CHAPTER - 5
ENVIRONMENT VDO AND HEALTH VDO:
CIVIL SOCIETY STRUCTURE, PROCESS AND DYNAMICS

Introduction:
Chapters one, two, three and four were engaged in clarifying the concepts of this study. Chapter five, six and seven present the findings of this study. Chapter five outlines and presents the structure, function and dynamics involved in EVDO and HVDO. I discuss first, indicators of civil society only. These indicators are probed with reference to the findings collected from three sources in both EVDO and HVDO simultaneously. These three sources are: a) literature of the concerned VDO; b) questionnaires; and c) interviews and observations. Findings from most of the questionnaires are part of the appendix. These are graphically represented. The rest of findings from the questionnaires are mentioned here. Second, is mentioned the successful and moderately successful examples in EVDO and HVDO. The purpose of these examples is to highlight the civil society features like vision, mission and the strategies of EVDO and HVDO. Subsequently, the strengths and weakness of EVDO and HVDO are described.

5.1 FINDINGS
The main purpose of the indicators is to point to issues and to make essential issues of civil society comparable between the VDOs. The indicators are divided into core indicators and secondary indicators. The data on civil society has been collected using the following instruments:

1. Review of existing information of both EVDO and HVDO: Media articles, Project reports, Review, MOA, Staff Policy, Newsletter, and Annual Report.
2. Questionnaire
3. Interview
4. Participant Observation

Most indicators rely on more than one instrument, making it therefore possible to apply methods of cross-checks. Moreover, the views of the respondents and informants might not be necessarily collected from all four instruments mentioned above. The views of EVDO and HVDO on these indicators of civil society are
simultaneously presented and represented graphically, depicting the comparison between EVDO and HVDO. This chapter follows this pattern.

**Meaning of Civil Society:**

**FINDINGS THROUGH EXAMINATION OF LITERATURE OF EVDO AND HVDO:** Literature examined are Project Report, NL and Annual report.

**EVDO:**
- The future of development requires self-financing systems in the civil society arena because governments, international organizations and major corporations, which control the purse strings, will not release their wealth in favour of the poor.
- As a civil society organization, EVDO is based on the *principle of interaction between cities and villages*. We had to invent a new approach,’ says the President of EVDO, who was also the founder of EVDO (President EVDO 1988:11). This approach includes physicists in the city and the villagers in the hinterland, because villagers too are specialists. They know their aspirations and their expectations for a better life’ (President EVDO 1988:14).
- ‘In EVDO, we want to develop a brand image of reliability, durability, customer satisfaction and good after sales service’: President of EVDO (EVDO Project Report 1989:3).

**HVDO:**
- The vision of HVDO is the respect for human rights and social justice and there is no equity gap in provision and distribution of health services in the country (Anubhav: 1995:13).
- There is complete social harmony and mutual understanding among the communities and an atmosphere, which is highly conducive for growth and development of local cultures.
- The need for political institutions to stabilize and all institutions working in the areas of health and development are well aware of their roles and responsibilities and fully capable of executing the same.
- Health and development systems are sensitive and dynamic enough to quickly respond as well as adjust to new situations (Annual Report 1985:32).

**FINDINGS THROUGH QUESTIONNAIRES TO:**
Governing Board Members

All the members of EVDO and HVDO were approached with a formal letter and a questionnaire. Their views were collected through questionnaires. They showed their inability to fill the questionnaires themselves. In EVDO, 6 General Board members out of 7 were interviewed. In HVDO, 6 out of total number of 10 members were interviewed. 2 members filled the questionnaires themselves whereas the others had them filled by me. In both VDOs, the responses were cross checked by the Governing board members. Mentioned below are the responses of the General Body members. Specifically, quotes of the members pertaining to relevant theme are also put forward.

EVDO:

- "EVDO is a civil society organization because it was formed voluntarily, has paid staff and it is a not for profit organization working for creating sustainable livelihoods". The group of board members agreed that the basis of sustainable development lies in change (for development) and resilience (for sustainability). It was felt by 4 members that any design that is likely to succeed in fulfilling both the expectations of the client and the requirement of sustainability, must in some way optimize on a whole host of competing criteria. This can be achieved only (but not necessarily), if EVDO is adaptive and Trans disciplinary.

- Through EVDO, the understanding of civil society got strengthened, as understood in terms of their exposure to the experience of various civil society initiatives. It was more of an experience and information sharing exercise for governing board members. For example, in the CLEAN-India programme initiated by EVDO for mobilizing community including school children for clean environment.

HVDO:

- "HVDO is a civil society organization because it works for health and family welfare of the people by involving people and institutions from different sectors of the society". Two important features of civil society, according to the board members are respect for the fellow citizens and controlled life styles to prevent diseases like AIDS and drinking liquor. Civil society mainly
sustains on the compulsory action of public and the action through civil society can advance to maximum extent.

- 'Yes, our understanding of civil society got deepened and strengthened. This was possible through HVDO by knowledge and information, ventilating their ideas and understanding of various elements of community health development and professional development and the growth of popularity.

- The understanding of civil society was strengthened through HVDO because first, 'these features of civil society safeguarded our culture, to which HVDO adheres to, the culture of safe health habits, instilling secure health environment, creating awareness programmes'. It also 'helped in the rural areas to create their own livelihoods by making them independent'. An example is the project of KHOJ. In 1996-97, members of 13 village development committees started a weekly market at Nidhiberana village every Wednesday. They can now sell their produce without traveling long distances. Second, these features of HVDO as a civil society organization receive social and government recognition and popularity. HVDO has a vast family in almost all states of India. That is the indicator of HVDO's recognition and the fact that all institutions and organizations believe and adhere to HVDO values, vision of making health reality for all. For example, EVDO's efforts in bringing changes in essential health components of the National Population Policy, 2000.

The findings from GBMs suggest?
The GBMs are aware of the concept of civil society, both in EVDO and HVDO. They had clarity about the indicators of civil society in their respective organizations. Their clarity showed their seriousness in understanding the concept of civil society. This understanding was strengthened through EVDO and HVDO. For the GBMs in EVDO, the understanding of civil society was strengthened through CLEAN India programme, an initiative to mobilize community for environment assessment and improvement in major towns and cities of India. For the GBMs of the HVDO, the culture of safe health habits, instilling health environment and creating awareness programmes about safe health helped to create their own livelihoods. The mission of the KHOJ project is an effort of development initiatives at the grassroots. Some of the programme areas are: sanitation and drinking water, health services and health
education delivered by group comprising of village health workers, supervisors and a doctor.

**Existing employees:** 41 employees were interviewed from HVDO and 34 from EVDO. Interactions with all of them were interesting and informative.

<table>
<thead>
<tr>
<th>Questions and Answers</th>
<th>Number</th>
<th>EVDO</th>
<th>HVDO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meaning of civil society</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Know the Meaning of civil society</td>
<td>A1</td>
<td>51%</td>
<td>37%</td>
</tr>
<tr>
<td>Don't Know meaning of civil society</td>
<td>A2</td>
<td>49%</td>
<td>56%</td>
</tr>
<tr>
<td>Source of knowledge</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training</td>
<td>A3</td>
<td>17%</td>
<td>31%</td>
</tr>
<tr>
<td>Work experience</td>
<td>A4</td>
<td>40%</td>
<td>34%</td>
</tr>
<tr>
<td>Interaction</td>
<td>A5</td>
<td>14%</td>
<td>12%</td>
</tr>
<tr>
<td>Literature</td>
<td>A6</td>
<td>26%</td>
<td>21%</td>
</tr>
<tr>
<td>Understanding of civil society</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Questions and Answers</td>
<td>Number</td>
<td>EVDO</td>
<td>HVDO</td>
</tr>
<tr>
<td>Indicators</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Profit aim</td>
<td>A1</td>
<td>40%</td>
<td>21%</td>
</tr>
<tr>
<td>Working for marginalized sections of society.</td>
<td>A2</td>
<td>37%</td>
<td>45%</td>
</tr>
<tr>
<td>Both</td>
<td>A3</td>
<td>17%</td>
<td>10%</td>
</tr>
<tr>
<td>Registered society</td>
<td>A4</td>
<td>6%</td>
<td>24%</td>
</tr>
<tr>
<td>Facilitation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facilitated</td>
<td>A5</td>
<td>38%</td>
<td>42%</td>
</tr>
<tr>
<td>Not facilitated</td>
<td>A6</td>
<td>56%</td>
<td>46%</td>
</tr>
<tr>
<td>Both</td>
<td>A7</td>
<td>6%</td>
<td>5%</td>
</tr>
</tbody>
</table>

*Answer Numbers*

- A1: 40%
- A2: 37%
- A3: 17%
- A4: 6%
- A5: 38%
- A6: 56%
- A7: 6%

![Bar Chart](chart.png)
<table>
<thead>
<tr>
<th>Questions and Answers</th>
<th>Number</th>
<th>EVDO</th>
<th>HVDO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Considered their organisation as</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Institution</td>
<td>A1</td>
<td>21%</td>
<td>42%</td>
</tr>
<tr>
<td>Place of worship</td>
<td>A2</td>
<td>12%</td>
<td>22%</td>
</tr>
<tr>
<td>VO</td>
<td>A3</td>
<td>38%</td>
<td>36%</td>
</tr>
<tr>
<td>Home away from home</td>
<td>A4</td>
<td>29%</td>
<td>0%</td>
</tr>
<tr>
<td>Interest in their organization</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increasing</td>
<td>A5</td>
<td>18%</td>
<td>43%</td>
</tr>
<tr>
<td>Decreasing</td>
<td>A6</td>
<td>50%</td>
<td>14%</td>
</tr>
<tr>
<td>Neutral</td>
<td>A7</td>
<td>35%</td>
<td>43%</td>
</tr>
<tr>
<td>Source of knowledge of their org. at the time of joining</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Present staff</td>
<td>A8</td>
<td>62%</td>
<td>42%</td>
</tr>
<tr>
<td>Ex-staff</td>
<td>A9</td>
<td>26%</td>
<td>27%</td>
</tr>
<tr>
<td>Other VO</td>
<td>A10</td>
<td>12%</td>
<td>24%</td>
</tr>
<tr>
<td>Media</td>
<td>A11</td>
<td>0%</td>
<td>7%</td>
</tr>
<tr>
<td>Learning in their organization</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional</td>
<td>A12</td>
<td>26%</td>
<td>27%</td>
</tr>
<tr>
<td>Social</td>
<td>A13</td>
<td>30%</td>
<td>27%</td>
</tr>
<tr>
<td>Personal</td>
<td>A14</td>
<td>14%</td>
<td>22%</td>
</tr>
<tr>
<td>All above</td>
<td>A15</td>
<td>30%</td>
<td>24%</td>
</tr>
<tr>
<td>Nature of learning</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Better professional and human being</td>
<td>A16</td>
<td>50%</td>
<td>27%</td>
</tr>
<tr>
<td>Insights in community</td>
<td>A17</td>
<td>38%</td>
<td>68%</td>
</tr>
<tr>
<td>Both</td>
<td>A18</td>
<td>12%</td>
<td>5%</td>
</tr>
</tbody>
</table>
### Knowledge of civil society

<table>
<thead>
<tr>
<th>Questions and Answers</th>
<th>Number</th>
<th>EVDO</th>
<th>HVDO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Term 'Civil Society'</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heard the term.</td>
<td>A1</td>
<td>42%</td>
<td>82%</td>
</tr>
<tr>
<td>Did not hear the term.</td>
<td>A2</td>
<td>58%</td>
<td>18%</td>
</tr>
<tr>
<td>Source of civil society</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NL</td>
<td>A3</td>
<td>73%</td>
<td>36%</td>
</tr>
<tr>
<td>From other sources</td>
<td>A4</td>
<td>27%</td>
<td>64%</td>
</tr>
<tr>
<td>Total Number</td>
<td></td>
<td>N=320</td>
<td>N=350</td>
</tr>
</tbody>
</table>

![Chart showing response rates for EVDO and HVDO]
Newsletter receivers: Out of 500 approached, 320 organizations receiving the EVDO NL sent filled questionnaires. In HVDO, 620 organizations were approached. However only 350 sent their filled questionnaires.

<table>
<thead>
<tr>
<th>Understanding of civil society</th>
<th>Number</th>
<th>EVDO</th>
<th>HVDO</th>
</tr>
</thead>
<tbody>
<tr>
<td>How is the understanding of civil society facilitated?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NL is an appropriate medium for facilitating.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Understanding of civil society.</td>
<td>A1</td>
<td>18%</td>
<td>53%</td>
</tr>
<tr>
<td>By involving everyone.</td>
<td>A2</td>
<td>52%</td>
<td>0%</td>
</tr>
<tr>
<td>Voluntary service and cooperation.</td>
<td>A3</td>
<td>9%</td>
<td>22%</td>
</tr>
<tr>
<td>Information sharing.</td>
<td>A4</td>
<td>21%</td>
<td>25%</td>
</tr>
<tr>
<td>How is the understanding of civil society facilitated?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reaching to people and identifying their needs.</td>
<td>A5</td>
<td>24%</td>
<td>0%</td>
</tr>
<tr>
<td>Conscious citizens and creation of workable faith.</td>
<td>A6</td>
<td>21%</td>
<td>32%</td>
</tr>
<tr>
<td>Programmatic exposure.</td>
<td>A7</td>
<td>37%</td>
<td>6%</td>
</tr>
<tr>
<td>Rural technologies.</td>
<td>A8</td>
<td>18%</td>
<td>0%</td>
</tr>
<tr>
<td>Value of community health.</td>
<td>A9</td>
<td>0%</td>
<td>36%</td>
</tr>
<tr>
<td>Coordination between role players in the development of health.</td>
<td>A10</td>
<td>0%</td>
<td>26%</td>
</tr>
</tbody>
</table>

Total Number
N=320
N=350


## Suggestions for change in the NL

<table>
<thead>
<tr>
<th>Question and Answers</th>
<th>Number</th>
<th>EVDO</th>
<th>HVDO</th>
</tr>
</thead>
<tbody>
<tr>
<td>What are the suggestions for change in the NL to improve the quality of NL?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Containing more success stories on rural technologies and development</td>
<td>A1 37%</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>Containing more success stories on rural health and development</td>
<td>A2 0%</td>
<td>44%</td>
<td></td>
</tr>
<tr>
<td>Preferred to facilitate information exchange between organizations</td>
<td>A3 35%</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>Public education</td>
<td>A4 27%</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>Preferred more data based knowledge on community health, nutrition and women's care</td>
<td>A5 0%</td>
<td>56%</td>
<td></td>
</tr>
<tr>
<td><strong>Why are these suggestions put forward?</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Effective market for sustainable development of products and services</td>
<td>A6 23%</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>Network linkage through membership</td>
<td>A7 37%</td>
<td>27%</td>
<td></td>
</tr>
<tr>
<td>Credible information services</td>
<td>A8 24%</td>
<td>16%</td>
<td></td>
</tr>
<tr>
<td>Better environmental planning</td>
<td>A9 16%</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>Training and implementation of rural health</td>
<td>A10 0%</td>
<td>57%</td>
<td></td>
</tr>
</tbody>
</table>

| Total Number                                                                       | N=320  | N=350 |

### EVDO • HVDO

![Bar chart showing responses for each question](chart.png)

- A1: 37% EVDO, 0% HVDO
- A2: 0% EVDO, 44% HVDO
- A3: 35% EVDO, 0% HVDO
- A4: 27% EVDO, 0% HVDO
- A5: 0% EVDO, 56% HVDO
- A6: 23% EVDO, 0% HVDO
- A7: 37% EVDO, 27% HVDO
- A8: 24% EVDO, 16% HVDO
- A9: 16% EVDO, 0% HVDO
- A10: 0% EVDO, 57% HVDO

149
The VDOs under study are formed voluntarily.

FINDINGS BY EXAMINATION OF LITERATURE: The literature of EVDO and HVDO examined for these criteria were the MOA, Project report and NL.

EVDO:

With respect to the above criteria, the literature of EVDO reveals the following.

- Despite many successes of the National programme aimed at socio-economic development in 1980's, the modern science and technology were not able to fulfill their twin promises of responding to the needs of the poor and of achieving a more rational and environmentally sound utilization of natural resources for the betterment of human well-being. In other words, the dynamics of any dominant model of development, whether capitalist or planned, have shown themselves inadequate to meet the needs of equitable and sustainable development (President in Project Report 1983: 3);

- Sustainable development cannot be achieved by government action alone, and needs new kinds of independent initiatives, particularly ones that blend the strengths of the private, voluntary and research sectors;

- Neither research nor action alone is enough, each needs the other and both must be conducted simultaneously and interactively to achieve the results needed;

- Science and technology are crucial for raising the productivity of people and resources, to create sustainable livelihoods and to conserve the environment;

- Small local enterprises based on appropriate technology can be highly profitable provided they have access to necessary technical, financial and marketing support systems.

These concerns led to the birth of EVDO. Mr X established EVDO, the flagship of the EVDO group, in 1983. The purpose is of designing and implementing strategies for sustainable development. EVDO hoped to design new technologies,

1 All the explanatory notes of the indicators of VDO are taken from the glossary provided by VANJ on the Guiding Principles document unless stated otherwise. The term 'voluntarily' means taking up a task to fulfill a moral conviction. It can be the result of inspiration from a person or a thought from outside or out of one's own understanding.

2 Sustainable Development is a development approach that promotes efficient use of resources, environmental harmony and a just and equitable social order. All at the same time and quickly- without letting a small class of people capture all the wealth and then devising policies to help it trickle down to the long marginalized majority.
new environmental methods and new policies and institutions that were appropriate for India. This primary vision still forms the basis of action for the EVDO Group, although it has, of course, been substantially enriched and filled out through more than a decade of operational experience and organizational learning, described in section on Vision and Mission. EVDO believes that 'development' being a dynamic process is all about evolving inter-relationships between social and environmental factors, particularly between nature, machines, institutions and people. It operates on the philosophy that sustainable development benefits not only the economy but also the environment and above all-the people. EVDO as an innovative institution was thus formalized to help foster the new relationships needed between people and technology, using modern organizational methods. To achieve their objectives, the EVDO has three critical dimensions in its goals and structure:

- Private versus public sector: The organizational methods and motivation of private sector drive the engine of EVDO and the social developmental purposes enshrined in its mandate direct its efforts
- Big versus small industry: Local, small-scale facilities for innovation, manufacturing and marketing linked together comprise the nation-wide EVDO franchised network.
- Old versus new technology: By involving those who will benefit by its activities integrally in the innovation process, EVDO derives maximum advantage from both traditional knowledge and the opportunities offered by modern science.

Headquartered in New Delhi, EVDO had initiated a nationwide network of activities aimed directly at solving the problems of poverty, environment and resource management.

The literature of HVDO reveals the following:

With the advent of the modern allopathic system of medicine in the country, the traditional methods were systematically relegated to the background. Over the years, the modern medicare systems, with its elitist, institutionalized patterns began to be concentrated in urban areas. This forced millions of patients to flock to cities from villages. Health care became more or less synonymous with hospitals and related institutions in contravention of India's cultural heritage. Small and big hospitals sprouted both in the Government sector as well as in the private sector. The personnel, funds and structures catered only to about 20% of the population. This
pattern involving expensive medicines, investigative technologies and professionals eat up more than 80% of the health expenditure as well. The health services and facilities were therefore unevenly distributed. They were not available to all. The expensive hospital based curative care offered no permanent solution to the people’s problems. Disillusionment about this lopsided situation began to spread. This urged several concerned people to do something urgently to ensure people’s fundamental right to health and to bring this goal onto the top of the national agenda. They insisted on redefining the priorities in health care and setting them in a new perspective in tune with the needs of the times. The fight was for correcting the unjustifiable imbalances between the preventive and curative aspects of health care and promoting alternative approaches. So, there was a need to coordinate struggle into a broad-based health movement, to critically evaluate the existing health service structure in the country and ensure social justice in health care. The above concerns combined with the new found spirit among the Christians, in the late 1960’s, were instrumental in the emergence of a refreshing thought process, which emphasized the role of the voluntary sector in facilitating and sustaining a people’s health movement in the country.

