CHAPTER - 7
ENVIRONMENT VDO AND HEALTH VDO:
GOOD GOVERNANCE STRUCTURE, PROCESS AND DYNAMICS

Introduction:
In the previous chapter on networking, comparison of EVDO and HVDO on the lines of networking yielded that whereas in EVDO concepts of network evolved over a period of time, the principles didn’t. In HVDO, it is seen that there is a need for articulation of communication perspective for HVDO to be recognized as a network. This chapter outlines and discusses the concept of Good Governance in EVDO and HVDO.

The findings from EVDO and HVDO are drawn from three sources. These sources are: examining the literature of the concerned VDO, questionnaires, interviews and observations. Same successful and moderately successful projects/activities in EVDO and HVDO are mentioned as in chapters 5 and 6. The concept of good governance is examined in terms of the impact or the contribution that EVDO and HVDO make to social, economic and political life.

7.1 FINDINGS

Meaning of Good Governance
EVDO:
Governing Board members:
• The notion of good governance is restricted only to the responsibility of the board. On further explanation of the term ‘good governance’, Good governance meant being accountable to the public, dedicated to the vision of the organization, and the effort to bridge the gap between innovation and application.
• Two important indicators of good governance are (1) accountability and transparency in field operations and (2) decision-making.
• Working in EVDO considerably deepened board’s understanding of good governance. To influence the public policies and to advocate the establishment of decentralized participative democracy, PEOPLE FIRST was established. The entire professional staff of each organizational unit carries out the internal evaluation procedure like the Annual Review Conference and external evaluation procedure like that conducted by the Ministry of Science and Technology Review Committee, the details of which are mentioned in details subsequently.

FINDINGS FROM QUESTIONNAIRE:
Existing/present employees:
## Understanding of Good Governance

<table>
<thead>
<tr>
<th>Question and Answers</th>
<th>Number</th>
<th>EVDO</th>
<th>HVDO</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Meaning of Good Governance</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Know the meaning of good governance</td>
<td>A1</td>
<td>41%</td>
<td>29%</td>
</tr>
<tr>
<td>Don’t know the meaning of good governance</td>
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<td>71%</td>
</tr>
<tr>
<td><strong>Facilitation of Good Governance</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Understanding of good governance has been promoted through their organization</td>
<td>A3</td>
<td>33%</td>
<td>49%</td>
</tr>
<tr>
<td>Their organization has not facilitated their understanding of good governance</td>
<td>A4</td>
<td>65%</td>
<td>51%</td>
</tr>
<tr>
<td><strong>What is the source of knowledge about good governance?</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reading</td>
<td>A5</td>
<td>57%</td>
<td>67%</td>
</tr>
<tr>
<td>Through working experience in their organization</td>
<td>A6</td>
<td>28%</td>
<td>17%</td>
</tr>
<tr>
<td>Personal knowledge</td>
<td>A7</td>
<td>14%</td>
<td>17%</td>
</tr>
<tr>
<td><strong>On what basis is Good Governance defined?</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Involvement of whole staff in people-oriented programmes</td>
<td>A8</td>
<td>50%</td>
<td>56%</td>
</tr>
<tr>
<td>Increased recognition of VDO nationally and internationally and defined</td>
<td>A9</td>
<td>9%</td>
<td>12%</td>
</tr>
<tr>
<td>Defined output of the programmes</td>
<td>A10</td>
<td>41%</td>
<td>32%</td>
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<tr>
<td><strong>Is the staff involved in Good governance?</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff is involved in good governance in VDO</td>
<td>A11</td>
<td>38%</td>
<td>41%</td>
</tr>
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<td>Staff is not involved in good governance in VDO</td>
<td>A12</td>
<td>62%</td>
<td>59%</td>
</tr>
<tr>
<td><strong>How is the staff involved in good governance?</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>By following the accepted norms of management</td>
<td>A13</td>
<td>62%</td>
<td>44%</td>
</tr>
<tr>
<td>By being part of decision-making process</td>
<td>A14</td>
<td>38%</td>
<td>56%</td>
</tr>
<tr>
<td><strong>Total Number</strong></td>
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![Response Percentage Chart](chart.png)
### Involvement in Good Governance

