be adopted and replicated
- Learning on Rights and Entitlements will stay
- Reaching critical mass in number of families will make impact sustainable and replicable
- Policy advocacy and interface will increase government participation

4.4 Sahbhagi Shikshan Kendra:

4.4.1 Visibility of Panchayat

Mr. Avinesh said Panchayats were invisible; PACS program has given visibility to the Panchayats. Due to the awareness, people started demanding for job cards and jobs. In every village Nigrani Samiti was formed. Mid-day meal was supervised by these Nigrani Samities. Their main focus has been--

- To empower the Panchayats through NREGS /MDM & RTI
- To increase the effectiveness of Panchayats
- Increase livelihood opportunities
- Ensuring participation in Panchayats

4.4.2 Panchayats based interventions

- Assisting the Gram Panchayats in gathering information
- To assist the Gram Panchayats in recognizing the needs and problems of the community
- Assisting to prioritize the Developmental Schemes
- To keep in maintaining the Panchayat Records
- To encourage people for Birth Registration
- To encourage various organizations to work on these issues
- To ensure receiving of job cards and make aware for its maintenance
- To encourage people for seeking employment
- To make aware about unemployment allowances
- To make available the job cards for the registered families
- To demand for facilities in the working areas
- To keep an eye on the activities accomplished under NREGS
- To ensure availability of food according to Menu
- To form vigilance committee at Gram Panchayat level

4.5 SEWA: SAMRIDDI- Livelihood Promotion for Women

SEWA promoted women CBOs, Street play team and Capacity building of the Panchayat members.

4.5.1 Major Field intervention

- Formation of CBO's – Core Group, SHG's Street Play Team
- Capacity Building of Gram Panchayat ;
- Awareness Generation in Gram Sabha / Volunteers ;
- Livelihood promotion – Producer Group;
- Advocacy
- Interface with Government programs ;
- Development of Micro-Plan by Panchayat ;

4.5.2 Major Outputs

- Two indigenous street play group in the project area
- 131 women SHG with 845 women (25 SHG with 300 women linked with Banks / SGSY)
- 799 women linked under IGA (SC- 35%, BC- 46%, Gen – 19%)
- 21 Women Master trainer in *chikankari*
- 50 village Micro Plan
- 31 PLA practitioners
- *Entitlement realization*
- 250 Core Group members.
- Increase Participation of women representation in Gram Panchayat 37%.
- Leadership by young and educated – Average age of Gram Pradhan has reduced from 44 years to 33 years. Presence of Gram Pradhan with education of 8th standard and above has increase from 48% to 64%.
- 10 Cluster Hubs.



4.5.3 Participation in NREGA / RTI

- The number of Job cards, demand for work and No. of person got work under NREGA in PACS GP's (24 villages) is appx. three times (2.8%) than the non-PACS areas - indicating awareness and empowerment of people in the PACS GPs.
- 25 applications moved from the community for seeking under RTI various information relating to Panchayat.
- Out of 25, 21 applications moved to District. Level.
- Out of 21, 3 applications have reached at state Level (1 each from Bisai, Odar and Mahmoodpur Banoga of Nindura Block in Barabanki District.)



4.5.4 Towards Sustenance

Cluster Hub.

- Establishment of cluster Hub (10)
- One cluster having 5 GP's.

- Orientation of cluster management imparted.
- Cluster Hub is solely for Business Initiations.
- Selling/Purchasing point.
- Traders started approaching to cluster Hub for their work.
- All 1250 women linked with cluster Hub.
- Business plan is under preparation.
- Each cluster Hub have ten member's executive at cluster level for cluster Hub management.

4.5.5 Converging Resource Pool with Social Forum

- GP Level.
- Cluster Level
- Block Level

4.5.6 At GP Level

- Core Group (5)
- SHG/IGA women/Volunteers (20)
- Strength – 25 Members

4.5.7 At Block Level

- Core group/PRI – 10 (2 from each cluster/1 from each GP)
- SHG/PRI Volunteer – 15 (3 from each cluster/1 from each GP)
- Strength -25
- Total Strength of members – 625 in each Block.

4.6 ACTION AID: Empowerment of Musahar Community

Action Aid is working with Musahar Community in certain critical areas like food rights, education and livelihood. Besides, the focus has been on capacity building of the community, alliance building and advocacy. They cover 1818 households in 75 Musahar villages in 25 Gram Panchayats with a total population of 10,000.

4.6.1 Major Highlights

- Jan Caarawan – From Aurahwa Musahar basti (at Indo-Nepal border) to Chauri Chaura 500 km Cycle yatra led by Musahar aguwas on the issue of WTO's unjust policies land, water and forest rights
- District Participatory Education Planning – Mahrajanj in only three districts where the model exercise is done in coordination with SSA
- *CBOs representatives meet-* to identify common issues and share alliance building strategies in UP
- Transparency Exercise- sharing program and fund with CBOs and Panchayats