Twenty-five leaders of Christian hospitals saw a need to reach out health services to the people. They thought that health was much more than medical care and individuals and communities had a great role in health care. The infancy period of HVDO from 1969 to 1974, witnessed the birth of a new organization called ‘Co-ordinating Agency for Health Planning’ (CAHP). The purpose was to operate at the national level. From the five days creative dialoguing of leaders of Christian health care system in the country, organized by the Director of the Medical Commission of the World Council of Churches, Geneva, it emerged that the future health needs of the people could be met only through reaching out to people. Building up a comprehensive community based health service system at the primary level was the only answer. This obviously meant much more than curative clinical care. Thus, the idea of ‘Community Health’ was born. Thus it is seen that this period marked the conceptualization and promotion of the idea of Community Health, strengthening of the institutional framework and orientation of the member institutions. The different activities during this period were all geared to meet the basic organizational needs. On 6th March, 1970, CAHP started functioning from one room office in South Delhi.
with just three people. They were Fr. James S. Tong (one of the founders of CAHP), Anne Cummins and Edwin Nabert. (HVDO 1995: 23-25)

FINDINGS THROUGH INTERVIEW AND OBSERVATIONS:

IN EVDO:
A senior staff member said, 'In order to understand EVDO as an institution, it is essential to go deep into the background of its founder'. Mr X, the founder of EVDO, who taught Physics and Astronomy at Harvard University. He then dreamt of establishing an institution for seeking alternate models of sustainable development. His varied experiences enabled him to combine academic excellence in science and technology, marketing skills and ability to formulate and implement projects at global levels, with necessary information support'. Speaking with pride, the staff member continued 'it also enabled him to take a scientific, analytical and systemic approach to development with the necessary confidence to build an institution for experimenting with alternative development models. He felt that a network of franchising units encouraging small-scale entrepreneurship in producing and marketing products and services could lift the barrier between modern technology and rural poverty'. Mr X decided to use his knowledge of science and economics to design a new model of technological and economic development accessible to the most underprivileged. During his assignment with the Department of Science and Technology in India, Mr X felt that the political environment in the country was very conducive to innovative projects. This factor and U.N experience and contacts helped in concretizing his ideas into reality in the form of EVDO. For giving shape to his ideas, Mr X joined hands with Christian de Laet, the then Science Advisor in the Commonwealth Secretariat. The two together set up EVDO in Delhi. The penchant of Christian de Laet for collecting old pieces of technology and artifacts as a hobby came in handy in analysis and understanding traditional technologies. A neighbourhood bicycle mechanic was employed part-time for helping dismantle and assemble these, to facilitate development of prototypes.

IN HVDO:
At the time interview, the staff was very engrossed in their own work. Sparing few minutes for the interview was a boom. Appointment with the staff had been fixed for the interview. Excitement was lacking. Waiting time for the interview was long
considering the appointment. Barely two people in the organization agreed to have the interview taken on the spot, in spite of their busy schedule. The driving force and the purpose behind the initiative of setting up HVDO remained health driven. This was done through the holistic development of community by building on its own strength through comprehensive up-liftment programmes. Sketchy information about the grassroots experience was available. HVDO adopted a mission to make health a reality for the people of India, with their involvement and participation, primarily through the voluntary sector.

HVDO was launched with the concern that how to reach out health care to the 'millions of people out in the villages who would never cross the door of one of their hospitals', said a senior staff. The leaders of the Christian health care system knew that these millions have no chance of getting medical services in the city hospitals due to poverty and other problems. But they needed elementary and minimal health services. And therefore, building up comprehensive community based health service system at the primary level was the only answer. The idea of community health was born and after CAHP, HVDO was born.

Civil Society should have a clear Vision3 and Mission4. For that, they should have

- Thematic areas of action and the level of operations
- The group(s) it intends to benefits and how it intends to do so
- The geographical areas of the VDOs
- They may have paid employees

FINDINGS THROUGH EXAMINATION OF LITERATURE:
According to the blue print of EVDO (Chairperson of EVDO 1983:2),

The Initial Vision of EVDO and EVDO group was 'To promote socio-economic development through the design, production and mass marketing of certain products, commonly termed “appropriate technologies”, needed by the poor'.

---

3 While analyzing the present reality of the economic, political, social and cultural world around us, we imagine a future picture of the world—a reality to be. And efforts are made to work towards this imaginary picture/dream keeping in mind that the vision will be result oriented and shows impact. It is a Goal of any organization.

4 It is an immediate objective or a role that an organization will play, if it assists the vision. It is an expression for the action, which gives an identity to the vision.
The Initial Mission of EVDO and its group was to undertake programmes for the conversation of natural resources and to promote sustainable socio-economic development through the application of scientific and technological innovation (EVDO MEMORANDUM OF ASSOCIATION 1983: 1) to achieve commercial viability and environmentally sound development (Chairperson of EVDO 1983:2) Specifically, these were considered devices services that were needed in the small town and village including biogas plants; water hand pumps; bicycle compatible wheel-barrows; mud block- making machines; multipurpose multi-fuel engines multi-purpose hand presses; and Integrated Village Energy Systems. The various products were to be sold under the brand names of EVDO. The objects of the Society in (EVDO 1983: 1)\(^5\), as mentioned in the MOA (EVDO 1983:1) are:

1. To conserve natural resources with a view to contributing to a sustainable social and economic development, for the betterment of the lives of people and of their environment, through the formulation and dissemination of new approaches to the rational utilization of resources;

2. To carry out research, design and development and achieve widespread diffusion of appropriate technologies, for use by the underprivileged, by developing and making available the products and tools they need; and

3. To undertake multidisciplinary investigations and develop environmentally sound designs and management practices for development activities

To fulfill the mission, EVDO clearly defined business objectives and developmental goals.

*Business Objectives:*

- To generate, select, improve, adapt and develop appropriate technologies particularly for the poor;
- To manufacture these in small-scale franchised units or though job contracts;
- To package, promote and sell the appropriate technologies on a mass-scale and provide after sales service; and
- To provide quality technical and management consultancy services on system and other Science and Technology related activities.

*Development Goals*

\(^5\) 'Society' means the Society for EVDO, as mentioned in RULES AND REGULATIONS OF THE SOCIETY- EVDO document.
EVDO selects and carries out its activities so as to maximize their positive impact on development-related factors such as:

- Basic needs, particularly of the poorest
- Employment and well-being
- Self-reliance and self-determination
- Participation and involvement
- Physical and social capital
- Institutions and infrastructure
- Energy and material resource use
- Environment quality

The primary activities of EVDO is to create and develop the necessary institutional networks of branches, subsidiaries and affiliated organizations and to

- Conduct scientific, industrial and management research and development activities directly and/or through appropriate institutions, individuals or groups of individuals
- Develop new approaches for the widespread availability of appropriate technologies and, in particular, to
  1. Identify, select, adapt and improve, develop and design appropriate technologies, products and processes for agriculture, industry, handicrafts and for domestic and other needs.
  2. Package, promote and transfer the appropriate technologies on a mass scale and provide after-sales service
  3. Provide the necessary back-up services to the research network, including facilities for
     - Assisting start up of operations and establishing management procedures,
     - Engineering and production design, pilot and demonstration plants,
     - Testing, quality control, standardization and certification, and
  4. Make available systems-based technical and management consultancy services for the design and operation of development projects in India and abroad and
  5. Carry out such other activities as contribute to the achievement of the mission and objectives of the Society.

Target groups:
The technologies and market-based systems of EVDO are designed to serve the interests of the rural artisan, cottage based micro-entrepreneur, micro enterprises, small industries, farmers and landless laborers and not merely the rich and powerful.  

Geographical areas:
The operations of EVDO now extend to virtually every state of India. TARA products are exported to more than a dozen countries. The branches of EVDO are in Delhi, Bangalore, Jhansi and Orchha.  

Level of operation:
EVDO operates through a well-defined concept of networking, where both big and the small are brought together into a cooperative resonance, thus mutually reinforcing the strengths of each. There are many features that set EVDO apart from both the government and private R&D outfits. One of its distinctive features is its network system. EVDO is built around three primary networks (the concept of network and networking in EVDO and HVDO will be dealt in Chapter Six on Networking):  

- The Innovation network (I), is responsible for innovation. It identifies, generates, develops and designs environmentally sound and socially appropriate technologies, products, services and systems;  
- The Production network (P) is responsible for production. It manufactures, assembles and packages the products; and  
- The Marketing network (M) is responsible for marketing. It sells the products, provides after-sales service and feeds back marketing information.

Each network consists of small-scale units able to respond sensitively and quickly to local needs and opportunities. The three networks are intertwined, linked at all organizational levels through active and continuous exchange of ideas and information, financial payments and personnel. Another distinctive feature is in having a commercial partner- Technology and Action for Rural Technologies more familiarly known as TARA (details of which are coming up soon.

The IPM network- Innovation, Production and Marketing network- is at the core of EVDO's strategies.
Strategy (ies):
In order to make the organization a dynamic reality, the strategies adopted by EVDO are:

- Bringing about a systematic change for a true and sustained development. The concept being, introduction of technologies lead to new patterns of production, consumption, resource use and ownership and therefore, of self-reliance, participation and thinking;
- Functional integration to combine the functions of innovation, production and marketing networks collectively for a large range of products; and
- Commercial but non-profit nature of its operations in order to keep the motivational and competitive spirit for efficient operations coupled with the social mission of helping the poor and exploited.

As part of the continuing corporate planning process, the EVDO Group undertook a strategic planning exercise in August, 1995. The purpose was to review the progress over the past decade, to attempt a realistic analysis of what is to be done over the next five years and identify bottlenecks that must be cleared to achieve its goals.

The three key pre-requisites to achieve the vision were visualized as follows:

- The capacity to undertake systematic and sustained innovation
- The capacity to deliver on a large scale through network partners and
- The financial resilience to enable pro-active and continuous thought and action.

The key outputs and impacts of these products and services on poverty and environment were assessed and are described in chapter 7 (Good Governance), in detail. Findings from questionnaires and other sources are also part of this detailed analysis.

The EVDO Group comprises of EVDO and its associate organizations in India: Technology and Action for Rural Advancement (TARA) and People First. It
also includes TARA's subsidiaries: TARA Nirman Kendra, TARA BKF Rural technology and DESI Power. The activities of all organizations in the EVDO Group broadly cover three primary areas: appropriate technology, environmental management and institutional management. The EVDO Group develops models for mass dissemination of sustainable technologies through network partners to demonstrate the feasibility of its models. This operates mainly at two levels—identifying partners that can act as multipliers and designing mass dissemination models around them. These agents of change cover a wide variety: government agencies, NGOs, technology promoters and other institutions. The second level of operation provides critical inputs to the agents of change in order to maximize their effectiveness and impact. These inputs range from design, technical information and support, training packages to promotional films and network linkages. Concentrated effort has been on the design and implementation of networks of development NGOs and micro-enterprises that are self-financing and income generating. The building of the EVDO is the research and design wing of the Group and its flagship. It is also an officially recognized research institution and as such entitled to full exemption from all government taxes. The income of EVDO comes from sponsored research projects, royalties, consultancies and to a small extent from donations and grants. It does not have any business activity other than those, which stem from its research programme.

ORGANIZATIONAL CHART OF EVDO
EVDO, at Delhi, has three branches: TSB, ESB and ISB.

TSB, the *Technology Systems Branch* or the technology innovation division or the Shelter group. It develops and promotes technologies. The TSB has made major breakthroughs in the design of small industrial systems and enterprise design, including production units for handmade recycled paper, roofing tiles, cement-based products and energy systems. This branch addresses the multifaceted and complex relationship between people and machines, with a goal of creating sustainable livelihoods through sustainable technology packages and their products.

The TSB activities are concentrated in four programme areas:

a) **Shelter:** concentrates on the aspects of
   - Alternative building materials and technology
   - Energy resources and environment
   - Building systems, design and construction research
   - Livelihood systems and enterprise design

b) **The Energy programme:** is structured around activities concentrating on need assessment and technology choice for selected areas of Bundelkhand. The systems being explored locally, with the potential for global application are:
   - Gasification for decentralized power production, charring, briquetting and biogas for water pumping applications
   - Energy systems for lighting
   - Energy efficient brick production

c) **Biomass:** the projects under the biomass programme are structured around the following opportunities in the Bundelkhand region:
   - Management and growth of energy crops such as Dhaincha
   - Design and development of technology packages for utilization of Dhaincha
   - Biomass management and creation of biomass banks
   - Value addition to biomass fibre such as jute and Amari

d) **Livelihoods:** The Livelihoods program focuses on need assessment, mobilisation and sourcing technological help from EVDO as well as other partner organisations for implementation. Their activities are directly related with the people and they are the primary carriers of all the technological work done to the grassroots
for creation of Sustainable Livelihoods. The TSB also looks at initiating formation of Co-operatives and self-help groups in villages and extends help to Building Materials program requirements for work with artisan groups. The Livelihoods program is presently based with the Jhansi group of EVDO. It focuses on the Bundelkhand region of Madhya Pradesh and has a strong research component for understanding sustainability issues and tracking technology change in the regional context.

Some of the major Product Innovations of the TSB, among others, are:

1. Paper Products: Aesthetically appealing lamps have been designed using TARA hand-made paper. These were field-tested and are now being produced.
2. Chamfered Block Design and Modifications in Balram Blocks: The mould of the TARA Balram was modified to produce chamfered blocks.
3. MCR Roman Tile Improvement: MCR Roman tiles have been made damp-proof by a better mix design and an optimum use of admixtures such as Conplast-X 421-IC, Buildplast-100 etc.

Technological Innovations of TSB are:

1. Balram Technology Package Accessorisation: The accessory package for Balram machine has been finalized and field-tested. It consists of a motorized sieve, mixer and grinder that have been added for faster production of better quality blocks.
2. Up-scaling of MCR Production System: A prototype MCR workstation has been designed to respond to higher system productivity and quality of tiles.
3. Laboratory version of the Paper unit: A small scale version of the paper production machinery was developed in 1997 which could be used to demonstrate the technology in schools, colleges and workshops to produce small quantities to match the samples for the order placed. Safety sample was also introduced in 1998.

EVDO established the ESB or the Environment Systems Branch. Its thematic areas are:

- Rural Environment Systems
- Industrial and Urban Environment Systems
- Biodiversity Conservation Systems
- Global Environment Systems

The Environment Systems Branch (ESB) is an integral part of EVDO, a non-profit corporate organization established in 1983 and registered under the societies act. Its mission therein is to design implement strategies for sustainable development,
especially to improve the lives of poor. ESB undertakes experimental and
demonstration projects and carries out field studies which include environmental
impact assessments, environment management plans, environment and social
policies, community development, food security, rehabilitation and resettlement,
pollution prevention, cleaner production, waste management, natural resource
management using GIS and remote sensing and income-generation through micro-
enterprises and bio-diversity conversation. ESB provides in-house advice to the
technology development units on the limits set by nature, but also for delivering top
quality environmental management products to outside customers. In a few years, a
full repertoire of innovative tools and techniques has been built up to service clients
in the industry, government and international community. These include
participatory research, satellite imagery interpretation and geographical information
systems, energy and resource surveys, together with analytical methods to draw
meaningful conclusions. ESB works closely with the other branches of EVDO which
develop and disseminate appropriate technologies and institutional systems for
sustainable development.

_Institutional Systems Branch (ISB):_ This unit comprises of the Information unit, the
Communication unit and the Training unit. *For detailed activities of the information and
the communication unit, refer to chapter 6 on Networking.*

The Information Unit has a DAINET, (EVDO) information network that
provides quick access, through both conventional and electronic communications, to
the best available information on issues of sustainable development.

The Communication Unit is engaged in an effort to create bridges through
various mediums in order to reach out to people working towards sustainable
development. This unit acts as a communication channel between the various actors
in development. It produces newsletters, films, multi-media products etc, with which
EVDO shares its experiences with others. The unit also organizes conferences,
workshops, exhibitions etc. This helps subject the organization’s work to the review
and input of peers outside. Objectives of this unit are:

- The training vision of EVDO is nationwide capacity building of organisations
  and individuals enabling them to apply enhanced knowledge and skills in
  large-scale generation of sustainable livelihoods.

- To establish Training Systems in EVDO with a small core training unit and
  upgraded infrastructure.
➢ To systematize networking within EVDO group and with external partners for promotion, resource mobilisation, design and development of course materials for large scale delivery of Training Programmes geared to generate sustainable livelihoods.

➢ To establish follow up mechanism for evaluation of trained personnel, their certification and effective utilisation of their enhanced capacities.

**EVDO at Jhansi / Orchha:**
In Orchha, Madhya Pradesh, is located TARAGram, the appropriate technology resource center of EVDO. The mission of TARAGram is to develop technologies and institutions that can regenerate the resource base and make it available for utilization in an efficient, equitable and environmentally sound manner. One of the projects undertaken was in the sphere of Land and Water Management. Under the livelihood system programme at TARAGram, emphasis was given in imparting skills, education and in confidence-building. Concepts like artisan guilds and societies for handicrafts have also been initiated. Details of Jhansi/Orchha can be referred to under ‘Successful example’. In this Bundelkhand region of Madhya Pradesh, EVDO started its work with the goal of sustainable management of the grossly misused land and water resources of the region, thereby providing sustainable livelihoods to the people of the region. The main focus of EVDO work in the Bundelkhand region is on land and water management, livelihoods, shelter and energy.

**EVDO at Bangalore:**
EVDO’s regional office was set up in Bangalore in September 1989. It comprises the TSB, ESB, TARA Nirma Kendra and TARA. Some of the technology innovations include the multi-treadle weaving combination for sarees, which can replace the use of jacquard, has been tried successfully. The Hank Dyeing machine has been simplified to avoid the use of expensive component rollers. A modified dobby has been fabricated with a metallic barrel to house the metal pegs, which act on wooden levers without breaking. The traditional technology has been upgraded by grafting the TARA Loom technology with the pit loom. This ‘Raised TARA pit loom’ technology is likely to be both technically and economically viable for a majority of residents.

---

6 It began with just three members as office staff and the first professional joined in November 1989. Over the years, it has grown both in size and strength and now has three field centers operating from different locations.
weavers. EVDO initiated a project in Tumkur district, Karnataka in mid 1996 to help underprivileged rural women develop micro-enterprises based on vermi-culture technology. The secondary objectives included building soil fertility and increased crop productivity through ecological methods of farming. The project led to the creation of forty-four vermin-composting micro-enterprises, all run by women, manuals and brochures on vermicomposting in Kannada and English, reduction of dependence on chemical fertilizers, and improvement in the status of women along with economic empowerment.

TARA location and its technologies:

TARA is responsible for commercializing the innovations of the Group and is also a not-for-profit Society. The world headquarters of TARA is situated in New Delhi. TARA, responsive to the needs of rural and urban consumers, offers a wide range of innovative technologies for the manufacture of high quality and environment-friendly products. TARA also markets the products. Backed by a strong in-house R&D and quality assurance teams as well as modern management systems, TARA is now the market leader in products for sustainable development.