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<tr>
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<th>HVDO</th>
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<tr>
<td>Is the staff involved in Good governance?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff is involved in good governance in VDO</td>
<td>A1</td>
<td>38%</td>
<td>41%</td>
</tr>
<tr>
<td>Staff is not involved in good governance in VDO.</td>
<td>A2</td>
<td>62%</td>
<td>59%</td>
</tr>
<tr>
<td>How is the staff involved in good governance?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>By following the accepted norms of management</td>
<td>A3</td>
<td>62%</td>
<td>44%</td>
</tr>
<tr>
<td>By being part of decision-making process</td>
<td>A4</td>
<td>38%</td>
<td>56%</td>
</tr>
<tr>
<td>Total Number</td>
<td></td>
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<td>N=41</td>
</tr>
</tbody>
</table>

![Graph showing response percentages for different questions related to involvement in good governance.](image-url)
Good Governance: its empirical aspect

The indicators or operational norms of good governance are:

1) Accountability could be Internal or External accountability: The primary aim of the case VDOs should be its responsibility or answerability to the community of beneficiaries (the target groups for whom the organization is working) and also, to the government and the donors. This is possible through regular response of the case VDOs to their respective donors/funding partners both national and international. This can be done:

- by regularly meeting with the donors and target groups and discussing relevant financial and programme related matters with them.

EVDO: A Programme Advisory Committee (PAC) is constituted to advise, guide, monitor and review the programmes. Experts in the related fields are invited to become members of PACs. However, the PACs operate within the overall control of the apex Expert Committee that is solely responsible to frame policies, plan, coordinate, monitor and evaluate all the programmes of EVDO. In order to induct professionalism in programme planning, implementation and monitoring, donors have constituted an Expert Committee, consisting of experts in the field of Agriculture, Engineering, Environment etc. who have rich experience in rural development. Department of Science and Technology. The meetings of the PACs are held in the project area of one of the participating group so that review as well as the field visits could be combined. Importance is given to detailed discussions with and feedback from the participating community so that monitoring committees are able to assess their involvement and interest in the intervention strategies. The PACs are convened once a year and their report is submitted to the Expert Committee for ratification.

For example, the highlight of the Low Cost Construction Technology project was:

- Nine groups implemented the projects in nine States. The emphasis is on use of local resources and brings in standardized specifications for improved technologies in construction techniques.

- Local masons have been fully involved in the programme and manufacture of prefabricated elements.
Initial response from the local population is extremely encouraging and it is expected that units will become self-sufficient within the period of three years.

The units also provide assistance to house builders in terms of optimized utilization of space and technology within the budget as affordable.

Achievements included these centers receiving orders from Panchayats/Government functionaries for construction of community buildings such as schools, community centers, etc.

Monitoring of this project shows that there was lot of problems in the project like

- Non-standardised building elements;
- Usually over designed and use of energy intensive materials;
- Costly and repetitive maintenance of wall and roofing material;
- No organized skill development programme available for the artisans like masons; helpers etc.,
- Monetised component of village houses is extremely low thereby restricting options of adopting improved technology.

b) Internal Accountability in the case VDOs is viewed vis-à-vis

- Guidelines for action (with respect to vision, mission and policies) are developed and printed;
- Adherence to those programmes is monitored (both within and outside the organization) to ensure its performance. Monitoring and evaluation should have procedure, criteria and is conducted by external and internal parties.
- The statutory requirements of the organization.

The accountability can be improved through regular, systematic and open evaluation and monitoring which can assess and strengthen the organization's principles and values, its commitment to people and communities, their ability to change and respond and its cost-effectiveness.