- *Collective assertion for ration cards*- 3 days sit in strike by Musahar Manch at Tehsil Nichlaul **“Ashwasan nahi ration chahiye”** 449 families receiving BPL cards and getting 35 kg of subsidized ration
- Research and information
- *Campaigns*- Bal Haq Abhiyan, BPL campaign and dignity campaign- Man Samman Padyatra
- Campaign for quality education through Kala Jatha
- Capacity building of cadre on Dalit rights issue, disability and violence on women and education
- Skill Building and Credit Management training of SHG members
- Augmenting rights based efforts through direct support- grain banks, release of mortgaged land
- Campaign at regional level – Sidhrtha Nagar, Deoria and Prataapgarh

4.6.2 Future plan - Sustainability issues

- *Strengthening community based processes* – Revolving fund, livelihood ventures and grain banks towards full community ownership, decision making and management
- *Working with cadres*- Fellowship support,
- *Capacity Building* – information on government, administration and PRI
- Knowledge on laws/policies/Acts/schemes
- Negotiation skills
- Positive and pro active interaction for inclusive dialogue & social cohesion
- Organizational Development- around issue relating to
 - Advocacy
 - Activism
 - Management
 - Thematic integration
 - Identity – inclusive and social cohesion
 - Transparency and downward accountability

4.7 PGSS, Socio-Economic Empowerment of Women

PGSS is engaged in creating awareness, capacity building and addressing health issues of women and children. Rights & Entitlements Realization (*Linkages & accessibility to Government sponsored schemes*) is also on their agenda of activities in addition to local Self Governance.

4.7.1 Key Achievements

- *75% coverage of Target Group Households*
(18,165 HHs covered through various thematic interventions)
- Base Unit for Sustainability: CBOs formed under PACS
- 528 CBOs [9419 members.. 7407 women & 2012 men]

- 263 SHGs (3615 members)-----Bank A/C = 255 & CCL = 70
- 160 MMs (3875 members)-----Federated into 3 tier Federation
- 88 YCs (1920 members)
- 17 Adolescent Group (209 members)
- PRI (Local Self Governance)
- 230 CBO members elected as WARD Members--- 22% of Total
- 26 as PRADHANS (Women=18)---31% of Total

4.7.2 Community Processes for post-aid Sustainability

- *Handing-over-the-momentum'* to the CBOs in phased manner.....going on.... Extensive Knowledge building on PRI/RTI/NREGA/Social Security Schemes, Grp. Mgt., Conflict resolution, Training, Exposure, Issue based group meetings & process of undertaking social actions

“Signs of OWNERSHIP are emerging through various community led social actions....our immediate focus is to strengthen the OWNERSHIP”

- Federated CBOs (MMs) have three tier federation structure i.e.,
 - Ist tier - Panchayat level federation of CBOs
 - IInd tier – Block level federation of CBOs
 - IIIrd tier – District level federation of CBOs

4.7.3 Acting as “Pressure Group” for PRIs at each level

- Federation—Pay for the services
Concept has established as collective habit (in our other post-project areas) through Mahila Diwas/Mutual reciprocity during emergency/collective action etc.
- Group IGAs—Act as ‘binder’ due to common interest
- NO sudden withdrawal post-2007 as other on-going complementary interventions will continue like SLF / TATA-AIG Group insurance / TARA-AKSHAR / Sustainable Agriculture
- ‘WE’ as facilitator will continue to support & strengthen, *although with less frequency* , the community OWNERSHIP.....phasing-out
- Sustenance of our contact with community will be possible through 3-tier FEDERATION...PGSS core strategy since inception

Learning from Past experiences....

“Sustained” empowerment evolves (not imposed) AND It takes nearly a decade

4.8 SES: Reducing Vulnerability due to Floods

SES is working to reduce vulnerability due to floods by establishing community based improved flood management through



effective local Government and empowered SHGs. They however facing the following challenges—

- Nature climates (regular flood problems)
- Wild free(street) Animal
- Less participation of women
- Less support and participation of community
- No. meeting of gram sabha

4.8.1 Self Governance (Panchayat)

The organization has been able to regularize open gram Sabha meetings. Through awareness they were able to elect their own candidates in 15 Gram Panchayats.

4.8.2 Policy Advocacy

- Sensitization workshop at block and district level with Govt. officials on various aspect of flood related issues and problems.
- Meeting with Irrigation deptt on drainage and entitlement issues ie Muwaja of Dam.
- Sensitized to All media through press conference on flood related issues time to time.
- Linkages & collaboration with all development sectors and local social organization for sustainable development.

4.9 PGVS, Village Resiliency in Flood Prone Area

PGVS works towards basic social Objectives of strengthening communities in Disaster Prone areas by developing social structures, providing alternative means of livelihood and advocating their issues at various levels. In the process, PGVS has been able to form the following community based groups--

- Vasudeva Club (Cluster Level)
- Babu Bahini Manch (BBM)
- Development Management Groups
- Action Group

4.9.1 Achievements

- Community based organizations active in 125 villages
- Establishment of Gram Sachivalaya where all the information related to village and Government schemes are kept
- Linking 3125 families with alternative means of livelihood is in process
- For rehabilitation of 947 families, a proposal for purchase of land was sent by district administration

- To facilitate smooth functioning between Panchayat and community based organizations
- To establish information system and activate the community for disaster management
- To establish model village at cluster level and internal exposure site for rest of the villages

4.9.2 Future Course of Action

Vasudeva clubs will organize meetings for community people and will conduct advocacy for the Government related schemes so that the people at lower level could get the benefit of these schemes.