TARA has established a system of franchises' vis-a-vis the various technologies. Such TARA franchises can deliver high quality products at affordable prices to their local markets. TARA technologies include:

- TARA Tile Maker
- TARA Balram Mud Block Press
- Ferrocement Roofing Channels
- TARA Concrete Block Making Machine

While the networks represent the anatomy of EVDO, its physiology is determined by the franchising system. The operations of TARA are self-financing and conducted through a decentralized network of franchised enterprises. An enterprise can be individual entrepreneur, a cooperative, a voluntary organization, an existing business or any other entity capable of manufacturing and marketing products designed by EVDO. Franchising is based on a well-defined allocation of responsibilities between the network partners and brings individual, autonomous production and marketing units under the umbrella of a common purpose, strategy and brand image. Under a contractual arrangement between the franchiser (TARA) and the franchisee (the local enterprise), their respective duties are clearly defined. Broadly, TARA is responsible for technology development, transfer and training, standardization, networking, quality control and marketing. The franchise is responsible for manufacturing, selling and providing after sales service to the local market. The franchise pays nominal royalty and fees to TARA, which in turn pays royalty and services fees to EVDO.
• TARA Handmade Paper
• TARA Handlooms and Accessories
• TARA Pollution Testing Kits

TARA manufactures and markets the products designed by EVDO to smaller enterprises and pays royalties and fees for the (non-exclusive) rights to do so. To facilitate this process, TARA has established subsidiary organizations for providing specific support to its network partners. These are the TARA Nirman Kendra (TNK) for design, construct and to propagate cost-effective building technologies, TARA BKF Rural Technology (TBRT) to franchise technology-based micro-enterprises and DESI Power for the establishment of small, local power stations based on renewable energy and to deliver electricity to communities.

Tara Nirman Kendra (TNK): TARA Nirman Kendras (TNKs)- building centers of the EVDO Group- were set up with the primary mandate of promoting alternatives and ensuring transfer of these technologies from ‘lab to land’. The two TNKs in Delhi and Bangalore, as well as the TARA Gramin Nirman Kendra at Orchha, operate within their geographical regions of influence. The TNKs have undertaken a variety of promotional campaigns to disseminate the know-how and create awareness amongst the public. The dissemination efforts are further expanded through links with professionals (architects, engineers, consultants, corporates, institutions and other practitioners) in the construction industry. TNKs regularly publish articles and information brochures that provide information about their activities. TNKs do not always promote entirely new building technologies, but demonstrate how an efficient mix and match of already available materials and technologies can create building products and construction techniques that result in strong durable buildings at affordable costs. Conducting training8 courses in the production and use of appropriate building elements and improved construction techniques ‘on site’ or at their respective premises in Delhi, Bangalore and Orchha, these programmes are open to everybody-professionals, mason, students etc.

Each TNK works in partnership with NGOs and institutions in its region. The programmes for Selection and Upgradation of Technologies for Rural Areas

8 These training programmes are of importance for the successful application and dissemination of cost building effective technologies.
are specifically designed to enable the TNKs to reach out and provide services to the grassroots partners in far-flung areas.

TNK in Delhi has carried out following activities,

- Developed ferrocement products for walls, beams, columns, floors, counters etc.
- Designed mobile building modules for slums
- Procured the contract for building the Reproductive Child Care Health Center, funded by the World Bank
- Initiated involvement in the Rio-tinto project, R&I, and a slum community center.

TNK in Bangalore

- Conducted trainings of appropriate building systems for masons and supervisors
- Built a residential house and four school buildings
- Provided consultancy to DPEP, Karnataka
- Carried out the construction of four prototypes, two each in rural Bangalore and Mysore districts.

Orchha in Madhya Pradesh

- Developed three groups of masons, welders and carpenters for roof construction
- Provided technical consultancy and helped entrepreneurs in market promotion
- Conducted training programmes for MCR promoters and technical demonstrations
- Produced 57,832 numbers of tiles, 1,571rm ferrocement channels, 98,000 nos. of CB and 1,15,949 nos. of CEB.

TARA-BKF Rural Technology: TARA-BKF Rural Technology Pvt. Ltd (TBRT, a joint venture between TARA and the Bureau of Knowledge and Finance (BKF) of Holland, is dedicated to large scale promotion of EVDO's technologies through franchising. TBRT operates in pre-determined geographical zones and establishes enterprises in

---

9 Under this programme, TNKs provide region and partner specific consultancy for improving the shelter quality in rural areas and transfer the technical know-how to grassroots organizations through training and networking with other building centers and technical institutions.
the zones under franchising arrangements. TBRT often buys back products from the enterprises (franchise), besides encouraging them to sell directly in the open market created by TBRT and provides them with good services. By doing so, TBRT ensures long-term sustainability of its franchisees.

**Decentralised Energy Systems India Private Limited:** DESI Power is not-for-profit collaboration between DASAG, India and TARA. It is dedicated to the promotion of renewable energy. It sets up Independent Rural Power Producers (IRPPs) at the village level as joint ventures with local communities and entrepreneurs. DESI Power provides roughly 25% of the financing in the form of equity. The local partner provides another 25%. The remaining 50% of the financing is raised either from the market. DESI Power set up its first power station in April 1996 at Orchha, Madhya Pradesh as joint venture with FREND, a Swiss not-for-profit organization that promotes renewable Energy and TARA, each of which provides roughly 50% of the equity capital-25% of the total investment.

**People First** is the advocacy wing of the group, registered as a non-profit organization under the Trusts Act of the Government of India. This third wing of the group was established with the aim to influence public policies and to advocate the establishment of decentralized, participative democracy. Furthermore, its purpose is to promote adoption of policies designed by EVDO for achieving sustainable development and participatory democracy. The prime objective of People First is researching the reasons for the failure of governance in India, designing and advocating the required institutional reforms and evolving a legitimate, non-violent process for realising them.

In order to synthesize an unusually wide variety of multi-disciplinary inputs, EVDO had adopted an institutional approach based on cooperative model. This model not only brings the traditional trio of interests-owners, professional managers and workers together, but also the client as equal partner in the development process. At the top of the organization there is Management Group mainly responsible for corporate planning, strategic planning, policy formulation, allocation of funds, submission of projects, monitoring of implementation, internal evaluation etc. It has a matrix structure of tasks groups, which are responsible for carrying out research and development work. The accountability is in-built through an informal peer group system.
HVDO:

Objectives:

➢ To promote the highest level of health care through planned use of available resources to benefit maximum number of people through preventive, curative and promotion of health services;
➢ To develop at each State and National level suitable mechanisms in health care and to provide advisory services in health planning. This would require to liaison with Government for effective support; and
➢ To facilitate and support setting up and evaluation of innovative community health projects in needy areas to establish people centered preventive and promote health efforts; and
➢ To print, publish and circulate materials to promote the objectives of the Society

Earlier the CAHP was designed to be a national, apex, secular, non-profit, apolitical voluntary organization, which believed in networking, support services and participation in the process of planning and implementation. The membership of the society was open to organizations in the voluntary sector without regard to race, religion, colour, creed or national origin. CAHP was ultimately responsible to the National Christian Council of India and to the Catholic Bishop’s Conference of India.

The services offered by CAHP covered four categories:

➢ Education and Training
➢ Consultancy
➢ Research and Liaison
➢ Literature and Information

First, the thrust of activities of CAHP was very much in relation to the needs of the member institutions. Activities in line with the needs included training on issues like community health, local resources mobilization, use of management sciences in hospitals, dispensaries and health centers, community building skills, hospital finance, accounting, communications, community health and nursing education. In 1969, Health Management Program was started in Delhi University through CAHP initiatives. Sr. Carol Huss was appointed the coordinator of this programme. CAHP’s catalyst role in the formation of State level associations for better regional planning began very early. The popularization of the concepts of Community Health and State
level associations eventually led to the formation of State level associations in Bihar, Tamil Nadu, West Bengal, Andhra Pradesh, Mysore and others from early 1970 onwards. The funding agencies demanded CAHP to become a service agency and facilitate project evaluation work. Though CAHP got involved in this job initially, the thrust was later shifted to initiating innovative community health projects integrating nutrition, immunization, health education, sanitation and family planning programmes in different parts of the country.

CAHP acted as a liaison between Government and voluntary agencies and actively participated in the planning process of State Voluntary Health Associations in an advisory capacity, without interfering with the working of any particular institution. It stood for promotion of preventive, curative and promotive health, which formed the foundations of HVDO, its successor. The experiences with CAHP highlighted the need for such a larger action forum with a much wider scope of operation. Also, CAHP emerged as a result of Christian initiatives. Even though the constitution of CAHP was secular in character, there were lingering images of it being another Christian institution of foreign missionaries, at least in the initial phase. CAHP spoke about health care delivery system away from hospitals, which was against the interests of the member hospitals. Financial uncertainties also put doubt about the future of the new outfit, which was trying to present itself as an independent organization. When the initial thrust was reduced, some VHAs began to wither away. Early attempts to set up regional VHAs in North East and in South met with failure. The second, the adolescence stage, was between 1974 and 1986 could be rightly called 'The Tong Era'. This period witnessed major thrusts in the practice of community health, promotion and support for comprehensive community development programmes combined with a wide range of organized health education and training programmes aimed at various levels of health functionaries. The period from 1987 onwards denotes the third stage of adulthood of HVDO. This period was significant as a time of consolidation, networking and advocacy. The time was ripe for HVDO to enlarge its vision and to address larger issues of development. This warranted systematic policy interventions, research, investigations, lobbying and campaigning on several issues some of which even transcended national
boundaries. To sum up, this phase stands out as a period of all round growth and expansion. Mr Y takes charge as the new Executive Director of HVDO.

To be more effective, there was a need to widen the scope of the activities by taking up newer health and development issues more systematically. The new thrust of HVDO centered round the following ideas:

1. To make the health movement more broad based by linking with development organizations and redefining HVDO’s role in the larger areas of social justice, environment and sustainable development;
2. To strengthen support functions of HVDO and improve the quality and outreach of the ongoing programmes;
3. To set up a research bases on critical issues;
4. To systematize public education on major health issues through effective advocacy, campaigning and lobbying to effectively intervene in policy issues;
5. To link up apex health associations in South Asia;
6. To work towards self-sufficiency;
7. To strengthen existing VHAs and form new ones;
8. To build up close network of grassroots level of community health workers and other health functionaries;
9. To work towards an alternative health policy for the country;
10. To promote alternative systems of medicine through publications and training; and
11. Build up capability to respond to emergency needs in health and development

Under the new dispensation, various programmes were launched with renewed vigour and re-orientation towards their wider perspectives. It necessitated involvement in larger issues like Food Policy and Nutrition, Occupational hazards, pesticides, disability, Sanitation and safe drinking water, disaster management, women and health and health systems and research, health finance, private sector medical services, population etc.

---

10 Mr Y was the Country Director of OXFAM for many years before joining HVDO. His vast experiences and exposure in India and abroad to the various facets of social development combined with a rare zeal as a seasoned campaigner for social justice.
As a continuation of the vision, mission and strategies of HVDO from earlier presentation, the basic tenets of HVDO were an expansion and continuation of CAHP goals and objectives. The modified aims and objects, as in ARTICLE 2: AIMS AND OBJECTS (MOA: 1) included among other things. The findings were as following:

- To encourage good relations between individual State VHA's and their own members and with other State Voluntary Health Associations, in the interests of Voluntary health work throughout India;
- To promote Community Health, Social Justice and Human Rights related to the provision and distribution of health services;
- To maintain liaison with the government, other interested bodies and the State Voluntary Health Associations and cooperate with socio-economic and development agencies in connection with the aims and objects of the Association;
- To undertake all such works as may help to promote improvement in their services provided by the state voluntary health associations and their individual members, and to this end;
- To promote the highest possible level of health care through planned use of available resources. Co-ordination with government and other socio-economic and development agencies.
- To promote education in health care by establishing or assisting the existing institutions with literature and information; and
- To provide advisory services in the field of health care planning; to stimulate innovative projects, and to help in determining priorities for health care programmes which seek to bring optimum benefits to a maximum number, through curative preventive and promotive health efforts, integrating nutrition, immunization, health education sanitations and family planning programmes and do research for improvement of voluntary health services.
- To do any and all such other acts as the association may deem necessary to the attainment of the above needs, objects or any one of them.
- No activity of the association shall be undertaken from the motif of the profit.

As a service organization, HVDO was to help development of low cost community based innovative health programmes, building up relationships with health related
national and international organizations. Holding conventions and meetings for developing united policies and good fellowship among the members to overcome isolation, communalism and parochialism had an important place in HVDO’s philosophy. All the initial programmes were geared towards HVDO’s mandate to promote community health movement in the country. The various programmes and activities designed and conducted during the period were meant to strengthen the educational processes started earlier. They were also meant to promote and popularize the new directions adopted by HVDO in tune with the changing needs of the people. Some of them were short-term activities aimed at meeting emergency situations. But most of them had long term perspectives intended to make radical changes in the health scenario of the nation.

Some of the important activities of HVDO during this era were:

- **Training Programmes:** These were conducted for different levels of health functionaries. Training for hospital and medical professionals on scientific management techniques continued to dominate. Another important area of training was Community Health. These programmes were intended to initiate new community health projects and to build up capacities of existing ones.

- **Health Services Development and Consultancy Services:** HVDO continued to help other health institutions to start or improve their community health services and social relevance by tackling their problems. HVDO encouraged CAHP health related activities like the Community Health Team Training. The main purpose of evaluation and diagnostic studies were to estimate the value of Transactional Analysis and human relations in bringing about organizational development. Courses were developed on these subjects.

- **Holistic Health**: The holistic health workshops emphasized on the spiritual and psychological dimensions of well-being and environmental aspects of

---

11 Under this programme of holistic health, HVDO launched a campaign on Rational Drugs to safeguard the interests of the patients against the ill-disguised promotion of unnecessary drugs by the pharmaceutical industry. The Low-Cost Drugs and Rational Therapeutics program was launched in 1979. HVDO wanted to bring about reduction in medical healing cost, promotion of rational forms of therapy, integration of other systems of medicine and non-drug therapies. This involved providing education and training, formation of networks like All India Drug Action Network (AIDAN), building up consumer awareness regarding the harmful effects of many of the advertised drugs and building up of pressure groups against the malpractices and socially unjust policies. HVDO initiated several successful campaigns against
health care like water, sanitation, food, social justice and appropriate technology. Its stress on non-drug, low cost drugs, non-allopathic modes of healing were culturally and economically more acceptable and this offered an alternative low cost healing practice. This formed the philosophical basis for HVDO's campaign for rational therapeutics, which gained momentum in later years.

- HVDO kept active liaison with all State VHAs, Government agencies and other voluntary organizations in the country and abroad. Cooperation with Government received a fillip with the tripartite agreement between WHO, Government of India and HVDO for promotion of National Health Policy adopted by the Government in 1983. HVDO took up the initiative to make the document known throughout the country.

- Publications: The purpose of the publication service was to reach health education to the masses and to support service to HVDO's other teaching activities. HVDO published books, pamphlets, posters, flash cards, slides and filmstrips, catalogue of which were published at regular intervals. Among the many HVDO publications, 'Patient Retained Health Records', 'Better Child Care' and 'Where There is No Doctor' received wide acceptance and popularity. A bi-monthly named 'Health for the Millions' was designed to establish a linkage between HVDO and its associates and benefactors.

- School Health Programme: This programme was initiated in 1979. Under this programme, HVDO brought together school children, teachers and parents effectively to inculcate in them basics of health and through them to reach out to the larger community. HVDO prepared a school health syllabus for the Central Board of Secondary Education.

- Information and Dissemination: The importance of building up a good resource base of relevant information in HVDO was given lot of attention

misuse of medical technology and unethical marketing practices. The campaign against EP Forte was one such example. HVDO lobbied for a rational drug policy and availability of essential drugs. HVDO supported the first ever Public Interest Litigation on Hazardous Drugs filed in the Supreme Court. National Alliance for the Nutrition of Infants (NANI) was a network promoted by HVDO which urged the Government to adopt the Indian National Code for Protection and Promotion of Breast feeding. The all India campaign for the socially just rational drug policy earned HVDO the name 'health activists and lobbyists close to the highest levels of power'.

First Indian edition of 'Where There is No Doctor' was published by HVDO in 1980.
from early days onwards. Starting with a small library of books and journals, which was expanded systematically in due course helping in planning and implementation of the HVDO activities, HVDO became one of the leading information and documentation centers in the country. As a pioneering effort, Documentation training programs were conducted all over India to help in setting up Information centers in State VHAs and other leading NGOs. A book on 'Basics of Documentation', the first of its kind in voluntary sector was published which was acclaimed both nationally and internationally.

HVDO's Different Divisions and Support Units

As a federation of 24 State VHAs with total membership of more than 4000 NGOs, HVDO has a well-developed structure for appropriate delegation of authority. Besides, there are over 100,000 Village Health Workers in its fold. HVDO consists of following Divisions and Support Units.

Chief Executive's Office:
This Office critically examines, analyses and nurtures new ideas and innovations in all spheres of its activities. This includes conceptualization, resource mobilization, deciding priorities and operationalization of the projects. It is for the thrust and guidance provided by the Chief Executive that the projects have been able to make significant positive changes in the communities they strive to serve. Lately, International Union of Health Promotion and Education (IUHPE)\(^\text{13}\), a Paris based International networking organization has appointed Mr. Y as a member of their Board of Trustees. One of the major areas of work is providing core thrust in

\(^{13}\) IUHPE is doing pioneering work in health promotion all over the world for the last five decades. Keeping in view the growing health problem related to non-communicable diseases, their experience and expertise will be most useful for developing countries in the coming years. As a member of Board of Trustees, Mr. Y will represent the developing countries in the union.
HVDO's grassroots level initiatives like KHOJ project in North and North Eastern States. Shehjar project in Jammu and Kashmir\textsuperscript{14}, urban health project in Greater Noida\textsuperscript{15} and project Aparajita. Project Aparajita addresses long term rehabilitation needs of cyclone-affected people in Orissa. SVHAs are involved in innovative programmes like Khoj projects and to strengthen the Village Health Workers' Network. Further details are given under State VHAs and Village Health Programme. Under the Village Health Programme, there is network of over hundred thousand Village Health Workers and their publication of quarterly newsletter 'Hamari Chithi Aapke Naam'.

Community Health and Development- The division remains instrumental in initiating and sustaining an exemplary movement at the grassroots for the voluntary sector to help realize HVDO's objective of developing and maximizing efficiency in providing health services. The definition of health being not merely an absence of disease but a Bio-psycho-socio-spiritual dynamics evidentially has a mutually interdependent nexus with development in all its attendant dimensions. Spearheading a people's movement to make health a reality for the people, who continue to remain elusive, HVDO since its inception has vindicated its vision through the aptly named Division of Community Health and Development.

The division remains instrumental in initiating and sustaining an exemplary movement at the grassroots for the voluntary sector to help realize HVDO's objective of developing and maximizing efficiency, strengthening skill and enhancing capabilities of individuals.

\textsuperscript{14} Shehjar project was started with support from Canadian Grain Bank in June 1999 in five villages in Budgam district (Srinagar valley) to bring succor to a neglected village community, which was bypassed by health and developmental processes and was also bearing additional developmental processes and was also bearing additional burden of ongoing insurgency. 'Shehjar' which literally means under the cool and soothing shade of a Chinar tree, aptly describes what the project will bring to the people in the area. The main objective of the project is to provide free medical care to the hapless community and create awareness about preventive health as well as developmental issues so that the informed villagers could organize themselves to demand their due from the Government and take care of their own health and developmental needs.

\textsuperscript{15} The project addresses typical health and developmental problems created by displacement of people in urban areas. It is the first urban health project being directly implemented by HVDO in Gautam Buddha Nagar District of Uttar Pradesh. Here Greater Noida Industrial Development Authority affecting the livelihood and lifestyles of people from some 23 villages acquired a large area of agricultural land. The displacement has not only created uncertainty for the future of affected population, but also social problems, which have a telling effect on their health and psyche.
This center is aimed at promoting a participatory health care system. It involves community organization, networking and capacity building of other voluntary agencies.