EVDO:

Literature review reveals the following:

The internal evaluation procedures are evolved by EVDO to provide the management with valuable, objective feedback on its work and its impact. These procedures are:
Goal Oriented Planning and Programming (ZOPP in German) are held every 4 years. The first formal corporate planning workshop was held in September 1991, with only 30 EVDO Group executives, explored the perspectives of the organization up to the year 2000. A Swiss consultant facilitated the workshop. Participants worked out a Project Planning Matrix for the nine-year time horizon. One of the most noteworthy features was that executives did not see availability of funds, the most common excuse for not achieving results, as an external factor beyond their control. Participants agree that EVDO was capable of raising the funds needed to implement a consistent agenda. ZOPP' 91 was instrumental in bringing various units of EVDO Group onto a common platform and giving the whole organization a much clearer sense of direction.

Four years later in August 1995, the staff members felt a need to shift gear into a higher level of operations and resultant impacts. A small group met over three days with the ZOPP 1991 consultant as facilitator to ensure continuity, to draft the business plan for the EVDO Group. The key output targets and impacts underline the clarity with which the EVDO Group has defined its work:

Building material:
A. Roofing materials: Units/Output/Turnover/Jobs
   1. MCR: 1,500/7.5MSqm/115 Crores/10,000
   2. FC: 200/3MSqm/90 crores/1,600

The Annual Review Conference, held in mid-January for two days, brings together managers and senior professionals from all offices of the EVDO Group-its headquarters, regional offices and field stations- for an elaborate self-evaluation exercise. This exercise also charts the course for the coming year. This conference is the culmination of a process of evaluation and planning conducted by each unit over the previous month. This Review Conference is to help the staff members to discuss across disciplines the activities undertaken by each unit to achieve the common goal of the group. It also helps to identify additional tools by establishing synergies among the units to make their efforts more effective.
A Synthesis of I-P-M and P-R-E inputs

People

Innovation  Production

Resources  Environment

Marketing

The purpose of this conference is to take stock of:

➢ What the organization planned to do during the year
➢ What have been the results achieved and delivered
➢ What are the experiences and learning?
➢ What course corrections are proposed?
➢ What are the directions, work-plans and the budget for the next year?

The participants make detailed presentations through slides, charts, photographs and other visuals covering all the above aspects.

ORGANIZATION REVIEW PROCESS

Participants from EVDO HQ, Regional HQs and field stations

Annual Review Conference

Presentations

Discussions and Critiquing

Summing up by the President of EVDO

Organization Rating by Participants

Review

<table>
<thead>
<tr>
<th>Resources</th>
<th>Strategies</th>
<th>Key activities</th>
<th>Implementation</th>
<th>Performance Measurement: Benchmarks</th>
</tr>
</thead>
</table>

FINDINGS THROUGH QUESTIONNAIRE

Governing board

• Internal Accountability: According to the members of the Governing board, the EVDO group has established clearly defined mechanisms for continual evaluation of its performance, not only to serve as a model and apply to itself the methods it advocates to others, but also, to stay efficient, productive,
competitive and responsive to the needs of the society. The performance reviews are presented to the respective governing bodies, which set overall policies and assess performances. For example, ZOPP exercise.

Staff Meetings: Weekly meetings on Saturday bring together staff from all branches of the organization and in mid-week group meetings each unit holds technical peer review meeting to establish the substantive progress of its projects. These meetings involve in-depth technical discussions and are characterized by exacting expectations and extreme candour. The work of each unit is shared with the whole organization through mandatory formal presentations to the weekly meeting held every Saturday, where professional staff at each of the EVDO Group locations examines key issues of their work. Problems faced by any of the units are also discussed in the meetings and ways in which these problems could be possibly rectified. Participation in couple of Saturday weekly meetings, access to its minutes revealed that quite a number of employees working at various levels. The accountability is in-built through an informal peer group system. While talking to a cross-section of middle level professionals it was revealed that non-performers dread these meetings.