Cluster level, Block level, District level and State level

- To form SHGs with the assistance NABARD
- To establish Balwadi Kendras with the help of education departments
- Conduction of community awareness programs by community based organizations
- Organizing International Days by community based organizations
- National Health Mission
- National Rural Employment Schemes
- Right to Food
- Right to Information

Sensitization of community is being done to conduct the program successfully.

4.10 IGSSS, Empowering the Poor for Livelihood

Empowering poorest segment of community (Women, Farmers, Youth and Dalit /Tribal) to earn their livelihood and to strengthen convergence and network with Government and Financial institutions to enhance the economic status at the target areas is the main thrust of IGSSS.

4.10.1 Result of the objective

- Empowering the 4500 poor Family for their livelihood through micro saving and Credit Activities.
- Increase the wages from Rs.800 to Rs.12300-1500 of about 1500-2000 families
- Crop production of 3000 farmers would increase by 20% and investments in the same would reduce by 25%
- 750 farmers would take up Jetropha Cultivation which give the profit of Rs.1500 per acre.

4.10.2 Impact of the Project

- Total members of CBOs formed are 871 of which 455 are women CBOs 142 are farmer CBOs 139 are youth CBOs and 135 are labour CBOs.
- About 294 women groups and 5 farmer groups have their account opened in the Bank
- 455 women groups were trained, motivation and strengthened time to time in record keeping, interloaning etc.
- 66 women groups have cash credit limit of Rs.415600/
- 11 groups of Block Chirgaon, Babina, Birdha and Bangra have start packaging of local production like- potato chips, Vegetable sell, dalia making etc.
- In some of the project villages women groups have started working as pressure groups.
- Women SHG members are aware of their right and entitlements and are now raising their voice for demanding their rights.
- 5 farmer group have joint NABARD scheme (kisan club)
- Successful demonstration of bio fertilizer Jatropha, medicinal plant and hybrid seed in ten village of 5 Block –
 - 30 Vermi Compost have been demonstrated all project area.
 - 28 Nadep Compost demonstrated in all project area
 - 32 village demonstrated in medicinal plants in project.
 - 37 villages demonstrate in Jetropha cultivation plants
 - 42 village demonstrated in seed production
- Block Berdha and Jakhora advocacy program for Job Card Registration. and 5195 new Job Card registered during the program and distributed by beneficiary
- 23 established information Centre at two CSOs project area that are providing information about various government schemes.



4.10.3 Sustainability beyond the project period community process

- Establish village information centre in each villages of program area
- Increase members of women CBOs /other CBOs and their participation in Gram Panchyat meetings
- Formation of cluster level federation and capacity building for monitoring of whole process by their own
- Mobilizing financial support from financial institutes and Banks
- Improved livelihood security and increase in income through Jatropha plantation, vegetable cultivation and other IGP activity
- Identification of area wise potential market for selling of the products
- All groups will be linked with NABARD and SJSY Schemes
- Enhancing community mobilization through open forum discussion at village level

- Leadership development in different CBOs to strengthen the village level movement based on rights of rural people

4.11 ABSSS: Breaking the “Culture of Silence”

ABSSS’ advocacy efforts were directed towards Tenurial Rights and Land Reforms, Human Rights, including caste and gender discrimination, violence and exploitation, equal / minimum wages, child and bonded laborers, mine quarry workers, social security and govt. schemes, Right to information, Furthering the development of an identity for Kols in political, social, cultural and historical realms, lobbying for securing tribal status for Kols and other indigenous primitive tribes.

4.11.1 Impacts of the Program

- Developed community institutions and given the communities a “collective voices” & reached to unreached. This was exercised through capacity and knowledge building
- Breaking the “culture of silence and public inertia”
- Mass mobilizations & awareness generation. Hence, mass movement for realization of rights & entitlements
- Media sensitization & Cooperation at micro to macro level
- Steps towards regeneration of self-esteem, confidence and re-assertion of the adivasi & dalits identity and dignity
- Majority of the target community have become aware about their basic rights.

4.11.2 Sustainability

- In 4 yrs time the intervention in a particular block is completed in the sense that trained human resources are available at the community level. These trained human resources are taking up local issues.
- Strong village level, district level, regional level organizations of the adivasis Dalits and women (federation of CBOs) have been formed. These organizations are eventually taking over the responsibility of managing community interventions effectively.
- SHGs role in sustainability
- MEs regularity

4.11.3 Planning for the Future

- Leveraging efforts with NABARD, Tara Akshar, Local contribution and SDTT
- ABSSS will ensure participation and involvement of Govt. officials, media, lawyers groups, academicians and other civil society organizations in addressing issues affecting the Bundelkhand region.

4.12 HELPAGE, Accessing Social Security and Habitat

Help-age works towards older segment of poor villages, their objectives are to improve the awareness level and direct access of poor older persons to social security and habitat security in 9 districts and, initiate advocacy for the concerns of the aged, both in the local government as well as at the District, State and National levels, and widen the agenda of ageing with other CSOs in PACS States. The project has ensured realization of entitlement of 4478 old-age persons under various government schemes.