**Women and Health:** This division of HVDO analyses health policies and programmes through investigations, field research, policy interventions and advocacy. Activities in HVDO initially were more focused on MCH, training of health workers in antenatal care, safe child-birth etc. Gender concerns, the need for policy advocacy, revamping of training in medical colleges, NGOs & other organizations followed. As example, NHRC has formed an expert group on drugs to look at the issue of safety of medicines, medical devices; Dr. Mira Shiva has been nominated in the expert group represents the voice of the consumer by NHRC, especially in the area of unsafe drugs. Similarly, as member of NCWs Gender and Health expert group, Dr. Mira Shiva presented the health priorities for women and also on the issue of Sex Determination & Female Feticide two-child norm as part of contribution in building NCWs action strategy for the coming year. HVDO also undertook training of state VHAs, KHOJ Projects and either Mother NGOs or RCH. Besides, HVDO is also working as a support organization for the government under the Gender Empowerment Programme of RCH. In view of the above, the Government of India and UNFPA have set up a RCH resource centers at HVDO.

**Communications** (formerly called Development Communication unit): The communication story of HVDO was not based upon concepts and theories - but on common sense and on the pulse of the people for whom HVDO movement was started and translated it into mediums that would be best suited and accepted by them. This unit develops need-based, low-cost and appropriate health materials on health education. Apart from print materials like books, journals, pamphlets and posters, lot of audio-visual materials is also produced. Folk media like street theatre and magic are also used as vehicles to promote health education. The need to come out with Communication materials had a direct bearing on HVDO's mandate to promote Community Health movement in the country. Communication materials help people put theory to practice and are required in

i. Training programmes
ii. Policy and advocacy work
iii. Running development projects like KHOJ
iv. Providing information on different issues like adolescent health and consumer protection HVDO has been assimilating and learning from the rich cultural communication vehicles that were so popular at the grassroots. It was this process of learning, imbibing and recording of these people popular mediums that has come handy to HVDO in designing its communication strategies (HVDO Annual Report 1995: 27)

Gallery Freedom aims to promote the cause of art, artists and at the same time generate resources for social causes. The objective is to seek a creative involvement of the intellect in the quest of fulfillment and joy for every home in India. Through the medium of art, Gallery is also trying to reach out to the elite, conveying them the concerns and making them contribute towards the deprived millions of the country. HVDO's consistent efforts have been to organize art camps/workshops in remote project areas. Artists get the opportunity of close interaction with underprivileged communities. These were followed by exhibitions of the workshop experiences depicted in their work. Also young and upcoming artists find a berth at the Gallery to exhibit their talents. Thus Gallery makes available artworks to buyers at affordable prizes. Besides local buyers, the clientele extends to overseas countries. Year 2000, has witnessed the mega art event of the millennium at Lalit Kala Akademi on the theme of 'Their Story'. 'Their Story' the theme of the show, was inspired by a famous poem of the legendary Rabindranath Tagore. HVDO, one of the world's biggest NGO, decided to pay a tribute to these millions of people living in the remote areas of the country, in sub-human conditions. The works of the artists like B.C. Sanyal, A. Ramachandran, Satish Gujral, Paritosh Sen, Jatin Das, and host of other eminent artists were on view from 3rd January till 17th January. Gallery Freedom also aims to bring out reproduction of artworks that are easily available at affordable costs to the
common people. The proceeds from the gallery are utilized for promoting health care services in the remote and neglected areas of the country.

**Publications:** HVDO publications caters to a diverse range of issues like Disease control, adolescence, child development, community health, disability, women and health, rational drug use, health management and panchayati raj. They come in a variety of approaches catering to a diverse range of readership. More details follow in the next chapter on networking.

**Information:** HVDO Information Centre provides health, development and family welfare related information to:

- to support small NGO groups in their activities
- to HVDO staff for their programmes
- to support small NGO groups in their activities
- to provide continuing education to the health and development workers
- As a reference centre for national and international organisations
- Researchers
- Journalists and reporters
- Trainers and health educators.
States in white are the states of Chhattisgarh, Jharkhand, and Uttaranchal, and considers a dismal health and development scenario in these States. HVDO began a series of negotiations with leading NGOs to initiate a process of setting up State VHA in each of these States. Special NGO meeting and/or 'State of Health' workshops in these states were organized in which the noted demographer Dr. Ashish Bose, Dr. Mira Shiva and Mr. Taposh Roy participated. States in dark have established VHAs in their states. Source: The Annual Report of HVDO, 1999-2000.

The Services provided by the Centre are

- Current Awareness Service to staff, State VHAs, members and visitors to HVDO
- Reference, Referral and Reprographic services.
- Selective Dissemination of Information (SDI)
- Literature searches and compilation of information on various issues.
- Bibliography on various topics.
- Networking.
- Clearing House.

State VHAs:
State VHA Unit is the first reference of point in HVDO for all the State VHAs in the country. The Unit maintains constant touch with all the State VHAs, associates and leading NGOs all over the country. It keeps updated records of existing State VHAs, eg, their board, constitution, membership, member institutions, programs and all other organizational matters. It also provides guidance, especially to the newly formed State VHAs on the above matters.

Important functions of State VHAs are:
Setting up and strengthening new State VHAs Presently there are 24 State VHAs and setting up new State VHAs in Goa, Haryana, Andaman and Nicobar Islands, Pondicherry and western islands of Amindiwi and Minicoy, the only remaining states is under consideration. Primary steps for setting up a SVHA in Goa have already been taken. Strengthening State VHAs by way of providing guidance on statutory matters, management, and other technical support as well as assisting them financially in the initial years (until the new SVHAs are able to mobilize funds on their own) is a major responsibility of the Unit for which it also coordinates with other Divisions and Units within HVDO.

Strengthening State VHAs by way of providing guidance on statutory matters, management, and other technical support as well as assisting them financially in the initial years (until the new SVHAs are able to mobilize funds on their own).

Advocacy is done in close association with the Women and Health Division of HVDO and the important areas of advocacy are: consumer protection and medical services, bringing into focus the problems of women and women's development, helping in organizing campaigns especially on health and development.

The staff is paid staff in the regular employment of HVDO unless he has received a letter of appointment. All appointments are made against posts sanctioned by the Executive Board. Salaries are normally paid directly into the bank accounts of staff and not by cash. The salaries are paid on the first day of the month following the month for which the salary is due. If the 1st is a holiday, the Management may pay the salary on the last working day of the month. Pay slips showing details of salaries and wages and deductions made are given to each staff every month. The advance against salaries is not made. However, employees proceeding on leave and who will not be present on stipulated day of payment of salaries may be paid their salaries before proceeding on leave.

FINDINGS THROUGH QUESTIONNAIRES:
Governing Board members of HVDO:
- As seen by the board members, the responsibility of the vision of HVDO was laid on the dedicated team leaders of HVDO, continued emphasis on
policy level interventions by HVDO, the organization being more secular in nature and to view health in a more holistic view. According to them, the three most important interventions of HVDO, is one, the establishment of state VHAs in insurgency areas like that of a KHOJ project started by HVDO in Jammu and Kashmir in June 1999. It's called ‘Shehjar’ project in 5 villages in Budgam district to bring relief to neglected village community, which was bypassed by health and developmental processes. Second key intervention, was the immediate intervention of HVDO in super cycloned areas in Orissa. The purpose was to rescue the displaced and the distressed people and subsequently, rehabilitate them to make them self-dependent and provide livelihood to them. Third key intervention was in the facilitation of Independent Commission on Health in India. It was a historic attempt in 1995. HVDO probed the reasons for deterioration of public health standards and health services in the country and suggested suitable interventions like improving health infrastructure in rural areas and strengthening livelihoods.

HVDO has positive features as being the national level voluntary agency dealing with health in a holistic manner, coordinating with state counterparts and sharing development with them. This is so because policies are meant for all people irrespective of gender, religion, region and class. HVDO is a national network working in the field of health. HVDO gets implemented the health policies through the member state networks and other NGOs at the grass root level. In doing so, HVDO becomes the mediating agency between the government and the public, wherein HVDO tries to interpret the policies in a simpler manner to the public. The competent staff of HVDO helps the organization in this endeavor and so does the grass root structure and mechanisms like KHOJ and village health worker’s programme. HVDO is considered to be the best resource center on community health information dissemination as excellent. These positive features of HVDO persist because of continuous support, communication of HVDO with its member organizations and networks. The governing board members are active and seriously involved in performing functions like policy making. Governing board members declined that HVDO had any negative features.

VDO should have membership criteria, rules and regulations.
FINDINGS THROUGH LITERATURE

EVDO:

Literature revealed the following

The Society of EVDO shall be composed of the founding members, as well as honorary members and the Governing Council may admit ordinary members as from time to time, by approval of at least four-fifths of the members present at the meeting when applications for membership are conducted. A roll of members is maintained, with their current postal addresses. No person shall be deemed to be a member of the Society, or be entitled to exercise the rights and privileges of members, until he/she has signed the roll. Qualifications for membership and the procedures for membership are laid down by the Governing Council.

The terms of membership in EVDO are:

- Where a person is a member of the Society by virtue of an office held by him/her, or is a nominee of a society, trust, corporate body, government agency or other institution, his membership shall automatically terminate when he ceases to hold that position and the vacancy so caused shall be filled by his successor to that office, or by the nominee of the appropriate authority.

- A member of the Society shall resign his membership by a letter to the Secretary and the resignation shall take effect from the date it is received by the Society, except in the case of a member performing any executive functions on behalf of the Society, whose resignation shall take effect from the date its acceptance.

- A member of the Society shall cease to be such member if he should become of unsound mind, or become insolvent or is convicted of a criminal offence involving moral turpitude.

- Any member who falls into arrears with the payment of the annual dues for a period exceeding three months shall automatically cease to be a member of the Society. The Governing Council, may however, at its discretion, reinstate such member on payment of the total amount of subscription outstanding.

- Any member may be removed from membership if the Governing Council so recommends (the Governing Council has the powers to do so) and if a General Assembly of the Society shall resolve by a two-thirds majority of the
members present that such a member should be expelled on the grounds that his conduct has adversely affected the reputation or dignity of the Society or that he has contravened any of the provisions of the constitution of the society.

• Any person who resigns or is removed from membership shall have his/her name struck off the roll of members and shall not be entitled to a refund of his subscription fee and dues or any part thereof, or any of other monies contributed by him at any time.

ARTICLE 5: MEMBERSHIP (Article 5 in MOA: 2-3 and article 2 in RULES AND REGULATIONS: 8)

Membership Criteria and related rules and regulations in HVDO:

1. Membership shall be available to the various state/union territories or regional voluntary health associations;

2. With respect to admission to membership the decision of the General Body on the recommendation of the executive board shall be final;

3. The General Body on the recommendation of the executive board may from time to time determine the membership fees to be collected from members;

4. Annual fees shall be for the financial year and shall be payable in advance by April 30th;

5. A member of the association may at any time withdraw from the association by presenting to the executive director or the secretary of the association a written valid resolution of the state VHA, which will be effective from the date it’s approved by AGM;

6. Members failing to pay their annual membership fees as per point 4 shall be suspended from their membership in the association without voting right. Such members may be reinstated at the discretion of HVDO executive board on payment of their dues; and

Membership in the Association or any of its Board or Committee shall not render any individual member liable for torts, debts, contracts or crimes of the Association, unless culpable negligence in the commission of such acts by the individual is proven. Membership may be terminated for actions, which are injurious to the aims and the objectives of the association by a 2/3 vote of the general body, but members who have been so terminated may be reinstated by a 2/3 vote of the general body.
ARTICLE 4: RELATIONSHIP AND RIGHTS OF MEMBERS (Article 4 in MOA: 2)

• The members of the association shall be free to carry on their activities in the traditions to which they have been accustomed to, and their identity and autonomy, freedom of policy and action, relationships with supportive agencies within India or abroad, freedom of conscience, morality and religion sentiments, shall in all cases be fully respected, in all the activities of the association.

• The right of ownership of all properties moveable and immovable, vested in any constituent member of the association, shall in no way be affected by such membership, and the association shall have no right of ownership, lease, rental or other for of position what so ever in any property except by mutual agreement in each particular instance.

FINDINGS THROUGH INTERVIEW:

EVDO

On asking the President of EVDO about its formal membership criteria, he was very keen that the literature on membership rules and regulations be examined. Not much concern was shown by the President and by the other senior members of the organization towards the knowledge about the membership criteria of EVDO. Only one staff member was keen to share the fact that membership in EVDO is based on the factor how much and what the other party (the one who wants to gain membership of EVDO) can give and take from EVDO. Strangely enough, only the MOA of EVDO has information about the membership rules and regulations. There is no reference to this topic in other places. The reason cited by staff was that not much importance is given to membership criteria since EVDO is not a formal network organization. EVDO has a network, but only informal network of various other role players in the constellation of development scenario in India.

HVDO:

On interviewing the staff, the governing board and the Chief Executive, it was revealed that the members of HVDO had a very important role in the functioning of HVDO. Without its members, both organizations and individuals, HVDO is incomplete. All of them together form HVDO. HVDO is a network of all its members spread across India. Presently in HVDO network, there are 24 State VHAs with total membership of more than 4000 NGOs. Besides, there are over 100,000 Village Health
Workers in its fold. State VHA Unit is the first reference of point in HVDO for all the State VHAs in the country. The Unit maintains constant touch with all the State VHAs, associates and leading NGOs all over the country. It keeps updated records of existing State VHAs, e.g., their board, constitution, membership, member institutions, programs and all other organizational matters. It also provides guidance, especially to the newly formed State VHAs on the above matters. Important functions of State VHAs are: Setting up and strengthening new State VHAs. Presently there are 27 State VHAs and setting up new State VHAs in Goa, Haryana, Andaman and Nicobar Islands, Pondicherry and western islands of Amindiwi and Minicoy, the only remaining states is under consideration. Primary steps for setting up a SVHA in Goa have already been taken. Strengthening State VHAs by way of providing guidance on statutory matters, management, and other technical support as well as assisting them financially in the initial years (until the new SVHAs are able to mobilize funds on their own) is a major responsibility of the Unit for which it also coordinates with other Divisions and Units within HVDO.

The VDO is initiated and governed by its own members on democratic principles.

EVDO:

FINDINGS THROUGH REVIEW OF LITERATURE of VDO reveals its democratic nature:

GENERAL MEETINGS:

The annual general meeting of the Society, to be called General Assembly, shall be held before the end of each financial year at such time and place as may be determined by the President. At the General Assembly, the members of the Society present confirm the minutes of the previous General Assembly and consider the annual report of the President, the yearly accounts and the budget for the next financial year as adopted by the Governing Council and elect in accordance with the provisions of election procedure. The meeting may also consider such other matters as the Governing Council may decide, or as to which notice has been given in writing by three or more members to the Secretary at least four weeks before the date of the meeting, or any other business with the approval of the Chairman.
The President may convene at any time a Special General Assembly of the Society and shall do so on the requisition of one-half of the members of the Governing Council or of one-fourth or more of the members of the Society. Any requisition for this meeting shall set out the object for which it is to be called and the same shall be delivered to the Secretary or posted to the address of the Society by registered mail.

The President shall preside as Chairman at all General Assemblies of the Society. In absence of the President, the members present shall choose one of the members of the Governing Council present to be the Chairman of the meeting. The Chairman may, at his discretion, determine the order in which the business may be transacted, limit the number of persons permitted to speak in favour of and against any motion and allow consideration of subjects other than those on the proposed agenda given in the notice of the meeting.

Seven members or one-fifth of the members of the Society, whichever is larger, present in person shall form a quorum for any General Assembly of the Society. If such a quorum is not present, the meeting if called on the requisition of members shall be dissolved. In any other case, it shall stand adjourned to such date as may be determined by the person entitled to preside.

Every member of the Society shall have one vote. In case of an equality of votes, the President shall have an additional, casting vote. All questions at any meeting of the Society shall be determined, unless otherwise provided for in these rules, by a majority of the members present and voting.

THE GOVERNING COUNCIL IN EVDO:

1. Composition:
2. Nine members to be elected by the General Assembly under Rule 13 (a)
3. Up to maximum of five additional members co-opted under rule 13 (b)
4. Members of the first Governing Council shall hold the office until the financial year-end following the fourth annual General Assembly, at which time, and every two years thereafter, three elective members will retire. Members of the Governing Council may be re-elected.
5. Responsibilities and Powers of the Governing Council:
6. The Governing Council shall be responsible for the management of all the affairs of the Society and shall have the authority to exercise all the powers of all the Society in the attainment of its mission and objectives and in carrying out the activities set forth in the MOA.

7. With regard to Policymaking and without prejudice to the generality of the above, Governing Council has the power to

- Set overall policies, within the framework of the objects of the Society, for the conduct of its affairs and the growth of its activities and report on these to the General Assembly; and
- Establish committees and other bodies to advise it and/or the President on matters of concern to the Society.

8. Management and Finance: the Governing Council shall also establish and prescribe policies, bye-laws, rules, procedures and guidelines, as appropriate, for

- The conduct and regulation of the business of the Society, in particular with regard to the preparation and approval of budget estimates, sanctioning of expenditure, extension of loans and making of grants, entering into contracts and investing the funds of the Society;
- The acceptance and management of any endowment, fund, trust, subscription or other donation which may be offered to the Society;
- The recruitment, terms and conditions of service and career development of the staff of the Society;
- The election or nomination of persons to the Governing Council and the committees and advisory bodies of the Society.
- With regard to the Performance Review, the Governing Council will monitor the performance of the Society and present its comments on the President’s report on the Society’s activities and on the auditor’s report to the General Assembly.
- The Governing Council may delegate to the President such of its powers for the conduct of the activities of the Society as it may deem fit. The President shall, every four months, submit to the Governing Council a report on the exercise of the powers thus delegated.
- Normally, three sessions of the Governing Council shall be held every year, under the chairmanship of the President. The decisions of the
Governing Council shall be adopted by a majority of the members present and voting.

- A decision may be adopted by the Governing Council by circulation of the proposal by mail or otherwise among its members and any proposal so circulated and approved in writing by majority of the members shall be as effectual and binding as if it had been adopted at a session of the Governing Council.

Election Procedures in EVDO:

- Persons with special expertise or in a position to make a special contribution to the fulfillment of the objectives of the Society may be co-opted by the Governing Council, on the recommendation of the President, to serve on the Governing Council for term of four years. Such co-opted members shall have the same status, duties and rights in the affairs of the Society as the elected members of the Governing Council, and may at any later time be elected to fill the vacancies among the elected members of the Governing Council. At the end of their terms of office, co-opted members may be co-opted again, but not consecutively for more than one additional term of four years.

- Should any elective seat on the Governing Council become vacant prior to the expiration of the term office of the incumbent, the vacancy shall be filled by a decision taken by majority of the remaining members present and voting and the successor thus elected shall hold office for the remainder of his/her predecessors term.

FINDINGS THROUGH INTERVIEWS AND OBSERVATIONS:

- When asked from a senior member of EVDO, she held pride in telling about the democratic set up of the governing board. Nominations of members for election to the Governing Council shall, no less than eight weeks in advance of the General Assembly at which the election is to be held, be delivered to the Secretary in writing. Each nomination shall be signed by at least seven members of the Society. Such nominations, together with any nominations submitted by the Governing Council, which will not be subject to the above time limit, shall be placed before the General Assembly, which shall elect
every two years, three members to the Governing Council for terms of six years.

Policy making by the Governing Council is part of the democratic rules and regulations in EVDO as per the MOA. However, interviews with some senior staff revealed just a different picture. EVDO governing council comprises of very aged people. They are unable to give time to take any decision about a policy in EVDO. Due to this reason, policies are primarily given green signal by the Management Group of EVDO. This group has taken decisions on policy related to projects dealing with that of a programme called Small Grants Programme, which otherwise was a decision that had to be made by the governing council. On further asking, the staff member declined to give details.