External Evaluation Procedure:
The Ministry of Science and Technology Review Committee comprising of three high level experts appointed by the Ministry of Science and Technology, Government of India carries out two day evaluation of EVDO's performance every year. This process involves formal and rigorous analysis of many of the programmes of the organization.

HVDO:

*Literature review*

Every five years HVDO does a review of its programmes by some distinguished thinkers/associates in the field of health and development. The last review was done in July 1992. It was decided to take up the review exercise as part of the process and also to help HVDO gear up to the health challenges of the coming century. In consultation with the HVDO Executive Board and staff, the review team constituted with following members from India, Nepal and Bangladesh. The terms of reference were:

- Effectiveness of HVDO programmes on the ground as well at the policy level.
Whether HVDO programmes are effectively addressing the key health issues in India?

Whether HVDO is meeting the expectations of its members?

Competence of HVDO's professional staff in meeting its objectives.

Specific recognition to identify clear strategy in meeting future challenges.

Sustainability of HVDO and State VHAs.

Is there any gap in the relationship between HVDO and State VHAs?

Capacity building of State VHAs.

Possibility of decentralizing more of HVDO programmes in the State VHAs.

Linkage and integration of work between the grassroots as well as macro level.

Functioning of HVDO as an organization.

It was suggested to include the package programme supported by donors in the review process.

Decision-making/planning

Monitoring and implementation of these package programmes. Is it replicable for other areas and can it be taken over by the Government.

Do these projects have any model value for other NGOs in India?

Further sustainability of the projects and strategy for withdrawing support.

What is the role of HVDO and State VHAs in effective implementation.

3) Transparency (of information):

The organizations under study should have transparency by:

- The case VDOs should prepare, publish and disseminate its annual narrative who they are (the identity), what they do (vision and mission), how they do (the strategy), and financial reports-source and use of funds, staff management policy to the staff and to others, and on results of reviews and evaluations; and

- Widely disseminate its annual report (information about programmes) with financial statement to the constituencies, partners and donors.

EVDO:

Literature review

This organization prepares, publishes and disseminates its annual report and financial reports. This annual report has description of reports of all activities of the
organization. Reviews and evaluations are just mentioned in the annual report but not explained with results of these reviews and evaluation. The reviews and evaluations are printed separately and distributed to only the senior staff. Not all staff has access to it.

HVDO prepares, publishes and disseminates the annual report with its financial spending of all the activities.

4) Participation in decision-making: Participation comes with the sense of ownership. Members and the staff of the organizations develop this sense of ownership amongst themselves when they are allowed to get involved in the process of translating the take up responsibility.

- Who are involved in this process of decision-making? What is the context and what is the level at which the involved parties participate?
- Why are they involved?

EVDO:

Literature review shows the following:

To fulfill its commitment to participative management and also, to provide on-the-job training to build leadership and management capabilities, the EVDO has established several mechanisms to bring the staff directly into the organization's decision making process. Even the junior staff members have considerable flexibility over the planning and execution of their work plans. A designed process of peer interaction provides adequate exchange of information and quality control.

The EVDO group invests heavily in-group processes. The weekly staff meeting, each Saturday morning, is compulsory and attended by the whole professional staff at each location. As mentioned earlier, major issues of concern to the organization, both substantive and logistical are discussed to encourage an active flow of information and to ensure that staff members are knowledgeable on the affairs of the EVDO group and on the broader issues of sustainable development. It also serves to improve their communication and presentation skills and build their involvement in broad-based participative decision-making. Decisions at the level of implementation of programmes are taken by the employee responsible for that programme. For example, State of Environment reports for the states of India were being prepared by a staff of ESB. She was given a useful input by her colleague in the
TSB regarding the indicator of environment. However policy level decisions are taken by the management group.

The mid-week meeting of each branch is designed to provide peer interaction at the technical level to subject ongoing work to the most stringent possible critiquing, mainly to ensure a high level of team work and product quality.