4.12.1 Efforts

- About 15 CSOs sensitized on the Age Care.
- 60 CSOs sensitized - State Policy for the Elderly (U.P).
- About 7000 forms filled under different schemes through camps with the help of Vridh Mitras
- Liaisoning with Government Officials at District and State Level.
- Charter of demands given to DM/SDM/ Pradhan.
- Accidental death Insurance by NIC for 100 elderly at Barabanki, initiative by Help-Age India.

4.12.2 Recommendations

- V.S members should be involved while making list of BPLs as well as whenever list of beneficiaries is prepared under different schemes.
- While allotment of Indira Awas, Vridh Sangh members should be consulted so that the allotment could be made in the name of elderly woman of the family.
- Responsibility of maintaining community Hall /Rayn Basera could be given to Vridh Sangh.
- Nominate V.S. member as one of the member in the panchayat committees and vigilance committee.
- Health camps can be organized twice a week exclusively for the Elderly. For the checkups and making age certificate.
- Engage Elderly in the IGP activities which are managed by SHG at field level.
- The amount of pension should be raised.
- Single window system at Block level for older people.
- Older people be considered for unemployment allowance.
- Aged should be made a separate agenda in gram panchayats & resources be made available.
- There should be a State Policy for the aged.
- In considering cases for Indira Aawas preference be given to aged.
- Health insurance for aged in rural areas
- Travel concession for aged in buses.
- PHCs to have trained staff in 'Geriatrics'.
- Counseling centre for elderly at block or district level.

4.12.3 Sustainability of Vridh Sanghs

- Vridh Sanghs can be registered.
- Vridh Sanghs can be linked with existing CBOs at village level.
- Vridh Sanghs can be linked with Panchayat samities.
- Vridh Sanghs can be linked with Vigilance committees.

4.13 NPSS, Quality of Life Improvement of the Poorest

The NPSS working in the areas of Literacy, Vocational Education & Livelihood promotion, Health & Family Welfare, Agriculture Development & Environment Conservation, Women Empowerment, Other Social welfare programs (Children, Women, Aged persons), Training, Monitoring & Supportive supervision, Publications (Literacy Books, Magazines, Guide Lines etc.)

The Utthan of NPSS is addressing the condition obtaining significance Ravine Areas of U.P. Besides, literacy has been a major component in the program;

- Building positive attitude for literacy was the focal point
- Mass scale teaching learning campaign was launched
- Vigorous supportive monitoring exercise undertaken
- Individual Learner's progress was the main concern
- Completion of lessons, filling of *Janch Abhyaas* & updating the personal profile of learners were emphasized
- Problems were identified & mid way corrections were done
- Reinforcement exercise was done (at worker, volunteer, learner & organization level)

4.13.1 Impact of UTTHAN Literacy Program

- Overall Utthan project got a powerful boost through Utthan Literacy efforts
- Strong women participation emerged
- Village livelihood package for the poor could be developed in the village it self, in the real sense of the term
- Livelihood Package of the village for the poor got its due place in the Panchayat Agenda
- Media, Legislators & other people's representatives could be sensitized
- So far 15 publications have been done
- Individual learners progress with photographs have been prepared

4.14 BGVS, Participatory Action Research & Rural Development (PARRD)

BGVS works for developing capacity of local people and organizing them to identify and address their common problems. Their three pronged objectives are to improve working pattern of self-governance at grass root, establish a positive change at village level to accelerate women empowerment and to promote participatory action of local people to meet their basic need.

4.14.1 Achievements:

- Established thirty six Village Information Centers (VIC) people in 36 villages
- Formed 42 SHGs of male consisting of 464 local people in 36 villages
- Formed 65 SHGs of women consisting of 780 women in 36 villages
- Cash Credit Limit of rupees 35 lacs sanctioned to 69 SHGs by three banks
- 105 SHGs are organizing income-generating activities at village level.
- Thirty six Rural Development Units (RDU) consisting of active members of SHGs and local people
- Thirty Six Women Empowerment Units (WEU) consisting of active members of SHGs
- Twenty micro plans developed by the RDU and WEU, which are being implement in collaboration with concerning departments.
- 786 local people have been benefited under various schemes and projects.
- Increase in income of local people (50% income of 967 and 25% income of 365 local people).
- Established twelve Bharat Prayas Manch consisting of most active members of RDU and WEU.
- Twenty two members of SHG elected as members of Panchayat and two elected as Pradhan in the project area of PARRD.
- Twelve members and one Pradhan elected unopposed in eight villages of PARRD.

4.14.2 Learning of PARRD

- Local people have better understanding of constraining and facilitating factors.
- Local people can be organized to establish a positive change at village level.
- Service providers honor collective action of local people.
- Banks come forward to help active SHGs to organize income generating activities at village level.
- Proper education of local people helps them to elect better leader in Panchayats election.
- Pradhan and members of Panchayats can be influenced by local group to establish positive change at village level.
- Information bank at village level can bring a change in education and organizing people for collective action.
- Agriculture and animal husbandry need improved technology for better production.
- SHGs can process local product but need support for marketing.
- Local people need regular support for appropriate planning and implementing their plans to accelerate change process.