One of the seats in the Governing Council was vacant owing to a death of a governing council member. One known person was made to fill in the empty seat of the governing board. I witnessed this scene. I was told to keep mum. There was no participation of the other members to take a collective decision for the selection of the new governing council member. This is against what EVDO mentioned in literature and what it believed in.

HVDO:

Review of literature

ARTICLE 3: GENERAL BODY (Article 3 in Rules and Regulations: 8):

• The General Body shall consist of:
  • Members of the executive board of the association.
  • Five duly elected representatives by the annual general body of the state VHA consisting of president, secretary of the state VHA are not available to attend HBTO AGBM, then the state VHA general body can send alternatives in their place, but no alternates for the president, vice president and secretary can be sent. These two alternates have to be the members of the SVHA general body.
• Functions of the General Body
• The ordinary meeting of the General Body shall be held annually and shall be convened after a minimum of 30 days notice. The notice shall contain the time place and the proposed agenda of the annual meeting
and shall be circulated to the members of the general body, presidents, and secretaries of the member VHAs under postal certificate.

- The General Body shall, at its annual general meeting:
- Receive for discussion and duly adopted reports of the activities of the associations and its members during the past year, together with the report of the executive board and its duly audited statements of accounts.
- Consider the budget for the ensuing year, as presented by the executive board and approved the same:
- Appoint auditors for the accounts of the ensuing year and determine the fees to be paid to them.
- Elect the executive board and other office bearers, who shall immediately on the close of the meeting take up their duties, and shall continue in office until their successors are elected and in turn assume their duties at the close of the next meeting.
- Determine the time and place for the next ordinary meeting and
- Carry out any other business that may be brought before it within the scope of the aims and the objects of the associations.

ARTICLE 3.5: Election Procedures in HVDO (Article 3.5 in Rules and Regulations: 10):

In all elections of officers and members of the Executive Board of the Association, the following procedures are adopted:

- A Nomination Committee shall be elected by the General Body at the Annual Meeting from and amongst the members of its general body
- The Nominations Committee shall consider potential candidate for the several offices and for the membership of Executive Board. It shall circulate the names and bio-data of the nominees to the members at least 60 days prior to the annual meeting.

1. Persons eligible to be elected members of HVDO Board shall be from the following:
   - Persons elected by the State VHAs to attend the General Body meeting.
• Any member of the association may also nominate by circulation to all members, the names and bio-data of additional nominees at least 30 days prior to the annual meeting.
• Only nominations received as under the above clauses above duly proposed and seconded at the annual meeting and accepted by the candidate, shall be eligible for election. Election shall be by secret ballot.

FINDINGS BY MEANS OF INTERVIEW AND OBSERVATION:
A senior official in HVDO was happy to inform that "HVDO has a well-developed structure for appropriate delegation of authority with the Chief Executive being a full time functionary". The General Body is the Apex Body of the organization represented by members of all the State VHAs. The meeting of the General Body is convened once in a year for three days (though it was proposed to have this meeting once in two years). In this meeting all policy matters, financial accounts, budgets etc., are discussed. The Executive Board discusses all the policy matters pertaining to the organization. The Board meetings are held on all aspects of growth and development. The staff of HVDO has access to the Board members but not to the minutes of the governing board minutes. HVDO consists of several Divisions and Support Units, as have been described in details earlier. HVDO is run on totally decentralized management principle for which various committees have been formed, namely, Finance Committee, Coordinator's Committee and Programme Committee. The Finance committee meets twice every year. This committee approves the budget, capital expenditure, reviews the annual accounts, reviews the budget and gives all major financial sanctions. The Programme committee reviews the programmes, formulates the new programmes and does evaluation of programmes. The minutes of the meetings are drawn and follow-up action is taken. Besides, specific committees are formed from time to time like Project Coordination Committee, Village Committees and Advisory Committee for Project Aparajita. These committees meet at regular intervals. In addition, Staff meetings are also held once a month, where all matters relating to staff are discussed.

HVDO and State VHAs relations are important to mention here because these relations are part of HVDO network. For example, an effort of development
initiatives at grassroots called KHOJ\textsuperscript{16} has been initiated by HVDO to create models of alternative development. Some of the critical roles of State VHAs in the implementation of KHOJ are:

- Assist NGOs to prepare action plans based on the needs identified;
- Provide support in setting up Project Management and Financial Management Information systems;
- Provide feedback to HVDO regularly regarding the progress of the project;
- Participate actively in monitoring and evaluation of the project in collaboration with HVDO.

Along with HVDO, State VHAs assist Project Partners by:

- Conducting relevant training programmes for the Project Partners who in turn provide training to grass-root level workers;
- Visiting projects periodically for monitoring and evaluation and providing appropriate technical support to project partners;
- Ensuring that the altered plans of action or activities are in tune with the budgets allocated to the project partners.

2) Sustainability of Civil Society:

\textit{VDO} has to be \textit{registered under an appropriate act} to give a corporate status to a group of individuals, so that they get a legal personality and an individual liability may give place to group liability.

- \textit{VDOs may engage in income-generating activities solely in pursuit of the organizational goal so as to sustain the organization and run it efficiently.}

\textbf{EVDO:}

\textit{Examining the literature} of EVDO reveals that EVDO is a non-profit corporate organization engaged in research and action for sustainable development. EVDO

\textsuperscript{16} The primary objective of KHOJ is to develop an enduring partnership between HVDO and the implementing organization, thereby, strengthening the latter to effectively implement innovative, self-sustaining community health and development programmes. The belt known as BIMARU states (an abbreviated form of Bihar, Madhya Pradesh, Rajasthan and Uttar Pradesh) together with some North Eastern states, which are also very much backward in terms of health and development are selected on top priority basis.
was registered on October 12, 1982, under the Societies Registration Act, XXI of 1860 in the Union Territory of India, with the Government of India. The 1983 blueprint for the EVDO Group, "Technology Research and Development Enterprise", quite aptly called the "Blue Book" lays out the basic structure and operational systems for a sustainable development enterprise. EVDO modeled itself as the first such entity structured according to this document.

EVDO: (THE CHARTER OF THE SOCIETY, MOA: 4)

- Establish schemes for provident fund, gratuity, family pension or any other appropriate payments for the benefit of the staff;
- Employ and remunerate, as appropriate, full-time and part-time staff, consultants and experts needed for carrying out the Society's activities;
- Membership dues prescribed by the Society
- Income from the sale of the Society's products and services;
- Income and property of the Society shall be applied towards the promotion of any or all of the objects thereof as set forth in the MOA. No portion of the income and property or of the profits of the Society shall be paid or transferred, directly or indirectly to any persons who at any time are or have been members of the Society, provided that nothing herein contained shall prevent the payment in good faith of remuneration and other expenses to any person for services rendered to the Society.

The income of EVDO comes from sponsored research projects, royalties, consultancy services in the fields of environmental management both with international agencies like the World Bank and the World Food Programme and with corporate clients, including some of the largest business houses in India and to a small extent from donations and grants. It does not have any business activity other than those that stem from its research programmes.

To begin with, EVDO started with a small UNEP project grant ($100,000 over three years) to develop and test three or four rural technologies. These funds enabled the organization to get started, recruit a small group of dedicated young professionals and undertake some rudimentary research on technologies and markets. The organization has been able to raise financial support from the
ministries of Science and Technology, Rural Development and Environment, which enabled expansion of the R and D staff and facilities. As a result of this, the organization was able to attract creative and motivated young professionals from premier technical universities of India, IIT Delhi. This led to the development of breakthrough innovations in the handloom, a completely new and original mud-block press and other technologies for pottery. As mentioned earlier, EVDO has set up low cost-shelter, water, textile, and pottery and paper units to produce locally needed materials through village level production technologies. These village level units, with support from the government and UN agencies, provide competitive and remunerative employment at the cost of Rs 2,000 to Rs 15,000 a worker. For example, EVDO chose raw earth soil blocks or TARA Balram because it is more sustainable than other forms of construction. The basic aims of TARA Balram press were to conserve energy and be eco-friendly, to save construction costs and be labour intensive and to use materials and techniques, the rural and urban poor could afford. Mud has also been used not only in bricks for the walls but also in roofs including domes. To improve the strength of blocks, stabilizers like cement, lime, jaggery and molasses can be added. Compacted soil blocks dried in the sun have the strength of 25kg/sq cm and stabilized soil blocks (with 6% cement or lime) and cured for 2-3 and 3-4 weeks respectively can bear a load of 30-60kg/sq cm.

EVDO has given high priority to housing with mud or raw earth as the building block because it is one of the basic needs which development programmes of many countries have not been able to solve. And also because EVDO is convinced providing low cost mud shelter alternative is a time tested and appropriate solution to the housing problem in India. The EVDO headquarters building in Delhi is also a fine testimony to the viability of the technology but also a demonstration of the soundness of its sustainable development programme.

The Shelter Group of EVDO has achieved a fair degree of success in developing new tiles and sheets based on biomass, natural fiber concrete, fired clay and other easily available village resources. It has also designed a modified version of an imported vibrator to convert the fiber-mortar mix into a thin laminate, which is later transferred to moulds of required shape and size. Hydraulic compression can also be used for making fiber-cement roofing materials but the vibratory process has an advantage. It has higher productivity. Moreover small surface area claddings (tiles) could be produced only by the vibratory compaction process.
Regarding income from consultancy services from environment management, few assignments taken up by the Environmental Systems Branch of EVDO are mentioned below.

1. At the National level:
   - An Environmental Priorities Study was conducted for CIDA. This study identifies environmental priorities in India, constraints encountered by various attempts to address these and also, the scope for a donor agency in contributing to the efforts.
   - The Technology and Development Strategy for Rural Labour for National Commission on Rural Labour suggests possibilities of improving the income generating capacity and living conditions of rural labour through environmentally sound and appropriate interventions.

2. State/Regional level:
   - The State of Environment –Bihar report for the Government of India analyses the natural resources endowments in the State, the implications of human interventions and provides a conceptual basis for formulating a Conservation Strategy.
   - Employment Generation through Forestry Activities in Rajasthan for World Food Programme evaluates WFP forestry projects in Rajasthan and suggests a framework for use of generated funds in the project.

3. District/Block level:
   - Environmental Impact Assessment for TISCO Mines at Noamundi, Bihar identifies the impact of mining activity on the surrounding region and suggests ameliorative measures in an environmental management plan.
   - District Resource Information Systems for the Ford Foundation elucidates the uses of remote sensing techniques for developing a district level Geographic Information System (GIS).

4. Village/Clusters:
   - Socio-Economic Environment Study, Tata Fertilisers, Babrala, Uttar Pradesh for Tata Chemicals Ltd, examines each household affected by the establishment of the plant in the area and outlines possibilities of rehabilitation and neighbourhood development.
The Society maintains its financial accounts with Scheduled Banks and shall operate those accounts according to the procedures laid down within the provisions of the Societies Registration Act, by the Governing Council. In particular, the Society shall maintain one main account, which will be operated by two signatories, and one or more imprested type accounts which may be operated by one signatory, as may be specifically authorized by the President. Qualified auditors appointed by the Governing Council shall audit the accounts of the Society.

FINDINGS THROUGH QUESTIONNAIRES:

**Governing board members:** Views of the Governing Board are put forward for both EVDO and HVDO. All the members of EVDO and HVDO were approached with a formal letter and a questionnaire. Their views were collected through questionnaires. They showed their inability to fill the questionnaires themselves. Therefore, questions were read out to them. Their responses were recorded in their questionnaires. In EVDO, 6 General Board members out of 7 were interviewed. In HVDO, 6 out of total number of 10 members were interviewed. 2 members filled the questionnaires themselves whereas the others had them dictated to me. In both VDOs, the responses were cross checked by the members, in cases where the questionnaires were not filled up by them.

- According to the governing board members EVDO works for 'people friendly technologies', some of them being MCR tiles, and Balram blocks. They visualised EVDO as a self-sustaining organization by making full use of local resources and local resources because they have a lot of potential that can be exploited. They stressed on EVDO's vision of 'making people capable of choices'.

- Though they appreciated the launching of the EVDO journal in 1991 as a successful income-generating activity by maintaining an unbroken record of publication, the board members were not clear as to how more of these income-generating activities could be created to make EVDO self-sufficient.

- The governing board members agreed that EVDO has both positive and negative features. In its positive features, *first*, EVDO has the capacity to undertake activities ranging from direct action on the ground through research and the development of conceptual frameworks to policy formulation and advocacy. *Second*, EVDO is an innovative, productive
organization responsive to the needs of the society and maintains the high levels of performance. MCR tiles, balram mud block, TARA handloom are examples of these positive features. These are positive features because they enable EVDO to serve as a model and apply to itself the methods it advocates to others and also to stay efficient and competitive. EVDO ensures the persistence of these positive features by evolving internal and external evaluation procedures to provide management with valuable and objective feedback on its work and its impact. The Annual Review Conference, weekly staff meetings and ZOPP strategic planning exercise are some of the evaluating procedures. EVDO's negative features, according to GBM, include high staff turnover, no second line of leadership and lack of funds for the programmes.

FINDINGS THROUGH INTERVIEWS AND OBSERVATIONS: By and large the present employees of EVDO agreed that the vision of EVDO and EVDO group was dedicated to bringing about a proper balance among the basic pre-requisites of sustainable development: social equity, environmental quality and economic efficiency. The EVDO believes that the key to achieve the vision would be to create sustainable livelihoods in large numbers and the basis of a better future and the prime need of our people, is jobs and creation of self-employment opportunities. To create sustainable livelihoods in large numbers, "it is necessary to introduce innovative technologies, to raise productivity and create innovative institutions to achieve the widespread dissemination of environment friendly processes and technologies". EVDO has pioneered many such innovations (which shall be discussed later) and has evolved a range of appropriate technologies and institutional mechanisms that can accelerate the creation of sustainable livelihoods. Such technologies and institutions are generally small in scale, de-central, people-friendly and minimize waste, pollution and the use of non-renewable resources. Thus the EVDO Group is today a responsible and "reliable source for innovative sustainable development products and services" a middle level staff from TSB.

'If there are to be long term solutions they must come from the people themselves using materials that are in harmony with their environment', says the President of EVDO. A quiet and self-effacing man, only those close to him know that he gave up a career as a physicist in America. Then he moved to India to work for
the rural poor to provide them with a sustainable means of livelihood that did not depend on high technology. His philosophy has been to use whatever locally available resources there are rather than expending time and energy in getting something else from another region. "Low cost technology is the key to EVDO: check dams made on minimal budgets to harness rain water in a region prone to droughts, fuel made of locally available material, hand-made paper made not of wood pulp but of waste cloth, low cost housing made of compressed bricks, among other things." Vice-President of TSB. In a developing country, the poor must be the first and sole concern of any development strategy. Only then can the transition in demographic growth be achieved says the President of EVDO. Just as the TARA Balram mud press has made a dent in the building construction industry at the community level, the TARA Loom and the pirn winder set to bring about revolution in the weaving industry. The loom and the pirn winder have in fact transformed the traditional loom and the charkha into sophisticated high output machines. The loom doubles the output of the weaver, while reducing the worker's fatigue.

An example EVDO's high productivity handloom package, the TARA Loom started a women's handloom production center in July 1987, supported by funds received from the Swedish International Development Authority (SIDA). The first phase of this project involved village and site selection, appointment of supervisory staff, selection and motivation of weavers. Then came the phase of training the weavers, training staff for finance and administration, to establish working conditions and preliminary market surveys. Final phase was of setting up production and marketing systems in which market segments were identified and marketing outlets established. With the completion of two years of project, the Center, which had started with six looms has grown into a twelve-loom unit with thirty women engaged in weaving and allied activities. The Center has the capacity to produce up to 3000 meters of cotton fabric per month. The women became adept weavers and earn a regular monthly income averaging about Rs. 700. Now the Center works without any kind of external funding. Having been taken over by TARA (for disseminating and marketing end-products like fabrics and hand-made paper), the Center produced for OXFAM and also, catered to the local village needs. The Center produced cotton fabrics for linen, dress material and decided to diversify the product range to blankets and durries. The viability and sustainability of such micro-enterprises depend greatly on enhanced productivity and effective marketing.
strategy. Funds generated through sale of goods produced get further recycled into the various production processes. Other than finance, other issues involved here are the quality control, production planning and management, which play a very important role. "The Mayan experience shows that it is quality that is in demand. Trained, experienced and committed personnel, local community participation in decision-making, careful and systematic planning and continuous aggressive marketing strategy by preparing documents about themselves and their work available to others, are thus essential ingredients in the functioning of Centers like the one at Mayan" TSB senior level staff.

To deliver electricity to far-flung rural communities that are not connected to the national power grid, DESI Power (details of which have been mentioned earlier), a TARA affiliate, has been formed. The electricity in this case is produced from renewable biomass like Ipomea and agricultural waste. A gasifier turns the biomass into gas through the process of pyrolysis and then the gas is used to produce electricity.

HVDO:

A REVIEW OF THE LITERATURE reveals:

That HVDO is a secular, non-political and non-profit making organization, registered under the Societies Registration Act, XXI of 1860 formed in the year 1970. HVDO activities are carried out with several benefactors and donor agencies. HVDO has initiated certain income-generating activities so that its activities can go uninterrupted and can respond effectively to emergencies and natural calamities.

• Setting up an art gallery called 'Art Freedom'
• Establishing a printing press
• Running an art and craft shop
• Sales and distribution of health education materials like books; posters and audio video materials are some major steps towards self-reliance.

When you buy a painting worth Rs 10,000/- from the HVDO art gallery, Rs 3000/- goes towards developmental programmes run by HVDO.

When you buy a book worth Rs 200/- from HVDO, Rs 60/- goes to support HVDO ongoing activities.

When you buy an art/craft product from Kala Aparajita, part of its proceeds goes to support HVDO's developmental activities.
LITERATURE REVIEW of EVDO revealed the following.

EVDO (Charter of Society, MOA: 2):

- Purchase, acquire and own, or take on lease or hire, temporarily or permanently, any movable or immovable property necessary or convenient in furtherance of the Objectives of the Society;
- Invest the surplus funds of the Society in accordance with the provisions of Section 13 of the Income Tax Act of 1961 as may be amended from time to time;
- Grants made by the government of India or any State Government or public authority;
- Grants made by the Government and organizations in other countries or by international agencies;
- Promote public awareness of its products, services and activities;
- Promote, sponsor, organize, establish, conduct and undertake whatever activities may in the opinion of the Society be considered necessary or useful to the achievement of any or all of the Objectives of the Society;
- Extend loans and make grants and donations for the purpose of accomplishing the mission and objectives of the Society;

A large portion of EVDO funding comes from grants and consultancy fees for projects. This income such as Rs three lakhs from the Department of Science and Technology for the development of the Handloom and Rs 9 lakhs from the CAPART for work on low cost housing. EVDO has also received grants from several public sector companies like Hindustan Petroleum Corporation.

HVDO:

REVIEW OF LITERATURE

ARTICLE 6: POWERS (OF THE ASSOCIATION) (Article 6 in MOA: 3):

- To adopt corporate seal and change the name at will;
- To receive money by donations, contributions, subscriptions, loans and any other legitimate means for the purpose of meeting its operational expenses and for the fulfillment of its aims and objects;
- To purchase, use, hold, lease or otherwise acquire, transfer, sell or otherwise dispose of, erect, repair, alter or maintain, any property moveable or
immoveable as may be necessary for the successful prosecution of the aims and objects of the Association;

➢ To issue bonds or notes and make other contracts necessary to secure its obligations by encumbering, mortgaging or pledging any or all of the property of the Association.