Broader management decision-making is the responsibility of the Management Group, which comprises the senior managers at the branch/division level. For substantive issues, the Programme Committee, comprising the Management Group plus the Chiefs of the programme units, reviews past projects, selects new ones and sets overall standards to ensure product quality. For administrative matters, the administrative Committee, comprising the Management Group and the chiefs of administrative units establishes operational procedures and ensures smooth and efficient functioning of the organization.
### Socio-economic profile of the staff

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<th>HVDO</th>
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<tbody>
<tr>
<td><strong>Working in your VDO</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>highly satisfying</td>
<td>A1</td>
<td>23%</td>
<td>34%</td>
</tr>
<tr>
<td>Fairly satisfying</td>
<td>A2</td>
<td>67%</td>
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<tr>
<td>Not particularly satisfying</td>
<td>A3</td>
<td>9%</td>
<td>14%</td>
</tr>
<tr>
<td>Not satisfied with working in VDO but still continuing working because</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Takes good care of its staff</td>
<td>A4</td>
<td>67%</td>
<td>50%</td>
</tr>
<tr>
<td>Informal and personal atmosphere</td>
<td>A5</td>
<td>33%</td>
<td>33%</td>
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<td>Seriousness of the staff in work</td>
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<td><strong>Satisfied with working in VDO because</strong></td>
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<td></td>
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<tr>
<td>Own organization is like a family despite difficulties</td>
<td>A7</td>
<td>68%</td>
<td>33%</td>
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<tr>
<td>good relationships with everyone</td>
<td>A8</td>
<td>19%</td>
<td>0%</td>
</tr>
<tr>
<td>opportunity to see and experience the realities of life</td>
<td>A9</td>
<td>13%</td>
<td>47%</td>
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<tr>
<td>able to take own decisions</td>
<td>A10</td>
<td>0%</td>
<td>11%</td>
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<tr>
<td>contributing to the growth of the organization</td>
<td>A11</td>
<td>0%</td>
<td>8%</td>
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<td><strong>Potential in own VDO has been tapped</strong></td>
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<td></td>
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<tr>
<td>Maximum</td>
<td>A12</td>
<td>41%</td>
<td>46%</td>
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<tr>
<td>Reasonably</td>
<td>A13</td>
<td>32%</td>
<td>39%</td>
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<tr>
<td>More or less</td>
<td>A14</td>
<td>26%</td>
<td>14%</td>
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**Total Number**  
N=34  
N=41