4.14.3 Strategy for sustainability

- Active members of male SHGs and influential local people organized as RDU to sustain rural development activities at village level.
- Active members of women SHGs organized as WEU to sustain women empowerment activities at village level.
- Twelve clusters, each of three villages, formed to plan and implement collective action at village level.
- The most active members of RDU and WEU of each cluster organized as Bharat Prayas Manch (BPM) to support SHGs in planning and implementing village development activities initiated under PARRD.
- Strengthen BPM to work as an NGO in collaboration with the Panchayats and service providers.
- Regular awareness and monitoring camps at village level to support local Panchayat and SHGs to sustain their interest in development intervention.
- BGVS planning to support BPM for establishing production and marketing units of organic fertilizer and pesticides to sustain their interest in village development activities while opening room for income generation of the members of the BPM.

5.0 Consolidation of the presentation

Consolidating the deliberation of the workshop, the project manager highlighted the following--

- It was a wonderful success of having IWD celebrations jointly
- The focus got to be on issues and sustainability of the program
- A review and analysis of all the presentations is required
- Image of CSOs has been created by PACS program. The Rastriya Mahila Kosh will give preference to PACS partners in giving loan
- Majority of CSOs has adopted a system of SELF Monitoring Evaluation and Learning known as MEAL system
- It was also found necessary to involve non PACS CSOs at the district level in the forum organized by PACS partners.

6.0 Technical Reports

6.1 Financial Services / Initiative of NABARD

The Chief General Manager of NABARD said that NABARD is taking keen responsibility to increase the number of Self Help Groups, Capacity building of the SHGs, Bank Linkages. Its main concern is to uplift the people who are living in Below Poverty Line. He expressed his deep concern on the issues of loan; the members of the SHGs should know how to utilize the loan for income generating activities. Banking system is connected with SHGs. In 2006 22.38 lac SHGs are involved in Bank Linkages and with 15 crore people relationship is built. Presently Bank Linkage has increased through out the country.

Mr. Sukhbir Singh expressed his regrets concerning the SHGs, such as—

- Maintenance of the records, minutes of the procedures.
- Livelihood problem
- Unable to upgrade the existing skills of the people
- Lack of agencies to provide training on new activities
- Lack of technical training centres

There are 700 – 800 Micro Finance Institutes, among these 70 – 80 are active. Micro Finance is a bank linkage system. But the MFI system says that they give the loan to those people who are not having connection with other organization. He said for MF very soon the Government is planning for an Act. The Act will create linkage between Bank and the people. NABARD will be regulatory body of the MFI.

To multiply the efforts we need to have synergy and coordination between different Government Programs, agencies and CSOs. He said SHG has increased the status and economic entitlement of the people. It has given importance to thrift and credit. He said a new scheme has been launched named JLG (Joint Liability Group). Under this scheme tenant farmer, landless farmers and daily wagers can form their own SHG and reserve bank has launched another scheme that is banking correspondence. He requested to give district wise details of the SHGs so that he can coordinate with the districts.

6.2 Project Closure Guidelines

To ensure timely and effective project closure the guidelines were discussed with the participants. Before closing the project the CSOs were asked to ensure to have certification on fixed assets, consolidated financial statements and other statutory compliances. It was informed that the MC will issue closure letter within 7 days of submission of statement. The balance amount will be paid after the receipt of closure letter. The guidelines for full and final settlement were rolled out before the participants.

6.3 Financial Supportive Supervision

The exercise of Financial Supportive Supervision was initiated with the view to provide local support to CSO, strengthen accounting and internal control systems and institutionalization of best practices and sharing experiences and observations for self assessment and strengthening of accounting and financial systems.

Some observations were made during the Audit by Financial Supervision team are as follows-

Books of accounts

- Vouchers and supporting not stamped with “PACS Program Paid and Cancelled”.

- Books of accounts maintained manually though CSOs have computers.
- Xerox copies of cheques were not attached with vouchers.
- Log book of vehicles taken on hire/provided by MC not maintained- expenses could not be linked with the physical activity performed. Bills for vehicle hire incomplete with respect to place visited, Kms traveled etc.
- Non matching of returns sent to MC with books of accounts-SOE sent as per budget.

6.4 Fixed Assets

- Insurance of computers have not been undertaken. In few cases, the motorcycles have also not been insured.
- Fixed asset register not prepared.
- Assets found to be registered in the personal name instead of name of the organization. Motorcycle not registered with RTO.
- Bills and supports for purchase of assets not available/ sent to MC.

6.5 Accounting

- Bank Reconciliation Statements have generally not been prepared by the CSOs.
- Interest earned on PACS funds not accounted for and reflected in Receipt & Payment Account.
- Trial Balance not prepared on a regular basis.
- Rent agreement not entered in case the premises has been taken on lease
- Mixing of cash balance of program / organization with personal cash. Separate cash balance not maintained.
- Advances not properly reflected and accounted.
- Excessive cash balance-Grant withdrawn immediately after receipt
- Blank cheques signed by one of the joint signatories-lack of internal control
- Allocation of expenses for common facilities not accounted for on actual basis-accounted for on standard basis.