➢ To acquire and take by deed, devise, gift, donation, bequest or otherwise, any money or property moveable or immoveable for the use and purpose of the Association, and to execute and administer trusts created for these purposes;

➢ To invest money in the name of the Association;

➢ To own and publish a journal and/or other books and papers necessary to the fulfillment of its aims and objects; and

HVDO:

ARTICLE 7: FINANCES (Article 7 in MOA: 3):

The income of Association from membership fees, its property or any other source, however derived, shall be applied solely towards the promotion of the objects of the Association and no portion thereof shall be paid or transferred directly or indirectly by way of dividend, bonus or otherwise by way of profit to the persons who at any time are or have been members of the Association or Executive Board or any of them, provided that nothing herein contained shall prevent the payment in good faith of remuneration to any officer, employee or servant of the Association or to any member thereof or any other person in return for any services rendered to the Association by any such officer, employee or servant. No activity of the Association shall be undertaken from the motive of profit (MOA: 2). The public space of HVDO is outside the market and state. HVDO has a very mature relationship with the Government both at the Center and the States as is evident from the examples given below. Their roles though are HVDO has a role of the watch- dog on affairs of public health. This has led HVDO to undertake investigate studies and analyses. These efforts also help HVDO to offer constructive suggestions to the concerned authorities to act effectively and also, to expose lacunae and laxity in certain corners.

The Independent Commission on Health in India (ICHI)\textsuperscript{18} is an historic attempt HVDO has facilitated in 1995. The Commission\textsuperscript{19} comprising of number of

\textsuperscript{18} Shri Atal Bihari Vajpayee, the then Honorable Prime Minister of India released the first Report of ICHI in 1998. This report was also presented to the President of India.
eminent experts from health and development fields who with their dedicated efforts, research of primary and secondary data, focal group discussions, public hearing, round table conferences and meetings with policy makers identified the maladies affecting the health care system and recommended pragmatic and people-oriented solutions for the same. ICHI was set up by HVDO probed the reasons for the deterioration of public health standards and health services in the country and suggest suitable interventions. It also looked into the failure of national health institutions in providing the necessary leadership. Four major areas identified for in depth analysis by the Commission are:

- Revamping the primary health care
- Vulnerable regions and people; regarding health facilities available to them
- Epidemic of Epidemics; the reasons for the re-emergence of a number of epidemics
- Epidemics in recent times.
- Public health institutions; an investigation into their functioning and problems
- The family planning impasse; the reasons for the failure of this high priority national programme.
- Health and Equity
- Research of the private sector in Health Care and Medical Ethics

The first two issues in selected states on the followings:

- Health infra structure in rural areas
- Accessibility of health services to the poor including urban poor
- Strengthening livelihood
- Gender sensitivity
- Indian systems of Medicine

With this milestone the actual status of the health in the country was depicted; the report laid the foundation to fill the gaps between the programmes and the policies.

Members of the Commission are: Alok Mukhopadhyay, the convener of the Independent Commission on Health in India; R. Srinivasan, Ashis Bose, Shanti Ghosh, N.S Deodhar, Darshan Shanker, H.Sudharsan, G.P. Dutta, Rami Chabra and Mira Shiva.
More added in 1999-2000 to this list were, Reproductive and Child Health; Health Sector Reforms; Medical Education; and HIV/AIDS (especially to look critically on IEC, Highway studies by NACO and prostitution).

The report is serving as an important document for parliamentarians, planners, researchers and academicians in the country and abroad.

In spite of this role of a watch-dog by HVDO, HVDO collaborates with the government on lot of issues because it believes that HVDO cannot effectively meet challenges in health sector without the government. HVDO's relationship with government is based on the following guiding principles:

- HVDO will continue to collaborate with the Government on all programmes, which are priority both for the Government and HVDO
- HVDO continues health activism to ensure that there is optimum utilization of Government health infra-structure and resources and suggests ways for an improved functioning of Government departments;
- Policy matters

To ensure that HVDO's future work on policy issues are more focused and result oriented, HVDO concentrates more on the ongoing issues of Women and Health; pharmaceuticals; and drugs and tobacco; Reproductive and Child Health; National Health Policy related matters to name a few. The National Health Policy, which was first drafted in 1983, is being revised by the Government of India in view of the rapid transition in epidemiological profile of the country. The Chief Executive of HVDO is a member of one of the working groups specially constituted for the purpose. Number of recommendations, made by ICHI, was being incorporated in the document. While working with the Planning Commission, HVDO had an important role to play in giving shape to the National Population Policy 2000, which has incorporated a number of recommendations made by the ICHI. The Policy articulates national resolve for stabilizing population in the country in the shortest possible time and gives a clear direction for achieving this important objective. The Chief Executive of HVDO has been nominated as a member to the Commission.

HVDO also developed a National Human Development Report (HDR) along the line of UNDP's Global Human Development Report. The report will identify core contents and indicators of HDR.
HVDO has been working in collaboration with the Ministry of Health and Family Welfare in implementation of Reproductive and Child Health scheme throughout the country in capacities as member of various committees constituted for the purpose, consultant, and monitor, appraising agency as well as implementors. Major areas of reform towards which HVDO plan to work in near future are:

- To develop and advocate regulatory policies for this sector to improve the quality without tempering with the access and increasing the cost;
- To work for national drug policy in diluting the nexus between the drug industry and the medical practitioners;
- To build up a strong consumer movement to check the growing malpractice in the sector

5.2 MODERATELY SUCCESSFUL AND SUCCESSFUL EXAMPLES OF EVDO AND HVDO:

In this section, one example each of successful and moderately successful projects or programmes from EVDO and HVDO are presented and discussed. The purpose of this exercise is to highlight the impact or the contribution that EVDO and HVDO make to social, economic and political life by depicting their strengths and weakness.

Moderately successful example in EVDO is CLEAN-India

Moderately successful example in HVDO is KHOJ Project

Successful example in EVDO is TARAgam

Successful example in HVDO is Aparajita

CLEAN-INDIA: A MODERATELY SUCCESSFUL EXAMPLE

CLEAN-India is an Environment Assessment, Awareness, Advocacy and Action Programme of EVDO.

HISTORICAL BACKGROUND:

India with its huge growing population is at the brink of an environmental disaster. Shortage of water, both for domestic and agricultural needs, lowering of the water table and pollution of water sources, increasing air pollution levels due to industrial emissions, burning of waste in the open and denudation of vegetation has resulted in exercises at national and sub-national levels. The Planning Commission is preparing the national HDR for the country as a whole.
health hazards, which are an economic burden upon the country. According to the 1991 census, there were 300 cities in the country with a population of more than one lakh, which have grown in number and population. Environmentally, they are the worst effected and need urgent attention. They are mainly concentrated in the states of Andhra Pradesh, Bihar, Gujarat, Karnataka, Madhya Pradesh, Maharashtra, Uttar Pradesh and West Bengal. Besides the air pollution due to traffic and industries, they face problems of scarce potable water, solid waste disposal, depletion of tree cover and affect on health due to deteriorating environment quality. To address these issues, EVDO embarked on a programme called Community Led Environment Action Network (CLEAN-India). It provides a vision for a cleaner environment both in the rural and urban settings. Initiated in August 1996, in New Delhi, the programme targeted school children for making the community aware and taking action on environment related initiatives.

CLEANINDIA PROGRAMME: A CIVIL SOCIETY RESPONSE BY EVDO

Objectives:

The CLEAN-India programme aims to mobilise community responsibility for environment assessment and improvement in all-major towns and cities of India. This is done through a network of schools and NGOs linked with government, business, academic and other institution. The underlying realisation is that "each one of us is responsible for the current state of the environment in the country, and we cannot wait for someone else to solve it" Senior Staff member heading the CLEAN-India programme.

The prime objectives of the CLEAN-India programme are to –

- Systematically assess and document the environmental quality of all major towns and cities in India.
- Generate awareness among citizens, decision-makers and other stakeholders in society on the causes of environmental issues and possible ameliorative action.
- Establish vibrant network of schools, welfare associations, NGOs, media, corporate sector, scientific institution, district administrations and local government for advocacy and policy change.
- Mobilise communities to undertake environmental improvement actions at the local level.
EVDO being committed towards a clean environment initiated an environment laboratory known as TARA Environment Monitoring Facility way back in 1990. Initially, the laboratory was set up to facilitate projects relating to environmental issues within EVDO. Realising the importance of environment in the Indian context, it was felt that the laboratory be upgraded to cater to the requirements of civic agencies, industries, NGOs and communities to improve the quality of Environment. TARA Environment Monitoring Facility, located at Andheria Mor, near Mehrauli is a well equipped laboratory capable of testing the quality of water (including waste water), air and soil. The laboratory is recognised by Delhi Pollution Control Board to facilitate industries check the quality of their effluents. It is equipped with sophisticated instruments like Atomic Absorption Spectrophotometer (for heavy metal analysis of air, water and soil samples), UV-Visible Spectrophotometers (for colorimetric analysis of air, water and soil samples), Ion meters, flame photometers, sophisticated balances (.01mg accuracy), conductivity meters, incubator, flue gas analysers, air samplers (for ambient air quality monitoring), stack monitoring kits, etc. TARA Environment Monitoring Facility has a team of highly skilled scientists and analysts in the field of air, water, and soil quality monitoring, analysis and treatment. The facility has the capability of taking up consultancy projects majorly in the areas of water quality monitoring and analysis Assessment and treatment of drinking water quality of hotels, offices, restaurants, schools, housing societies, Ambient air quality monitoring and analysis, Environmental auditing for design modifications and Soil quality analysis (including heavy metals) for various uses like brick manufacturing.

Under this programme, water quality monitoring kit (Jal TARA) and air quality monitoring kit (Pawan TARA) were developed.

a) Jal TARA: Jal TARA can test 14 parameters which include physical, chemical and biological parameters.

b) Pawan TARA: Pawan TARA is a low volume air sampler and can test for three parameters, namely respirable dust particulate matter, sulphur dioxide and oxides of nitrogen.
c) **Other kits:** Customised kits are also being manufactured on demand. About 200 water testing kits to test pH, Fluoride and Nitrate were designed for UNICEF.

The core group was selected from selected school with teachers/school children teams. The objectives that this group had to fulfill were to:

- Assess the quality of water using field-testing kits like Jal-TARA;
- Assess the quality of air, especially pollution in towns and cities;
- Collect base-line data and disseminate its findings to the authorities and the community;
- Conduct awareness campaigns for mobilizing the community for improving the environment and for clean neighbourhoods. Through "Adopt A Slum" project CLEAN-India aims to involve schools in the betterment of urban slums ensuring sanitation, health care, better environment and integrated development. It also aims to create awareness regarding the status and problems of the urban slums among students. To begin with, the students regularly monitor the water quality and suggest remedial actions if required;
- Initiate environment actions at the community level; and
- Expand the programme at the national level

The approach the programme adopts is to provide opportunities to students to understand and improve the environment in their communities.

**Programme Areas:**

1. Systematic environmental quality assessment by a network of schools supported by NGOs and validated by government and research institutions. This is done using field-based kits called Jal Tara (for testing water quality) and Pawan Tara (for testing air quality). These are effective tools that enable students to put into practice in real life conditions, the theoretical aspects of chemistry that are learnt in the classroom.

2. The second component of the programme is to generate awareness among the communities and other sections of the society.

3. The third component of the programme is advocacy with the collective efforts of NGOs and local government by involving students and NGOs to convince civic agencies to take action against the degradation of their cities' environment.

4. Environmental assessment, awareness and advocacy culminate in community initiated action for environmental improvement.
People involved:
This programme involves school children as prime agents of change. 
First, School children are the catalysts for this programme, as they are the future citizens who could be nurtured for shouldering the responsibility. Starting from individual households to communities, villages and towns, they can make their voices heard, anxieties understood and concerns translated into action for a cleaner action. Second, it was felt that in order to be effective, children must have all the tools to carefully assess the environment quality, create awareness and implement remedial action on a continuous basis. Third, The zonal HQ was delegated the responsibility to coordinate the activities of a number of regional centers looking after districts in their respective regions. Each regional center has five to eight districts under their wings with at least one nodal school in each district. The aim was to have one nodal school per district in the country. The Zonal Head Quarters (HQ) was established in the existing EVDO branches outside New Delhi or with like-minded NGOs, to cover the entire country. Five to six zonal HQ are exercising the overall coordination in their respective areas of jurisdiction, organize training, compile data and make efforts to acquire institutional and financial support. Their job is to establish a close liaison with state governments, civic agencies and tehsil/sub-division/blocks/gram panchayats for expanding the network.

Geographical reach:
With the support from a group of professionals, teachers and students were instrumental in launching the first chapter of CLEAN in Delhi, the national capital. The programme became popular as Delhi Environment Action Network or DEAN. The foremost objective of the DEAN programme was to extensively monitor the quality of Delhi’s environment, which was deteriorating rapidly. Under the DEAN programme, Delhi has been divided into 12 zones based on certain critical environmental parameters. Schools have chosen so as to represent them in different zones. 25 schools are members of DEAN. Each of these schools plays an important role by monitoring the quality of the local environment. To facilitate this process, the city of Delhi has been delineated into 12 zones and each school monitors the quality of the zone it is located in. Children further create awareness about the quality of environment at the community level. The Bethany Society launched the second
chapter of CLEAN in Shillong in 1997. The organization initiated the programme with the mission: ‘Education as if the Earth mattered’. The programme revolved around three modules prioritized after assessing the most urgent needs of the North East, particularly Meghalaya. These three modules are garbage-watch, water-watch and bio-diversity-watch. The thrust in the modules rests on creating environmental awareness amongst school and college students and ultimately the community. The management of the school called JB Academy launched the third chapter of CLEAN programme in Faizabad in 1998. Since then the students of the school have been monitoring the drinking water quality at different public places. Different points of the Sarayu river has also been monitored by the children. Taking part in the activities of CLEAN has been a unique experience for the children, some of which have been exhibited at the National Science Congress. A yet new initiative of CLEAN-India was launched by EVDO in association with the Social Work and Research Center-SWRC, in Kumaon hills of Uttar Pradesh in the last week of September 1999. The CLEAN programme was introduced to a group of students from three local schools and a degree college at Berinag in Kumaon. The objective of introducing the students to the concept was to sensitize them about their local environment issues and thereby initiate a process of finding ways and means of solving their problems. They were also advised to work on local resources as well as its quality, storage and usage practice. In 1999, the Ladakh Ecological Development Group-LehDEG got interested in starting the CLEAN programme. The programme involves school children in monitoring the local environment on a continuous basis and instigating the community members to initiate actions to protect their local environment. Seeing the gradually degrading situation in Leh, LehDEG decided to involve students of the local schools in an effort to evoke community participation in managing their local resources. CLEAN was launched with a two-day programme on monitoring the local drinking water resources, with the help of Jal TARA-water testing kit. The growing problem of waste polybags has resulted in their ban in Leh.

Besides carrying out three re-orientation workshops at Jhansi, Bangalore and Nagpur, the programme has expanded to cover two more cities - Thiruvananthapuram and Kochi. From these workshops it is quite evident that

21 LehDEG is an NGO working in the different villages of Ladakh and Kargil. Its aim is to promote ecological and sustainable development, which harmonizes with and builds on the traditional culture.
children, the future citizens, are keen and enthusiastic and are ready to accept responsibility as engines of change. The programme also had its spin-offs with a number of projects fructifying, like UNICEF aided projects of de-fluoridation and Water Aid project for water quality monitoring in M.P. More of these action-oriented projects are in the pipeline. CLEAN-Mysore: Scores of varieties of medicinal herbs are fast disappearing due to rampant deforestation and lack of awareness. The future generations may be left bereft of precious knowledge regarding these species and also the advantages of their use over modern medicines. The Delhi Unit of CLEAN-India Programme organised a Tree plantation drive in Delhi in August-October 2004. "The trees come up to my window like the yearning voice of the dumb earth" - Rabindranath Tagore. This year, special care was taken to choose saplings from among the native species like Kachnar, Kanak Champa, Neem, Arjun, Sheesham, Bel, and Peepal. The air, water, soil and climate of the Delhi region are most suitable for the growth of these native species, and hence their survival rate is quite high. In turn, these support the birds, insects and animals of this ecosystem. These species also are most effective in fighting air and noise pollution.

Target audience:
- School children, NGOs and local communities
- Small, medium and large industries
- Urban local bodies-development authorities, municipalities
- Regulatory agencies-Pollution Control Boards and Departments of Environment.

Community Led Environment Action Network (CLEAN)- India Programme started in 1996 is an initiative of EVDO. EVDO is the National HQ for CLEAN-INDIA programme and its staff plans and coordinates such an activity. It has an experienced Geographic Information System (GIS) Group, which facilitates in-house environmental mapping. Its communication support unit has the infrastructure for creating awareness through the media. Also, a well-organised laboratory facilitates in terms of validation of water and air quality.

Findings of CLEAN-India programme:
The campaign of clean-India helped create an enabling environment for either creation of livelihood or improving the existing livelihood. CLEAN-India
(Community Led Environment Action Network) Programme is in its third year of implementation. EVDO and its partners have gained valuable experience on the burning issues of urban environment and how to manage them. In the year 2004, the stress is on action component where outputs will be measured against commitments through verifiable indicators. During the last 2-½ years, the CLEAN Team has gone through hands-on learning and sharing from its partners. CLEAN-India students have been assessing the environment quality for aspects such as air and water quality, condition of trees, waste generated. The findings of this programme are part of the chapter 7 on Good Governance.

THE INPUTS THAT LED TO THE MODERATE SUCCESS OF CLEAN-INDIA PROGRAMME

Strengths:
In CLEAN-India programme positive attitude toward environment, living in harmony with nature, avoiding waste and instead, its utilization, reducing consumption, preventing pollution, etc, are aspects which face resistance and take time for change in mind-set. The programme has faced many barriers but with fortitude and a positive attitude, these are being overcome. Creating livelihoods for the weaker sections of the society, has always been kept in mind. It may be a ragpicker from an urban slum, a woman who can stitch jute bags, and women self-help groups, which can make eco-friendly holi colours, a potter who can provide value-added unbaked clay idols.

Milestones in CLEAN-India's journey:
The CLEAN students share their experiences and learning within the family, their school, between different schools and even at the International Fora. The CLEAN-India Meet's which have become an annual feature enables member schools from across the country to come together and exchange their ideas and concerns. Each year a few students and teachers also get an opportunity to represent the country in International Children's Conferences on Environment. This gives them a global perspective of various issues is it from environment or culture. Below are some of the memorable and enriching experiences during our Annual Meet's, International Conferences and other events.
CLEAN-India has been recognized as a Best Practice by UN Habitat. The database is a joint product of and The Together Foundation and has been made possible with the support of Dubai Municipality, the Best Practices Partners and the Government of UK. This searchable database contains over 2150 proven solutions from more than 140 countries to the common social, economic and environmental problems of an urbanizing world. CLEAN-India website has been awarded the Manthan-AIF Award 2006 for best e-content and creativity in the e-environment category on August 5, 2006.

**Weakness:**

Activities will continue after the project ends, but the extent of replication, dissemination and re-enforcement will be largely dependant upon the amount of external support the project will manage to obtain. At this stage it appears that the project will maintain its operations no matter which factors change, but the extent of further development would benefit greatly from further donor support. Some possibilities are: 1) Consider possibilities to obtain funding to enable implementation for the seven years originally envisaged and to enable extensive replication and dissemination. 2) Consider adding quantification to the Objectively Verifiable Indicators (OVI's). Two things need to be done: 1) Encourage donors to consider funding the project for development. 2) Consider possibilities for budget realignment in order to allow for increased travel and travel costs.
KHOJ: A MODERATELY SUCCESSFUL EXAMPLE OF HVDO

HISTORICAL BACKGROUND:
In the last fifty years, India's achievements in the health sector, especially, in terms of health infrastructural development have been phenomenal. But despite the manifold increase in the number of Primary Health Centers (PHCs), community health centers (CHC), hospitals, personnel and other resources, the government run health care system has certain inherent weaknesses which have hampered formidable qualitative achievements in terms of improving the health status of the people. Faulty management processes as well as other practical problems like an often-unfriendly terrain and an increasing population with ever increasing demands for drugs, equipments and personnel have prevented the government health services from the reaching the undetached. In its endeavour to support, develop and sustain voluntary action in the area of health, HVDO gradually came to realize that community health is a crucial component in the development of a broad base of human capital that can reinforce economic growth. The salient features of this approach to Community Health are that it ensures active participation of people and institutions like Panchayats. These are people centered and not overly dependent on experts. It also came to recognize the areas of light and darkness in the implementation of community health programmes. HVDO therefore aspired to highlight the 'areas of light' by incorporating the salient features of community health programmes in an integrated community health and development project called KHOJ.