![Bar chart showing response percentages for different questions and answers.](image-url)
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<th>Number</th>
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<th>HVDO</th>
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<tr>
<td>Difficulties faced in VDO due to</td>
<td></td>
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<tr>
<td>Overload of work</td>
<td>A1</td>
<td>26%</td>
<td>19%</td>
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<td>Decision-making at the senior level</td>
<td>A2</td>
<td>32%</td>
<td>35%</td>
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<td>Unexpected work</td>
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<td>41%</td>
</tr>
<tr>
<td>Staff rivalry</td>
<td>A4</td>
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<td>10%</td>
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<td>Has your organization helped in overcoming</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>these difficulties?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VDO has helped in overcoming these  difficulties</td>
<td>A5</td>
<td>85%</td>
<td>90%</td>
</tr>
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<td>VDO has not helped in overcoming these   difficiulties</td>
<td>A6</td>
<td>15%</td>
<td>10%</td>
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<tr>
<td>How has your VDO helped in overcoming these difficulties?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Through personal meetings/discussions with seniors</td>
<td>A7</td>
<td>61%</td>
<td>48%</td>
</tr>
<tr>
<td>Through self-analysis</td>
<td>A8</td>
<td>38%</td>
<td>21%</td>
</tr>
<tr>
<td>Talking with peer groups</td>
<td>A9</td>
<td>0%</td>
<td>34%</td>
</tr>
<tr>
<td>Total Number</td>
<td></td>
<td>N=34</td>
<td>N=41</td>
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![Bar chart showing response percentages for different questions.](image-url)
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<th>Questions</th>
<th>Numbers</th>
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<th>HVDO</th>
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<tr>
<td>Is additional allowance provided?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Allowance is provided to for the expenses incurred during the working hours</td>
<td>A1</td>
<td>76%</td>
<td>56%</td>
</tr>
<tr>
<td>Additional allowance is not provided</td>
<td>A2</td>
<td>23%</td>
<td>44%</td>
</tr>
<tr>
<td>About promotion</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have got promotion</td>
<td>A3</td>
<td>67%</td>
<td>46%</td>
</tr>
<tr>
<td>Have not got promotion</td>
<td>A4</td>
<td>32%</td>
<td>54%</td>
</tr>
<tr>
<td>Have got promotion on the basis of:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance</td>
<td>A5</td>
<td>44%</td>
<td>68%</td>
</tr>
<tr>
<td>Achieving targets</td>
<td>A6</td>
<td>23%</td>
<td>32%</td>
</tr>
<tr>
<td>Did you receive any reward?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have received rewards, other than promotion in recognition of work</td>
<td>A7</td>
<td>35%</td>
<td>44%</td>
</tr>
<tr>
<td>Have not got any reward in VDO.</td>
<td>A8</td>
<td>65%</td>
<td>56%</td>
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Total Number

N=34
N=41
HVDO:
The primary motivation of the staff to join HVDO was

- personal interest to work with NGOs,
- freedom of doing what you believe in,
- deep concern to work towards the welfare of the community and the poor with the purpose of humanitarianism,
- convinced with the objective of people oriented development of HVDO,
- derived mental satisfaction by working in the voluntary sector
- Highly recommended by YMCA placement cell
- Working atmosphere of HVDO were appealing and impressive

In doing so, they are satisfied working with HVDO. And more so, because HVDO integrates health with education,

6) Ensuring the rule of law through an independent judiciary: This independent judiciary is Governing Board and Governing council in HVDO and EVDO, under study.

a) Members of the Board may either be nominated or elected, according to the provisions of the legal structure adopted by the case VDOs.

EVDO: All the members agreed to be on the governing board because for them it was a new life, a new venture. They wanted to be the decision-makers in EVDO. Out of 7 members, 3 were chosen on the basis of personal relationship with the head of EVDO. They were already known to EVDO by virtue of being a family member. There were no selection criteria for them but importance was given considering their experience in the voluntary sector. 3 members were previously engaged in EVDO projects and were chosen to be a board member because of their association. However, the members were considered for the membership on the basis of their experience, and in-depth knowledge. According to the board members, high quality leadership doesn’t exist in the EVDO board. For them, leadership having vision, the ability to solve problems at the organizational level, knowledge and experience about the sector, decision-making ability and the ability to motivate the staff,
characterizes high quality leadership. EVDO has failed to have a second line of leadership, in a formal sense (where all staff recognizes the 2nd line of leadership). EVDO in Bundelkhand has given a strong leadership, where even if the leader is not present, the work continues and the system doesn’t collapse. Leadership there has evolved collectively where EVDO has recognized the efforts and initiatives of the leader while interacting with the leader and the public. Leaders, in an informal sense and an individual level, have evolved in EVDO based on their working, capability, opportunities and their belief in the organizational values and mission. More so, there is no specific process of recruiting leaders in EVDO. According to them, every staff member is a leader in him/herself because of their potential, dedication and innovation as and when in any project. The structure is democratic and decentralized. There is no formal or any specific process of training staff to become leaders neither any procedure of recruiting leaders in EVDO.