6.6 Network Partners

- Monitoring of the partner CSOs by the lead CSOs has not been adequately documented.
- Disbursements to the network partners booked as expense-not accounted for as advance.

6.7 Audit

- Auditors have not been issued the Terms of Reference as prescribed in CSO FMM

6.8 HR Practices

- Generally the CSOs have not issued appointment letters to the PACS staff.
- Salaries of PACS staff were paid in cash.

6.9 Statutory Compliances

- Annual returns were not filed with the Registrar of Societies
- Audit Report in form 10B has not been obtained.
- Acceptance and repayments of loans in cash.
- Cash payments in excess of Rs.20,000
- Figures in FC-3 were not correctly filled.
- Bank account other than designated bank account under FCRA has been used for foreign funds
- Payments made to journalist/ correspondent of local newspaper
- Non compliance with provisions pertaining to provident fund.

6.10 Monitoring/Supervision

- Non preparation of monthly work plans
- Minutes of monthly meetings of staff not maintained
- Minutes of Governing Board/ General Body were not maintained/updated
- Monthly reports from staff are not submitted
- Daily diaries were not maintained by the staff
- List of participants, signature of participants and activities reports were not available.
- Particulars, bio-data and term of reference for resource persons called on payment of honorarium were not available.
- Copies of Audited Financial Statements, IT Return, FC-3 etc. are not sent to MC/ lead CSO on time.

6.11 Recommendations and Way Forward

- CSO should follow Financial Management Manual provided under PACS program-
 - An excellent tool for strengthening systems.
 - Its implementation helps in creating sound and healthy accounting and financial systems and it provides answers to most of issues.
- Capacity Building Training for Accountants

7.0 Tarakshar Program

A success story on Seeto was presented. Seeto was physically disabled but disability was not hindrance in computer based literacy centre. Some Salient features are--

- Through this program 50000 women will be literated within a year

- Already in Bihar and Jharkhand program has been implemented and it is going on well
- Presently in UP training is given to the staff
- CSOs need to take the responsibility of literacy centres
- In India skill illiteracy is a biggest problem along with non literacy
- Through computer based literacy latest technology is taken to the remotest areas
- To be literate I need to have books, pens etc.

The State Manager added that a separate amendment will be given to the CSOs. In U.P literacy program should be a good program. Every laptops need to be ensured. He said before launching the program to identify the people and information of the program needs to be given to Pradhan, Block officers and District officers. Before closing the project report cards needs to be filled up and the CSOs need to give reply to the financial reports. Concerning any financial queries he said to consult him. He said to take up the events and prepare a document. No financial support will be given for the event, if there is any balance money in the project he said to take the prior permission and plan for the event.

8.0 Self Evaluation Report Card

The State MEAL Coordinator elaborated the Project Self Evaluation Report Card. The methodology was discussed and explained. It is done to know as per the proposal, to see presently what are the activities have been done and what are the impacts of the project till date. During the course of discussion the partners shared their views on various doubts. Mr. Abhijit said, that the hindi version of Report Card is available, which is prepared by Sahbagi Shikshan Kendra, which will be convenient for the agencies to fill the format easily.

8.1 Self Assessment: Meaning & Definition

- Self Assessment is the judgment of the stakeholders directly involved in the project about the “worth”. Worth is determined by how much the project has achieved against what originally expected / proposed.
- Self Assessment is the process in which stakeholders, after interventions for a period of time, stop to look back at their work, reflect, learn and plan for improved actions.
- Assessment can come at various points in time in the life of a project (pre-project, concurrent, at the end or post project).

8.2 Why Self Assessment

- The implementer has higher degree of access, attachment & involvement with the project.
- The direct stakeholders have a better understanding of the micro details & dynamics of the project.

- Direct stakeholder perceives the need of the communities in a better way.
- The internalization of the shortcoming & weaknesses takes place rapidly leads to corrective measures.
- The self assessments have a higher acceptability, sense of ownership among the doer.
- High degree of learning for planning future planning.

8.3 Parameters of Assessment

- Implementation of planned activities (PIP)
- Finance management
- MEAL
- Project visibility
- Thematic Clarity
- Responsiveness to program processes.
- Quality of project results
- CSO level capacity building
- Quality of CBOs formed/promoted
- Networking (Project level)
- Convergence
- Support from PST/ program
- Entitlement

8.4 Methodology for self assessment

Preparatory Phase:

- Step-1: Complete understanding about the project.
- Step-2: Understanding on the different aspects of assessment given in the report card and as described in the guideline.
- Step-3: For assessment use different documents such as project proposal, different other Project documents, MEAL reports of different qtrs, & Other reports developed from time to time in the project.
- Step-4: Share the assessment report card to all the stake holders & to the network partners in case of the network projects well in advance so that they can understand the parameters of the assessment.

8.5 Exercise Conduction Phase:

- Step-1: Share the self assessment parameters with the participating members; also finalize the sample of villages to take the reflection of the communities.
- Step-2: Start the discussions with the project design, processes adopted, major activities conducted, the key outputs achieved & the difficulties faced during the entire project period.

- Step-3: Appoint one facilitator, who have a better understanding of the project and the report card and two reporters who can document the entire discussion preferably parameter wise during the meeting.
- Step-4: During the visit in the sample project villages the concerned team members can note down the major finding and further share it with the person filling the report card.