KHOJ: A CIVIL SOCIETY RESPONSE BY HVDO

Objectives:
An Integrated Health Development Project, KHOJ is an effort of development initiatives at grassroots. This field-based programme has been initiated to create models of alternative development so that alternative development is not seen as a myth but a concrete reality. KHOJ also provides a unique opportunity to HVDO to equate policy advocacy with grassroots needs and aspirations. 'KHOJ' is a Hindi word, which if literally translated means 'Search'. KHOJ projects were started as model projects in remote and most backward pockets of some of the Northern and North Eastern states as well as in Orissa some of which are being implemented by the state VHAs and some by local member NGOs. The projects have an integrated approach with health as the major component. Presently, there are 17 KHOJ projects,
which have made a significant impact on communities they have been serving. The philosophy of KHOJ is to search for innovative methods and strategies to combat community health related problems in remote areas. The KHOJ project is an initiative of the HVDO to bring about a holistic change in the lives of its beneficiaries by uplifting the socio-economic and health status of its community.

- Its primary objective is to develop an enduring partnership between HVDO and the implementing organization, thereby strengthening the latter to effectively implement innovative, self-sustaining community health and development programmes.

- KHOJ also aims to search for viable alternatives to the existing health care development model being followed by the government and also some voluntary organizations.

- KHOJ is an effort to generate a series of integrated and comprehensive health centered projects in areas, which have abysmally low health status for variety of reasons. These projects are expected to lead not only an increase in awareness about health improvement but also increase in the general well being of community to take in the targeted areas. The approach aims to encourage community action oriented not only towards raising the health status of the people through health care services but also improving the overall socio-economic, politically and environmental milieu, which creates conditions non-conducive to health of an individual. KHOJ efforts are not to provide ready-made solutions for the people's problems. It is an effort to involve people in a programme aimed at their own well being so as to foster a sense of self-reliance amongst the people that they can initiate an implement.

- To explore the untapped potential of the smaller projects that has been working towards the promotion of community health but has been hindered from attaining excellence either due to paucity of resources or capabilities.
**Geographical reach:**

In July 1993, beginning of KHOJ initiative was made when three projects were launched under the banner of KHOJ as Package 1. The geographical locations of the projects were:

- Sambhav in Shivpuri, Madhya Pradesh
- Gramin Vikas Vigyan Samiti in Jelu-Gagadi, Jodhpur, Rajasthan
- UPVHA in Sewapuri, Uttar Pradesh

Subsequently, five additional projects were launched in July 1994, which formed Package 2. These projects were:

a) Manipur Voluntary Health Association, Imphal, Manipur
b) ORISSA, Phulbani district, Orissa
c) Tarun Sanskar, Jabalpur, Madhya Pradesh
d) Shanti Sadhana Ashram, Kamrup District, Assam
e) Voluntary Health Association of Tripura, Agartala, Tripura

Package 3 was officially sanctioned from April 1, 1996 though preparatory work for the nine projects in this package began from January 1996. The nine projects were:

- Society for education, Concientisation, Awareness and Training (ECAT), Karauli, Rajasthan
- People’s Action for National Integration (PANI), Chachikpur, Ambedkar Nagar, Uttar Pradesh
- Sacred Heart Health Center, Bettiah, West Champaran, Bihar
- Shramjivi Unnayan, East Singhbhum, Bihar
- Society to uplift Rural Economy (SURE), Barmer, Rajasthan
- Nagaland Voluntary Health Association, Kohima, Nagaland
- Arunachal Pradesh Voluntary Health Association, Chyang Tajo, Arunachal Pradesh
- Center for Regional Education, Forest and Tourism Development Agency (CREFTA), Jashipur, Mayurbhanj, Orissa
- Manav Sewa Kendra, Varanasi, Uttar Pradesh.
The fourth phase initiated in 1999 saw start of the; Jammu and Kashmir VHA's, Shehjar KHOJ project and Shadab KHOJ project.

Project Aparajita - VHA's response to disasters Aparajita Orissa and Aparajita Gujarat

Location of the New Khoj Projects:

Jammu & Kashmir J&K valley has been experiencing great hardships due to a decade long insurgency causing government machinery to come to a stand still. There was an exodus of doctors and other government personnel from the area leaving scores of people helpless. Morbidity was steep; besides, chronic trauma due ongoing insurgency was causing psychological problems. Men in the villages remained away - either hiding from militants or from the army to avoid atrocities. They were thus trapped between these armed groups, leaving their women, sick and old behind. It was the hapless women who had to care for their families, the sick and the old under such times of serious crisis.

Programme Areas of KHOJ:

- Health services and health education: delivered by a team comprising of Village Health Workers, supervisors and doctor.
- Sanitation and drinking water
- Strengthening the local organization/groups
- Establishing linkages with the government programmes and availing its welfare schemes. For eg. Jawahar Rojgar Yojana, Indira Awas Yojana, Mahila Samakhya etc.
- Promotion of Herbal/Traditional medicine
• Income generation

This situation permeated right to the grassroots where district officials were looking for effective partnership between government health and development infrastructure, NGOs and private sector to optimize the health infrastructure and improve the health and development status of the people. This opened up enormous potentiality of involving people and the elected village leaders, many of whom were women, in a process of transformation of the development scenario in the village. The other major factor, which helped HVDO to realize this goal was present either in nascent or developed from some motivated local NGOs, who were willing to work hard with communities with considerable degree of commitment to experiment with this innovative approach of development. While taking up this important step, HVDO realized that in a sub-continent as diverse as India, centralized planning for health, population just does not make sense - socially, economically, politically, culturally, demographically and topographically. Given the uneven terrain, it is hopeless to do centralized planning and implementation for the whole country. Besides this wide spectrum of situation, it is naive to expect people to participate in a programme in which they are not involved in its conceptualization, planning and implementation. Far off Central Ministry or State Secretariats are as alien to an ordinary villager as UN Headquarters to a commuter in Delhi. On the other hand, if opting for the decentralized planning and implementation, opens up enormous possibilities.

In HVDO’s work at the grassroots throughout the country, it was realized that decentralization opens up a plethora of possibilities such as school teachers becoming motivators and health educators, local healers and TBAs. They become extra work-force to strengthen the human resources, local festivals giving ready-made fora to plan, discuss and implement the programmes as well as to educate the people, local panchayats and youth clubs becoming active partners in this effort. HVDO has often been surprised by the incredible potentiality of these partnerships. Perhaps they should not be, since for centuries the communities of people have been organizing massive events around their aspirations and needs. HVDO programme on KHOJ need to get health and population programmes linked to this energetic normal day-to-day life of our communities all over the country. This will mean initiating a process of give and take; by joining their momentum and not the other way around. HVDO to be bold, energetic and creative in meeting this challenge of
implanting on existing local health traditions, not uprooting them and transplanting with out "high breed" ideas, but implanting them with some marriageable solutions. Convergence of services was the essence of the community development model that India had adopted in the early fifties. Somehow, this got displaced by target-oriented selective models due to the pressure and influence from multiple external funding agencies, despite the earlier model having paid us rich dividends towards self-sufficiency in food grains as well as in creating early infrastructure in health, education and other social sectors. KHOJ intended to do this. This programme has a wide geographical outreach—from the heart of the Thar Desert to the remote mountains of Northeast. Since the BIMARU (Bihar, Madhya Pradesh, Assam, Rajasthan and Uttar Pradesh) states as well as some states of North-Eastern India have remained neglected by developmental processes and programmes, therefore these areas became the priority areas of the KHOJ initiative.

**People Involved:**

1) A Supervisor guides and helps grassroots level workers in implementation of health and village developmental programme.
2) Village Health Workers (VHWs)
3) Provide care to mother and child
4) Motivate people for immunisation
5) Provide primary curative services
6) Sensitize people about referral services
7) Educate people about precautions on Epidemic control
8) Mobilise villagers for community organisation and mobilisation

- Project Advisory Committee
- HVDO does the Conceptualisation, Monitoring and Training
- SVHA helps HVDO in monitoring and Training
- Medical Officer helps Health services and capacity building of field staff
- TBA is responsible for ensuring safe home deliveries
- Village Groups, Mahila, Yuva, Kisan Mandals, self help groups, Village Volunteers are all volunteers in KHOJ project.
- Programme Coordinator is the overall in charge of Planning and Implementation
- Village Health Committee helps in planning, implementation and monitoring at the village level

**Role of state voluntary health organizations in KHOJ:**

1. Solidarity: This is one of the important roles as well as an opportunity of the state VHA to establish and strengthen solidarity with the member organizations.

2. To provide technical and other support as well as guidance to the project partners in the areas where they need it, for example, Trainings, capacity building, planning, monitoring etc.

3. Advocacy is done in close association with the Public Policy Division of HVDO and the important areas of advocacy are:
   1. Consumer protection and medical services
   2. Discouraging indiscriminate use of pesticides
   3. Bring into focus the problems of women and women's empowerment
   4. Helping in organizing campaigns especially on health and environment
   5. To act as a clearinghouse of information so that the project staff staying in remote project areas is kept abreast of all the latest developments.

The focus in KHOJ has been on the strengths of panchayats. Their multi-faceted approach, individuality and problem-solving capabilities have been encouraged. The functions envisaged and performed by panchayats in the field of health and development for the KHOJ initiative is:

- Preparing area plans and allocating resources.
- Making the government health infrastructure accountable to panchayats.
- Empowering zilla parishads to appoint (and dismiss) doctors.
- Involving and mobilizing the community and encouraging community participation, in order to meet the health and development needs of the area.

**INPUTS THAT LED TO THE MODERATE SUCCESS OF THE PROJECT OF KHOJ:**

Not one but there are many inputs that led to the success of Khoj programme. This programme made a conscious effort not to enter the target communities with pre-conceived notions. Its programmes are not capital intensive in nature. Some of the inputs that led to the moderate success of this project are:

1. **Reaching out to remote and neglected areas.** This has been the primary objective of HVDO to reach out the far-flung areas. These do not have access to the basic
health care services and are deprived of development inputs from the government as well as the VDOs.

2. **Utilisation of locally available resources** is done by KHOJ project for its various programmes. For example, the services of local training institutions are utilized for conducting regional training programmes. This saves the additional travel costs that are incurred if the services of outstation training institutions are utilized. KHOJ also makes concerted effort to build the local health manpower by providing regular training inputs to them and by involving them in the day-to-day functioning of the project.

3. **Building on local health traditions:** KHOJ made conscious effort to promote the positive aspects of the existing local health traditions in its project areas. For example, since home deliveries are conducted in most KHOJ project areas, therefore, efforts have been made by KHOJ to upgrade the skills of the ‘dais’ or traditional birth attendants so that they can conduct safe deliveries. Training and orientation is provided to KHOJ partners on all positive local health practices and efforts are made to curtail harmful practices. The KHOJ project at the Sacred Health Center, Bettiah, Bihar has been actively promoting traditional healing practices.

The KHOJ initiative witnessed several successes. But with successes there were certain failures or the constraints. These were as a result of the lack of foresight in a few areas. These failures or constraints were reviewed and several lessons were learnt in the process. These lessons were then incorporated in the planning of future KHOJ projects. The constraints are:

**Constraints:**

- During KHOJ project implementation, it was observed that the geographical location and terrain of these BIMARU states cause several constraints for the target communities. Most constraints that KHOJ encountered were due to the difficult terrain and location of the projects.

- For instance, the resource support provided to projects under the Package 1 was insufficient for the level of needs that KHOJ was aspiring to fulfill.

- Finding trained and professional health manpower like doctors, ANMs etc. to work in remote areas has proved to be an uphill task for most KHOJ projects

- Similarly, due to a lack of foresight, provisions were made for transportation in any of the Package 1 projects. This seriously hampered the reach of the programme.
Very often, dealing with the political situation at the micro-level has proved to be an onerous task, particularly in the politically sensitive areas of the Northeast.

**Findings/Outcome:**
KHOJ has explored several new avenues to address the problems of ill health among the poor and rural populations. Its programmes attack the basic causes of poverty and ill health. Over the years, KHOJ has developed a broad range of services, training and research activities. KHOJ's ability to respond promptly and effectively to a diverse and complex set of human needs has been its main strength.

**TARAgram AT ORCHHA: A SUCCESSFUL EXAMPLE OF EVDO**

**HISTORICAL BACKGROUND:**
It is nearly two decades since the Jhansi centre of EVDO was established. It began in January 1986 with a small family of enthusiastic members interested in taking up the wasteland development programmes in the Bundelkhand region of Central India.

*An overview of the region highlights the following trends:*

- Increase in the use of energy-intensive materials leading to resource depletion has encouraged deforestation, with a mere 14% of the geographical area available today as forest, in the entire Bundelkhand region;
- Loss of skills and skill based livelihoods leading to rampant underemployment and unemployment;
- Shift to higher forms of fuel and depleting energy base, leading to a new hierarchy of fuel usage;
- Depleted land and water resources. Wastelands had increased to 34% of the total area resulting in major depletion of wood resources;
- Waste material, stone dust available in abundance as a resource. The more alarming fact is the growth of stone crushers, which not only indiscriminately quarry and destroy the resource base, but dump stone dust on good agricultural land, thereby converting it rapidly into wasteland. The highly suspended particulate matter around these units is also a cause of concern for health and human well-being.

EVDO recognized the potential for developing a response strategy, which looked at the resource generation, resource utilization and introduction of
technology options for augmenting the supply of building materials. EVDO came to realize that there was a great need for capacity building in various skills of the local people which would help them to become active players in the production systems that were to be based on available local environmentally friendly, bio-mass and waste materials. This vision of EVDO took concrete shape at TARAGram. It’s a model implementing all that is innovative by EVDO. Establishment of TARAgam was the logical start towards creating sustainable livelihoods.

The first step in this endeavour was at Datia, Madhya Pradesh on 240 acres of barren hilly areas, which were literally devoid of any vegetation. Treating 150 acres of saline/sodic wastelands in the same district followed this. These two projects highlighted the need to increase the agricultural productivity along with wasteland development. Thus work on soil and moisture conservation, increasing fertility of soils by tropical legumes and water harvesting structures was initiated in 10 villages of Datia district.

The projects on hand at Jhansi, fall under the following broad areas:
1. Land and water management
2. Livelihoods
3. Shelter
4. Energy

TARAGRAM: A CIVIL SOCIETY RESPONSE BY EVDO

Objectives:
The purpose of establishing Taragram at Orchha was to replicate Livelihood systems leading to regeneration of natural resources and their scientific utilisation for creation of livelihoods and sustainable self managed institutions. An "Appropriate Technology resource Centre" for Bundelkhand, TARAGram is a model for bringing together social, environmental and technological knowledge to generate sustainable livelihoods in rural areas.

Put briefly, the objectives are:
- Creation of Sustainable Livelihoods;
- Conservation, regeneration and sustainable utilisation of natural resources;
- Waste to Wealth programmes;
- Meeting energy needs through decentralised energy systems;
- Improvement in the Quality of Life (health, hygiene & sanitation); and
• Organizing Production & Marketing systems for proven technologies.

The mission statement for TARAGram was:

• To create enterprises that converted wastes to wealth
• To adopt alternative technologies (where appropriate) to ensure efficiency (maximize benefits), economic viability and environment sustainability
• To incorporate innovations
• To empower rural population, particularly women by capacity building and employment through their participation from the incipient stage

After increasing the productivity of croplands and wastelands substantially, hardly 40% of the rural people could be gainfully employed (EVDO newsletter, 1997: 9).

Programme areas:

• Building Materials
• Watershed Management
• Livelihoods DST
• Livelihoods UNDP
• TARA Nirman Kendra
• Desi Power
• SWAJAL
• TARA paper and Jute products

Geographical reach:

The Bundelkhand region in Central India is a microcosm of the national rural economy. This region consists of nine districts of Uttar Pradesh and Madhya Pradesh and has a land area of 69,703 sq. km, with a population of 21 million. Within this region a representative village cluster was selected centered around Jhansi22. In the poverty stricken Bundelkhand region of central India, the Jhansi operations of the EVDO stands like oasis. Jhansi is the regional headquarter of the EVDO. The total population of Jhansi is estimated to be 1.14 million, of which 61% is in the rural areas. The situation is still the same. Jhansi is physiographically divided into two parts: the fertile north- east and the rocky south- west extension of the Vindhya Plateau, with

---

22 Jhansi in north India has been associated with the revolt of 1857, known better as the first war of Indian independence. It is also synonymous with Rani Laxmi Bai, who led the revolt. This region also has a distinct architectural heritage, consisting of Bundelkhand group of temples. Stone and brick are the predominant building materials even used now.
red soil cover. The group of 25 villages lies within 10 km of each other and 15 km of Jhansi, which is the main demand center. Orchha is the epicenter of the operations and flowing out from this, there are two concentric circles at 5 km and 10 km radius. Therefore, 5 villages were targeted in the 5 km radius, within the first concentric circle for impacting through the off-site interventions within the year 1997. A similar level of activity was expected to grow with Bijouli as the secondary epicenter, which provided roofing services. In the past, villages have been grouped together to assess income. They have been able to depend on a self-sufficient economy, with production approximating to local requirements and few attempts at producing a surplus for trade or storage. Specialization of labour in the rural economy led to the proliferation of sub-castes in the villages. Sources of livelihood in India have traditionally linked to the social structure in the villages by the kind of economy prevailing in the rural areas. This required professional methods for design and delivery of appropriate technologies coupled with a business like approach. The initial years were spent on understanding the problems and in devising appropriate technological interventions, the need for pilot testing and for Action Research.

**Target group:**
Focus - 29 villages in the vicinity of the Centre that are the primary stake holders

**OUTCOME:**
For a massive sustainable livelihood programme, the answer lay in building a chain of cottage industries in villages and with this aim TARAGram complex at Orchha near Jhansi, was established in 1996. TARAGram is the appropriate technology resource center of EVDO. (TARA stands for 'Technology and Action for Rural Advancement' and is the brand name of products of EVDO. 'Gram' in Hindi means village). In its move to provide sustainable livelihoods to people in the surrounding areas of Jhansi, three key areas were targeted: energy, housing and income-generation activities. Application of technology for sustainable utilization through de-centralised production systems is the basis of Sustainable Livelihood Programme of EVDO centered round Jhansi. Sustainable livelihood creation basically translates into the creation of livelihoods that empower individuals to earn enough money to provide for basic amenities such as food, clothing and shelter, without destroying the natural resource base. In simple terms, creating sustainable livelihoods is the only
path leading to the ultimate goal of sustainable development. In addition to serving also as a demonstration facility for such livelihood technologies, TARAGram provides on-the-job and course based training for personnel from micro-enterprises that wish to set up similar plants.