HVDO: These board members agreed to be on the board because they wanted to impart their own knowledge for the cause of HVDO and also, to gather tremendous experience and build up national level interaction and national level advocacy. The process of selection involved the invitation of bio-data by interested candidates of the state networks and member organizations of HVDO. The shortlist bio data are then submitted to the Governing board for selection. The members are selected on the basis of their experience, age factor, easy to get along with, qualifications, their skills in the field of health and being available to participate in the affairs of Executive board. The final decision is taken by the Annual General Body, which meets annually. The Chief Executive is the ex-officio member in the Executive board. According to the board members, the notion of leadership begins at a level when the person has knowledge, is nationally respected and is a dedicated social worker. The indicators of high quality leadership in HVDO are the ability of decision-making, experience in voluntary sector, educational qualification, tolerant of different opinions, hard worker and sympathetic to the cause of HVDO. No formal process exists for creating leaders in HVDO. Whosoever is seen as having leadership qualities in HVDO is given opportunity/ies for becoming better in this field and applies it in work situation in HVDO.
b) The organizations should establish and maintain a Board Manual 2 and it should be approved, reviewed every one to two years and revised, if necessary. This manual should be provided to the Board at the time of their orientation. None of such kind.

c) Rotation of the Board members should be an important part in the case VDOs that the researcher is studying. And also, the Board review/renewal should be an ongoing process and not for a limited time service.

EVDO: In governing board’s point of view, the Board renewal doesn’t take place because the members feel that there are 2 advantages in retaining same set of people on governing board. These are: (1) continuity and familiarity of members with the vision and mission of the organization which enables (2) The network with other agencies is already created and maintained. Changing of members might result in breaking of the rapport with the system, already formed. Developing new rapport would be time consuming and would require lot of efforts, which EVDO wouldn’t give priority too. One governing board member admitted frankly that EVDO didn’t require the governing board at all because the staff of EVDO is capable of taking critical decisions collectively and efficiently. The monitoring and evaluation, he said, is as the staff itself with guidance from the board conducts it.

HVDO: According to the board members, advantages related to board renewal are: (1) new members bring about new understanding and perspective to issues and concerns related to the voluntary sector. There is the need to give respect and value to the democratic principles of capable people working in HVDO (2) HVDO being a democratic organization, capable members will get an opportunity to be member of the board.

The disadvantages of board renewal are (1) monotony of ideas and approaches, amongst the members, towards various programmes results in stagnancy. With no renewal, the members might loose their concentration and interest in their work and may become undedicated and self-centered. (2) Other

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2 The Board Manual would contain written statements and descriptions of responsibilities of the Board as a whole and of individual board members, functions of the Board committee, guidelines, goals of the organizations.
capable people associated with HVDO with varied experience will not get an opportunity to be member of the governing board.

**EVDO:** According to the governing board members, relationship amongst them is congenial. Interactions are mild and not very active as a policy making body. Researcher gathered more of general information about the scenario of voluntary sector from the members than their views about EVDO's efforts in this field. Leaders meet in governing board meetings, EVDO functions and they communicate with the staff on various. Interactions are very informal to such an extent that a board member and middle level staff was witnessed as to having cup of tea together in EVDO canteen. Communication is open for anyone and with anyone in EVDO premises. The Board communicate amongst themselves by virtue of both formal and informal interactions. The Board has communication with the staff and viceversa. Information in EVDO is decentralized. So much so that a senior staff in the communication unit admitted that not much interaction between the staff members of different units is very less since the information is decentralized. The interaction is only at the professional level. On further probing, middle level staff of ESB agreed to it.

**HVDO:** For governing board members, relationship between the board member leaders is cooperative, well understanding, and constructive, healthy interrelationships between the members of the governing board. The members visit the HVDO office premises whenever their participation is required in any meetings and programmes in Delhi. Whenever the members have to visit Delhi for any purpose, they make it a point to visit HVDO and interact with the staff of the organization. The board members communicate with EVDO staff through the team leader, coordinator or the programme officer. The interaction with the staff is sometimes pre-planned when the staff meets the board member in meeting held elsewhere outside Delhi, whereas other times the interactions/meetings is very informal after the meetings are held. The areas in which communication takes place between the board members and the staff are training for village health workers, publications on health, strategies on different programme implementation, providing consultancy on health prevention and promotion.