8.6 Analysis and reporting Phase:

- Step-8: The team of the project staffs wills Analysis the findings documented by the reporters & then finally fill it in the report card template.
- Step-9: Presentation of the findings will be made by the team members in front of all the stakeholders involved in the self assessment exercise and the entire house must arrive at a rating on the particular parameter.
(The rating should be done on a scale of 1-5 for every parameter of assessment)
- Step-10: Documentation and dissemination of the process, recommendations, action plan and learning from the Assessment exercise in prescribe form.

Presentation by NPSS, Mr. S.M. Pandey on Project Self Evaluation Report Card, Mr. S.M. Pandey said, he had printed out the format in a small font and given to all the project staff to read and understand. The staff went through the whole format and filled the format. They did not face any difficulties to fill the format.

A question was raised why the staff need to fill the format in English, It was said to translate in Hindi for the convenience of the field staff, and final copy to be made in English. A reference was given of Sahbhagi Shikshan Kendra who had translated the whole format in Hindi and final report was done in English.

9.0 Capacity Building on Resource Mobilization

Resource Alliance helps the organizations to develop their Business Plans and intensifies the Fund Raising Techniques. It provides a sort of mentoring support to the organizations, i.e. Annual Report writing, developing communication tools and developing project proposals. It helps the organization to revisit their existing fund raising techniques. It was said that for fund raising *Effective Communication* is very essential.

- The PACS programme has been working to strengthen civil society initiatives to assist people living in the poorest and most backward districts to realise their entitlements effectively and sustain ably.
- The programme seeks to achieve this by strengthening civil society organisations working for the poor. Capacity building of the partners has been central to the PACS programme.

9.1 Capacity Building in Resource Mobilization

Resource Alliance is working with PACS towards building capacities of 5 partner organizations each in UP and Bihar to prepare them to raise funds from alternate sources once the funding support from PACS ends

The Process

- The Resource Mobilization workshop
- Organizational Feasibility
- Mentoring Support
- Review Workshop
- Project Review

9.2 KEY OUTPUTS

- Understanding of various techniques in fundraising and communication.
- Understanding the potential that exists in their environment and gain the necessary knowledge to explore them.
- Each organisation had to draft a resource mobilisation plan for their organisation which would enable them to diversify their resource base.

9.3 Follow up by Resource Alliance

- A second stage of handholding and follow up was organised by Resource Alliance when the proposed action plans were delayed
- Meetings were held in Lucknow and Patna with partners and Action Plans drawn up for the next 3 years. From this exercise emerged the strategy for the next one year.

9.4 Organizational Feasibility

The feasibility study was merged with the second stage of sharing/handholding exercise with each partner to:

1. Assessment of tools, resources and time plans
2. The organisation should have all the above resources//tools available to use.
3. Final resource mobilisation plan in place to be implemented.

9.5 PACS Partners involved in this initiative

- Abhiyan
- Fakirana Sisters Society Sewa Bharti
- Ghoghardiha Prakhanda Swarajya Vikas Sangh
- Mahila Vikash Samiti Solidarity of the Nation Society
- Janpriya Sewa Sansthan
- Akhil Bharatiya Gramodaya Sewa Sansthan
- Sarathi Development Foundation
- Yuva

9.6 Joint Presentations by partners

- Orienting and sensitizing Board Members on issues of resource mobilization to encourage them to engage in the same more closely
- Reviewing existing fundraising strategies of the organization
- Retention of Existing Partners and Alliances
- Exploration of New Role Areas
- Multiple Funding Sources/Options
- Creating more unrestricted resources for the organization eg corpus
- Human Resource and System Strengthening
- Region Specific Response Planning

9.7 CHALLENGES

- Lack of resources-financial, human, infrastructure
- Retention of Human Resource
- Space creation in Government
- Redefining role areas
- Brand positioning
- Lack of proper documentation by NGOS

9.8 Key Support Areas –Resource Alliance

- Orientation on Resource Mobilisation sources and strategies
- Facilitation in developing 3 year Business Plans for the organisation
- Identifying and facilitating linkages with prospective donors
- Support in designing communication materials- Annual Reports, Profiles, Proposals, case for support

9.9 STEPS AHEAD

- Enhancing Partnership with Government, Banking Sector and Corporate Organizations. Alternate ways of income generation for the organization
- Collaborations with other civil society organizations
- Expanding Resource Base to create ownership among local communities too and Scientific Working Systems

9.10 Capacity building on fund raising initiative

Mr. Akhilesh told that the organizations should develop a cell for fund raising activities. In spite of being a Non Government entity the NGO should try to create space in Government as it is a long term permanent Development Institution. In establishing a sort of brand is important so that it becomes easier to sell the ideas. Linkages should be established with Institutional and Individual donors. Further it should be stressed to develop sector wise proposals. RA has interfaced with many donor agencies and this experience should be enriching for the organizations. Instead of adopting a grant based approach a revenue model

should be developed which focuses on 50% on self generation funds and depends 50% on donor agencies.