In the field of energy, EVDO commissioned a 100 KVA generator at TARAGram that uses producer gas generated by a gasifier. The gasifier utilizes the weed Ipomea as a feedstock, which was abundantly available nearby. The power plant converts the renewable biomass fuels (including mainly local agro-wastes and unusable weeds) into 80kW of electricity using a highly efficient gasifier and diesel generating set. In the area of housing, TARAGram made some dramatic breakthroughs in eco-friendly technologies. MCR tiles, compressed earth blocks, ferrocement elements, and stone cement blocks Micro-concrete Roofing tiles (MCR) commissioned July 1996, production capacity 150 tiles, team consisting of three men and one woman, also trained as machine operator. In the field of Income-generation, Business wise, TARA loom was not successful. The TARA Loom can operate at a peak speed of 110 picks per minute and sustained weaving can be carried out at average speed of 80-90 picks per minute. Compare this with the speed of 40-50 picks per minute, the conventional loom offers. The fabric made on the TARA loom has a uniform pick spacing and fabric width, with no weft lines. The fabric is superior to the one produced on the conventional looms. What's more, the TARA loom is versatile. It can weave a wide variety of fabrics- fine cloth such as silk, cotton and synthetics as well as coarse materials like woolens and blankets. The weaver can use both hand spun and mill spun yarns with equal ease.

A special feature of this loom is its automatic 'take-up' mechanism. This permits the weaver to adjust the loom with a simple dial setting without changing any gear in the take-up mechanism for weaving fabrics from any density from 14 to 9 picks per inch. EVDO has also come up with a novel two-spindle pirn winder, which

---

23 The very first product to emerge out of the TARA assembly line was an improved wood cook-stove. This cook-stove, termed the TARA Shakti Chulha, was low on fuel-consumption and also low on smoke-emissions in the kitchen. Studies revealed that the conventional cookstove or chulha emits so much smoke that one hour in that smoke filled kitchen is like smoking ten packets of cigarettes at a time. The smokeless TARA Chulha checked this health hazard and reduced the drudgery of rural women who traversed several kms each day to procure just a few twigs of firewood. Thus, this improved cook-stove design prevented deforestation to a great degree and also brought down the passive smoking of millions of housewives. Tens of thousands of TARA Shakti Chulha were sold and several more copied by local manufacturers all across the subcontinent as well as abroad. Refer to EVDO Newsletters and other literature on the technologies.
lets the operator produce two pirns at a time, as a result of which productivity increases by 80-90% over the conventional pirn winders. Yarn wound on the pirn is much longer than that on hand-wound pirns, hence pirn winder has higher loom efficiency.

*Inputs that led to the success of TARAgram:*

It was as a result of efforts to regenerate large tracts of degraded lands in and around Jhansi. This was a self sustenance activity. It has to be based on environment factor. People are actively involved in this project. TARAGram is a role model and at the core of innovation of technologies. Its not 100%success because these activities/projects involve people/subjective. They can only strive for 100% success and put in their efforts to achieve the goal of their work.

APARAJITA: A SUCCESSFUL EXAMPLE FROM HVDO

**HISTORICAL BACKGROUND:**

When the World was preparing to greet the new millennium a few months away in October 2000, the entire Orissa coast was devastated by a cyclone with such savage brutality as has never been before. Twenty-five foot tidal surges; wind speed of 300 km per hour and coconuts flying as fast as bullets - it was a complete walkover. The density of the protected forest had thinned with over a lakh trees destroyed. A once picturesque stretch of Casarina plantation along the entire 480 km coastline was almost gone. High wind speed damaged buildings, uprooted trees, destroyed communication and electrical towers and injured thousands of people. According to the official death toll around 10,000 people died. More than 15 million people in ten districts of Orissa were affected and agriculture and industry in the region had been ravaged. The destruction in the districts of Jagatsinghpur, Kendrapara, Puri, Cuttack, Bhadrak and Balasore was absolute. Many areas near the coast lay submerged for many days after the cyclone, leaving people marooned.
**Affected Zone**

<table>
<thead>
<tr>
<th>Category</th>
<th>Distance from the coast</th>
<th>% Of people affected</th>
<th>Wind speed in Kms/ hrs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0-15 kms</td>
<td>100</td>
<td>260-320</td>
</tr>
<tr>
<td>2</td>
<td>16-25 kms</td>
<td>90</td>
<td>220-320</td>
</tr>
<tr>
<td>3</td>
<td>26-60 kms</td>
<td>60-80</td>
<td>140-220</td>
</tr>
</tbody>
</table>


Despite knowing that coastal Orissa will inevitably be hit by periodic cyclones (though not always of such intensity), the state had no disaster preparedness or contingency plans. What it did have was a set of rules for post-disaster relief – the Orissa Relief Code. Without question, better preparedness and contingency plans would have resulted in the loss of far fewer lives. In view of Orissa’s vulnerability to cyclones, a system needs to be set up to broadcast and distribute information in villages, to provide extensive training to villagers and village-level functionaries, to identify safer zones for construction and habitation and to develop and extend techniques for the construction of low-cost houses with local materials which can withstand cyclones.

**APARAJITA: A CIVIL SOCIETY RESPONSE BY HVDO**

Aparajita', an initiative of HVDO, is a long-term relief and rehabilitation project for people affected by disaster and natural calamities. Aparajita literally means the woman with the indomitable spirit. It aptly describes the indomitable spirit of the people who have survived the calamity and struggled to rebuild their lives once again.

Aparajita was a civil society response to the devastating cyclone in Orissa. In Orissa, number of individuals and institutions came together under the aegis of HVDO to provide relief to the cyclone affected people of Orissa. Aparajita was initiated for the fisherfolk, artisans and other victims soon after the super-cyclone in Orissa in October 1999. It continued till 2002 and has benefited lakhs of people under a wide spectrum of rehabilitation and livelihood support activities.
Objectives

Areas of intervention (details of the objectives are described in chapter on ‘Networking’ and ‘Good Governance’):

Immediate objectives:

- Kitchen garden: Provision of kitchen garden seeds to 10,000 families in the targeted villages. The purpose of this activity was to engage the people immediately into some productive work and supplement their nutrition.
- Initiation of children’s education: In this direction, aparajita took upon the responsibility to provide learning materials to the children, after the reopening of the schools.
- Women welfare, generating self-employment and self-sustenance opportunities for women, reproductive healthcare: Addressing women’s specific needs has been important aspect of the programme. It has the following components.
  1. Organising women’s groups in each locality to enable them to discuss among themselves their problems and explore ways to solve them. Issues like income, skill training, women’s rights, and their health needs etc had been taken up with these groups. These groups were formed for the activities already mentioned above.
  2. Dry fish
  3. Production of lime
  4. Broom making
  5. Mat weaving
  6. Coir making
  7. Basket making Bamboo crafts
  8. Vegetable growing
  9. Setting up income generating and thrift groups. For details refer to chapter on good governance, for the results of this activity. Giving support to self-employed groups.
  10. Support to Self Help Groups: Formation of groups was time consuming. For HVDO aparajita, it was not an easy task to fully understand the dynamics of groups and to persuade the group members to agree to the concept of self help group and

---

As being part of the logical exercise in this thesis, I have dealt with more description of the objectives of project ‘Aparajita’ in terms of its relevance to chapter on ‘Good Governance’ and ‘Networking’. As a reminder, chapters 5, 6 and 7 have to be seen in connection to each other and in continuation with each other. This aspect has been well described in the introduction of these three chapters.
micro finance. Also in many places the concept was new. Lastly, identification of genuine beneficiaries also posed problems. At times regrouping had to be done as it was found that some of them did not fall under Aparajita’s vulnerable group criteria or they were already receiving monetary support from other agencies. Eventually the capacity of the people was identified and groups formed for the livelihood support activities.

- It was decided to establish a community health care system to meet basic health needs of people in the cyclone devastated areas. This included:
  - First aid and curative health
  - Safe drinking water
  - Community awareness on preventive health aspects
  - Care of pregnant and nursing mother
  - Referral linkages

- It was also decided to build capacity of the community for provision of the primary health care by providing training on first aid and common disease treatment, water sanitation and epidemic control, awareness on women’s health, low cost nutrition and providing village health information. The resources utilized were:
  - Village volunteers
  - Traditional birth attendants (TBAs)
  - Women self help group members
  - Men and women from Panchayati Raj institutions

These resources were provided training in order to enhance knowledge and practices on the basic health issues. Since these volunteers hailed from the villages themselves they understood the village problems well and this made the effort a direct community health intervention.

Under Cash for work programmes:

1. House restoration and renovation was one of the immediate task undertaken simultaneously in all the Gram Panchayats. 
2. School renovation: Aparajita helped renovate the badly and extensively damaged schools by providing low cost bamboos, thatching materials, wall reconstruction and white washing.
3. Provision of safe drinking water and sanitation: Repair and construction of concrete platforms around water sources and digging of new wells was undertaken. Urinals were constructed in order to promote health and hygiene.

Some of the immediate objectives were long-term objectives as well:

a. Agricultural inputs
b. Vocational rehabilitation (fishing, pottery, carpentry, livestock)
c. Developing village cadres for community organization and self-sustenance in meeting basic health needs
d. Liaison and referral linkages with government services

Response of national and international agencies:
After a devastating "super cyclone" hit India's eastern coastal state of Orissa on 29 October 1999, the central government on its part set up a task force headed by the Additional Secretary in the Ministry of Agriculture, who oversaw the disaster management. All-important central cabinet ministers made aerial surveys of affected areas to assess the damage. Huge quantities of basic materials were rushed from the Center and neighbouring states. Agencies like HVDO, UNICEF, Oxfam, Action Aid, Care India, CASA, EVDO, DFID India etc initiated action by providing huge quantities of medicines, water purifying agents, construction materials, food supplies, etc.

Relief Phase of Aparajita:
The concern of HVDO for the mental health of the cyclone-affected people came early on in the relief work and continued through rehabilitation. They focused on providing skills for their staff so they were better aware of mental health needs. They also provided packets of vegetable seeds with rapid growth rates. This provided both vitamin-rich foods quickly and demonstrated to people that the massive inundation of salt water had not completely destroyed the potential of the soil. This was designed to have the affect of raising spirits in the community. While hectic efforts had started at the Delhi end, the efforts at the affected site had achieved full pace. By the evening of November 3, 1999, three medical relief teams had been put together with the basic supplies of medicines, clothes, food and utensils.

HVDO set in motion an immediate action plan.
**Geographical reach:**

It was decided to focus operations in 3 blocks, namely Erasama in Jagatsinghpur district, Mahakalpara in Kendrapara district and Astarang.

Areas for focused work:

<table>
<thead>
<tr>
<th>DISTRICT</th>
<th>BLOCK</th>
<th>GRAM PANCHAYAT</th>
<th>CENTRE</th>
<th>ACTIVITIES UNDERTAKEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Puri</td>
<td>Astarang</td>
<td>Nagar, Alangapur, Talda, Kendrapati, Korana</td>
<td>Damsun</td>
<td>Provision of health services through Camps</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Nardia (Panchpalli), Jankadeipur, Goda, Gadaharishpur, Padampur</td>
<td></td>
<td>Distribution of medicines</td>
</tr>
<tr>
<td>Jagatsinghpur</td>
<td>Erasama</td>
<td>Ameipal, Khurasia, Patalipanka, Tikarpanka, Tikhiri</td>
<td>Goda</td>
<td>Chlorination of water sources</td>
</tr>
<tr>
<td>Kendrapara</td>
<td>Mahakalpara</td>
<td>Ameipal, Khurasia, Patalipanka, Tikarpanka, Tikhiri</td>
<td>Khurasia</td>
<td>Bleaching of stagnant water</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Distribution of food items, clothes, utensils, shelter material etc</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Educating people on how to use chlorine and halogen tablets</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Identification of vulnerable population</td>
</tr>
</tbody>
</table>

*Source: Aparajita, HVDO: 12*

In collaboration with the HVDO of Orissa (State network of HVDO), HVDO had mobilized 10 emergency medical relief teams each headed by a doctor and assisted by 50 volunteers. Some 14,000 patients were examined and medicines dispensed to them. Maximum cases were of diarrhoea and dysentery, pain and body ache followed by fever, skin problems, injury eye and ear problems. Apart from that, the team of HVDO also distributed 30 quintals of chiwda, 500 kgs of jaggery, 850 saris, 400 dhotis, utensils, shelter materials and biscuits. HVDO also worked in 62 villages of 23 blocks in 8 districts (Balasore, Bhadrak, Cuttack, Jagatsinghpur, Kendrapara, Keonjhar, Khurda and Puri) and provided medical care to 6239 patients. HVDO from the very beginning considered immediate medical and humanitarian relief as an interim phase. Within three weeks of the relief phase HVDO began its planning for a long-term rehabilitation programme.
Transition from Relief to Rehabilitation phase:

In the villages where Aparajita worked, the majority of the people preferred to stay on in the threatened area. They took steps to protect their families and themselves. Panic was generally contained and short-lived. Aparajita – a Sanskrit term meaning 'the indomitable spirit of woman' – was formed by the HVDO and the Orissa Voluntary Health Association (OVHA) in the days after the cyclone.

The target population for initial support was:
1. Women headed households
2. Children with neither parent
3. Children in general
4. Fisher folk
5. Landless and Sharecroppers
6. Marginal farmers
7. Village artisans and craftsmen
8. Aged persons living alone

INPUTS THAT LED TO THE SUCCESS OF THE PROJECT APARAJITA:
Aparajita’s experience with the communities affected provides several significant lessons for disaster management and preparedness.

1. Importance of the community-based approach: Effective and sustainable measures for rehabilitation and disaster preparedness were identified and pursued primarily by the affected community. External agencies helped them to identify the perhaps hidden strengths of the community and potential opportunities. External agencies focused on whole communities, not just individuals. The community took the lead in decisions on how to lessen its vulnerability and set new goals and priorities. Group meetings and participatory planning were valuable to encourage communities accustomed to looking to the government for support in disaster situations to discover their own potential to take charge of the situation.

2. Village volunteers played an important role: To help communities prepare for disasters, Aparajita created volunteer groups in each village. These groups were expected to take the lead in mobilizing the community. There were obvious advantages in recruiting volunteers from within affected communities: they were
already accepted in the communities, and knew the skills and resources available. But at the same time, they needed to be trained to develop their skills for analysis, planning and coordination. Within the core team in a community, Aparajita found there was clarity and consensus on the vision, mission and strategies of the intervention. But this clarity had a tendency to fade as it went down the line to field officers and volunteers. The volunteers could understand the aim and scope of the planned programmes as well as the criteria to be followed in implementing them. But they had not internalised the values and attitudes underlying these programmes. Thus, along with technical training and orientation, there was clearly a need to introduce learning opportunities for the volunteers to broaden their horizons and deepen their capacity to analyse, plan and evaluate their programmes, and subsequently implement them. The scale and reach of Aparajita’s programme was dependent on the readiness of the community and the ability of its leaders to coordinate and manage its different elements. Taking a decision to limit the scope

- **Include the excluded**: The super cyclone highlighted the different degrees of vulnerability across certain groups and classes. Poor fisher folk living in huts close to the coast suffered far more than those who lived in pucca houses. Those with access to money could begin to replace their assets and start to earn a living again. Within hierarchical structures collaborative action was weak and often imposed. There were some community-based groups but these were often dominated by the local elites. However, this ability to work in organised groups helped at least some people to begin to bring back some social organisation after the cyclone.

- **The social cohesion within** groups of the poor prior to the cyclone was based upon the hierarchical structures dictated by caste, religion and language, and was male dominated. Leadership within the community was spread across social systems, and caste groups, and within occupational groups, hamlets and households. Superimposed upon this were also government and market systems that further affected leadership patterns.

**Strengths:**

The basic ethos that has guided Aparajita is that people have the capacity to reduce their vulnerability to emergency with some assistance and hand holding for a short period of time. Aparajita adopted in Orissa the community-based disaster management approach (CBDM) It was founded on the belief that local communities
can, with some external assistance, develop, manage and sustain effective and efficient disaster mitigation, preparedness and response programmes. Reports of communities' anger, assaults on political representatives, food rioting and so on, when analysed closely, were found to be precipitated by the failure of the administration to react. They were not caused by the disaster itself. By the second week of December 1999, the relief phase was coming to an end. Therefore it was felt that after three weeks of initial work of catering to immediate needs of the people, it was time to concentrate on rehabilitation in fewer pockets thus assisting people to identify their capacities and restart productive activities. Considering the vulnerability of the people and the resources available, a targeted approach was considered to be the most efficient and effective way of initiating a rehabilitation programme that would eventually lead to community development process.

Before the rehabilitation work started, HVDO started micro level planning that truly reflected the needs of the beneficiaries and the people at large. The methodologies followed for the planning were (the method and strategies adopted by HVDO to tackle the cyclone situation are discussed in details in chapter -7 on 'Good Governance'):

- Focus group discussions
- Observation
- Personal interviews
- Primary and secondary data collection
- Representative tola meetings

On the basis of this exercise and the observations made during the various visits undertaken by the HVDO staff, consultants, HVDO network in Orissa staff and volunteers, three pockets identified were Erasama block of Jagatsinghpur, Astarang block of Cuttack and Mahakalpara block of Kendrapada districts. The selection criteria (details of the criteria of selection of the areas are discussed in details in chapter on ‘Good Governance’) of these three pockets taken up by HVDO for rehabilitation were:

- the intensity of the damage,
- presence of other NGOs and
- vulnerable community

For 80 per cent of the affected population in Orissa, agriculture is the primary source of livelihood. But almost all the fertile agricultural land had been damaged and crops
destroyed in the super cyclone. Trees and plantations, especially coconut plantations, were wiped out. Redeveloping the plantations would require a gestation period of at least seven to ten years. Hundreds of families of sharecroppers and agricultural labourers needed to be rehabilitated. The loss of livestock – the secondary means of income for Orissa’s people – had serious repercussions on the rural economy. With newstock, villagers could be earning money again. In addition, fodder stocks and shelter for cattle had to be created and maintained, just in case a similar disaster struck again. Fishing is the occupation of a sizeable proportion of people in coastal Orissa. The community lost not only their homes but also their equipment. They needed boats and other equipment to start fishing again. Small-scale and household industries, craftsmen, artisans and petty traders lost their implements and raw material when their houses were swept away. The state government and NGOs had to provide them with the required raw materials and assist them in marketing their products.

Following the initial supply of food directly to people, FFW programmes (many funded by DFID) quickly came into link food supply to work. Initially there were difficulties in getting the affected people back to work as motivation levels were low and the expectation of free food had already begun to develop. Considerable amounts of awareness raising and motivation were required to generate the support for this. There were also early cases where the dumping of free food onto communities after FFW schemes had started, undermined the work ethic. Many of these activities, such as FFW to rebuild houses, also helped to rebuild people’s lives. In some cases there were specific interventions that were designed to address mental health issues. In spite of all these efforts many of the people remain traumatised by the cyclone and the slightest increase in wind speed sends them in search of shelter. The sort of interventions that were used in the FFW programmes generally built upon the skills of the affected people themselves e.g. house building, road construction and pond clearance. The shortage of brick supplies locally encouraged some NGOs to develop village-level skills in brick making. A DFID-funded initiative through Action Aid has developed a programme of village-based “brick banks” to ensure sustainable supplies of building materials. The medium-term food supply was also addressed early on and FFW was used to encourage planting of food crops as rice and vegetable gardens, much of this was funded by DFID. Longer-term access to good drinking water was increased through the digging of wells.
Conclusion:
The purpose of the comparison is to provide as rich a picture as possible drawing on all available information without necessarily being constrained by demands for quantifiable information and comparability. Much of the information was gained from interviews with key informants in HVDO and EVDO, government, target groups and donor. This was complemented by reviews of what literature was available. Such an approach was considered to be the most effective in the time available. However, it does have some limitations regarding coverage and accuracy. Material has been cross referred where possible. Reference to specific support agencies, NGO or government, is done so to illustrate the concepts discussed and should not be seen as an endorsement or criticism of the agency concerned. Next chapter is about analysis of networking patterns in EVDO and HVDO.