

**Capacity Building Workshop: Project Management Series**  
**6-8 May 2003**  
**Lakeview Ashoka, Bhopal, M.P.**

**Resource Persons:**

1. Ms. Nirmala Butcu, Mahila Chetna Manch, Bhopal.
2. Dr. Yogesh Kumar, Samarthan, Bhopal
3. Mr. Anwar Jaffri, Ekalavya, Bhopal.
4. Mr. Makarand S, Green Earth, Pune.
5. Mr. Suresh Jain, IAS, Bhopal.

This three days workshop was divided into six sessions, which dealt with the following topics:

- Development Challenges and Civil Society
- PACS themes and local context
- Logical Framework Analysis (LFA) in the context of PACS (objectives-activities-outcomes)
- Indicators and Milestones
- Financial Management and Reporting and
- Feedback session

**Inaugural Session**

The introductory session was initiated by Kiran Sharma who made a brief presentation on the objectives of the programme, the aims and agenda of DFID and PACS, the involvement of Development Alternatives in it as well as the requirement of holding such capacity building workshop in order to strengthen the program.

After this, Lata Raman of PACS team gave a precise introduction to:

- How to enforce developmental work through civil society initiatives
- Introduction of the various sessions in the workshop as well as in the PACS programme.

**Participant's expectations:**

Responses solicited from the participants regarding their expectations from the workshop. Prominent of the expectations ranged from focus on the grass roots to change in state policies. Other key issues and expectations were –

- To learn from each other's experiences
- Defining development not only through plans and reports but also through practicality of approach
- Networking and learning to do networking
- Getting sensitization on gender issue
- How to form platform for various issues like formation and strengthening of Gram Sabha as a political platform for articulating and pressuring for various issues.
- The methods to counter threats to developmental activities, specially women's issues

**Nirmala Butch, Mahila Chetna Manch, Bhopal**

**Poverty, Development and Gender Equity**

- Poverty does not only mean lack of money, rather it is also defined on the basis of deprivation and vulnerability.
- By and large, in the development sector, very less focus on women.
- Multiple roles and responsibilities of women in the society.
- Culture of domination and subordination in the existing system

- Gender: Male and female at the time of birth. However, the issue of masculine and feminine does articulated in the society. It gets more complicated and stratified in the society and that is why it becomes more of a social construct.

## **Development Goals and Gender in the PACS context**

Poverty, Development and the issue of Gender Equity

On behalf of the Management consultants, Kiran Sharma developed the issue of development challenges and civil society. The main thrust of her discussion was gender issue in development. The overarching framework consisted of the debate that how issue of gender formed an integral part of all developmental goals. The argument was based on the theory that most often development plans and programmes are male / patriarchal oriented, giving very less importance to the female point of view in development. Even in the programs concerning women empowerment, it is usually the 'men' who empower the women. The main framework of all developmental program has an underlying patriarchal agenda, which leaves women in disadvantageous positions in the process.

### **Equity versus Equality**

The main areas of debates in her presentation were –

- By and large the involvement of women in developmental program are minimal which results in biased developmental program
- The overall deprivation of women is due to the mindset, which is significantly patriarchal in nature. Thus in order to bring substantial changes in the policies and social attitudes, one needs to take care of the mindset in society at larger regarding the capability of women.
- PACS theme has a section on women empowerment and the main thrust of the program is based on gender sensitization and attitudinal change.
- Even in case of empowerment of women in developmental programs, like women being made sarpanch does not amount to actual empowerment.
- In the rural poor there is double deprivation of the women, as due to being poor and being woman. This leads to low participation of women in various developmental programs like self help groups.
- One needs to make structural changes to ensure higher participation of women in the developmental programs.

### **Civil Society and Governance: Dr. Yogesh Kumar, Samarthan, Bhoapl.**

- PACS is different from other programme where focus is on rights and entitlements.
- How civil society intervenes and fulfils the need/ requirements of the general masses.
- To empower, orient, motivate general masses in order to enable them to demand from the state. Related to this, 73<sup>rd</sup> and 74<sup>th</sup> CAA facilitate the empowerment process in order to realise grassroots democracy. Therefore good governance is about pursuing and promoting the greatest good for the greatest number of citizens, while protecting the rights of those who hold different views.
- Good governance is a joint responsibility of the government, private sector and civil society and interrelationship of these institutions to achieve the same.
- Good governance addresses the allocation and management of resources to respond the collective problems and to attain development goals.

What comes out of all three is that good governance comprise of mechanism, processes and relationships between the institutions through which citizens and groups articulate their interests and increase their rights and obligations and also to mediate their differences.

- The chief elements of good governance are:
- Accountability, Transparency, Responsiveness and Openness.

## **Project Development: Anwar Jafiri**

Posing problems:

Poverty, PRIs and Women empowerment.

Prioritization of problems: lack of awareness, lack of an effective people's organisations, lack of education among teaching community/ teachers, casteism, Culture of imposition from above, Feudal culture, Lack of belief in the existing institutions etc. These were some of the problems were identified by the groups.

### **Monitoring and Indicators:**

- Participants expectations:
- How to design indicators for PACS and genral work.
- How to apply the same for programme management
- Quantitative and qualitative indicators?
- Difference between participatory and general monitoring?
- What should be the criteria for developing the indicators?
- Difference between community level monitoring and general monitoring?

### **Importance of Planning:**

# How should NGOs do planning?

- Do a situation analysis of the project area?
- Identify the issue that you will handle?
- List out the problem that you will handle?
- State clearly the outcome that you expect from the project?
- Develop the activities that will help you to achieve the desired outcome?

For this purpose, first of all decide the outcomes and therefore based on that, identify the required activities to achieve the same. However, the outcomes should be clear, simple and achievable.

### **Planning the activities:**

- Team recruitment and orientation
- Study/ visit to other experiences in education
- House to house survey
- Data analysis
- Developing the action-plan

### **SUM UP**

- Therefore, planning is very important in order to avoid implementation problems later.
- Planning needs to be done BEFORE the project is spelt out and presented to the aid agency.
- The plan needs to be revisited periodically.
- Planning should have space for flexibility.

### **Workshop evaluation**

At the end of the programme, like any other capacity building workshops, participatory evaluation exercise was carried out, where Management Consultants (MC) raised five crucial questions to assess the entire workshop. At the end of the exercise, it came out that the most of the participants marked the programme as a medium level programme.

Against this backdrop, now the challenge before the MC is to make the programme better in terms of its content. Furthermore, it has to be more participatory and informative. Apart from this, qualitative improvement was felt that it is another area of concern for the organizer to take into account for the future workshops.