Further Mr. Akhilesh said

- Revisit the methods of Fund raising / Business development and develop scientific system
- As a CSO we have faced number of problems, what about the staff when the project gets over
- It was said to document the process of the program so that a show casing of the program can be done.
- To collaborate with the network organizations

9.10.1 YUVA

Mr. Rajendra Singh said, the organization had no planning / Vision / Mission. What are the objectives of the organization, what it wants to achieve.

- YUVA prepared a 5 year plan for the organization
- Planned to raise 50% funds locally and 50% funds from funding agencies
- To collaborate with MF and with agriculture departments

10.0 Disability

Mr. P.D. Dariyal addressed on the subject, how could disability be mainstreamed. The disabilities Act 1995 provides Protection of Rights, equal participation and equal opportunity to the disabled. He informed that there is 3% reservation for the disabled in the poverty alleviation programs as well as in the Government Jobs and Admissions to various schools and colleges. He also focused on the issue that how a disabled can be included in NREGS, SGSY and other Government sponsored schemes. Every State has one commissioner. In regard to any program if disabled person is not included in the program, the commissioner had the Right to intervene. There is a need to identify the type of work for different types of differently abled persons. Disability is not a attractive subject so people are not interested to take up issue. Those who are working for disabled issue face a lot of problems. There is a need to have continuity of the program even though PACS project is getting over. National Disability Network has been formed in each State as well as Union Territories. In Uttar Pradesh the network is functional in 35 Districts. There is a websites named www.dris.org. Various informations concerning disability can be collected though this website. Mr. Dhariyal added that there is a need of partners to work for the empowerment and sensitization of disabled in Jalaun, Kaushambhi, Sonbhadr, Azamgarh and Rae Bareli. He encouraged the PACS partners to come forward to work in these Districts.

Mr. P.D. Dariyal said Uttar Pradesh is the only State in India who have checked the routine transfer of disabled employees and has provided 50% rebate on house tax, water tax, road tax and parking of vehicles. A request is made to design buses for the disabled persons. The District Magistrate has got the additional role of Assistant Commissioner of Disabilities.

Concerning problems of differently abled persons Mr. P.D. Dariyal said in some of the Districts it is very difficult to find a clinical psychologist. The Mentally Challenged children and Cerebral Palsy children find difficult to get the certificates due to lack of these specialists.

Mr. Goel said their organizations work is to sensitize the people. It collects the information and disseminates it to different departments and organizations. There is a need to sensitize the people, various officials and need of advocacy policy. He said there is a need to consider normal photograph in the Viklang certificate, provision to prepare local level viklang certificate, to have a Viklang Diwas.

11.0 Right to Information

Common person can use the Right to Information and get all the information regarding to day today life. To submit the applications lots of problems have been faced and 150 applications have been sent till now. Due to the application school informs have been distributed. The appointed officer too does not know what RTI is. Due to RTI able to get the marks card and telephone were put in order. But now people are losing their hope on RTI.

Speech by Chief Information Commissioner, M. A. Khan

Act is good but implementation is very poor. Till date no office, staff and salary is fixed for Chief Information Commissioner. Act was prepared and passed without much discussion and planning. Only from few districts applications have been received, which shows that people are not aware of RTI. Peoples lack of interest in RTI due to the loopholes in implementation. He said in Varanasi in Kashi Vishwanath temple a hindu non government official should be administer. The government was ready for it. But the temple personnel's took stay order. So the value of RTI lacks. There will be apathy from IAS officials but as per now the Act will be enacted. Daily 1000 application comes to the RTI office. He said I expect cooperation from the participants, in implementing RTI.

The State Manager said there is full hope of success in implementing RTI. One of the participant raised question saying to get RTI we need to pay Rs. 385/-, the officer said if any officer do not provide information they are given a notice is issued from commissioner office.

12.0 Concluding Remarks (You said it)

In U. P program on Literacy Initiative must be a good program which should give visibility to the CSOs.

Saving new born and mothers through behavior communication (Vatsalya) sustainability and plans beyond PACS (Dr. Neelam Singh)

Land Reforms and Women Empowerment (GEAG)

Agro based livelihood through group formation besides enactment of women empowerment strategies (GDS)

Ensuring visibility of Panchayats (SSK)

Sewa is negotiating with SSA and STEP program with Ministry of Women and Child Development, Government of India for non formal education

"Jan Caaravan" a march by Musahar Aguwass on the issue of WTOs unjust policies of land water forest Rights (Action Aid)

-'Handing Over-the-momentum' to the CBOs in phased manner going on (PGSS)

"Signs of OWNERSHIP are emerging through various community led social actions....our immediate focus is to strengthen the OWNERSHIP" (PGSS)

"Sustained" empowerment evolves (not imposed) AND It takes nearly a decade (PGSS)

Strengthening communities in Disaster Prone areas by developing social structures, providing alternative means of livelihood and advocating their issues at various levels (PGVS)

Strengthen convergence and network with Government and Financial institutions to enhance the economic status at the target areas is the main thrust of IGSSS.

ABSSS development mantra has been Rachna and Sanghrsh, that means, creation and struggle

Improve the awareness level and direct access of poor older persons to social security and habitat security (help-age)

The workshop ended with a vote of thanks by Dr. Shiraz Wajih from GEAG.