Interact with 3 governing board members was possible during one of these kinds of visits to HVDO. For example, these 3 members were visiting HVDO at the
time when they were interviewed. The members had come for a meeting with donors, however they met the community development department staff to discuss few things about the project 'Khoj'. The interview was spontaneous and the request for it was well received by the members. Researcher appreciates the enthusiasm and the pride displayed by these 3 board members to share their knowledge and information about the voluntary sector and HVDO with the researcher.

7) Democracy:

a) The VDOs under study should create a broad-based General body and Governing Board. The composition of the Board of the VDOs should be based on proper distribution of gender, age, socio-cultural balances, national and international experience and sector to which they belong and experience. The composition and the structure of the Governing Board should be examined and reviewed periodically.

EVDO: The governing board of EVDO is diversely composed with a diverse range of experience but without any female member. The board meets regularly. The President gets the agenda of the meeting circulated through staff, to all members of the Board through clear and thorough information materials two to three weeks before each meeting. As told by the members of the Governing Council, the minutes are recorded which includes the decisions, and distributed to the members. Only the senior staff has excess to the report of the meetings. The researcher was not allowed to have access to any of the council meetings.

HVDO: governing board composition is diverse and democratic. Presently, the board has one female member and the rest are males. However before (researcher allowed access to board minutes from period 1998-2000) the ratio of males to females was 3:3 and sometimes 4:2. The board meets twice in the year to discuss the reports of the Executive Director and the treasurer of HVDO, to review and discuss matters arising during the functioning of HVDO, to prepare its report for the General Body and in general, to provide guidance and help to the Executive Director and staff of HVDO.

Before holding the meeting, agenda of the meeting is circulated through staff, to all members of the Board two to three weeks before each meeting. The personal assistant to the Chief Executive records the complete and accurate minutes of the
meeting and in particular, the approved decisions made by the Governing Board. The minutes/report of the meeting is not accessible to the staff of the organization except for the senior staff. The information presented in the report is about goal set by the Board, past performance or a comparative data, formation of committees for various purposes. It was clear in the report why this information is important and that a follow-up action is required. Also, importantly, the number of Board members who have brought experience and varied perspectives of their respective organisation's constituencies to the Board would be an important indicator of good governance in EVDO and HVDO, because through the Board, community has a voice in the governance of the organization.

I was allowed to study the governing board minutes of HVDO from 1998 only in the Chief Executive's office only and no where else in the organization. The information provided in the minutes report to the researcher was not explained in details. For example, in Feb 5-6, 1998 minutes, the board discussed about the planning for financial sustainability of HVDO. But in the minutes it was just mentioned that they had discussed it. There was no explanation or discussion about how they have decided that it needs to be done, how it would be done, whose responsibility will it be and what would be the follow-up action. In other words, the dynamics of decision-making is absent in the minutes. None of the names are mentioned, as to who says what? Identification is not disclosed.

b) The Governing Board should pursue and adopt a collective decision making process in which all staff should be involved and they should be aware of this. Some of the issues for decision-making would be: new policies, new programmes, new contracts with external agencies;

c) The organization should have a clear, enabling, equal opportunity and non-discriminatory employment policy with a reasonable compensation package for the staff;

EVDO:

*Literature review revealed the following:*

EVDO:

Staff Welfare fund for EVDO group has the purpose to

* Assist staff members in times of personal or family emergency in the form of interest free loans or grants and*
• To promote cultural, social and sports activities for creation and welfare of staff members.

All staff members of EVDO shall be the members of the Fund. All benefits will accrue to staff members.

Staff members are entitled to avail salary advance of maximum of one-month gross salary once during the financial year. The same will be recovered in maximum of five equal installments.

Staff members having six years of service are entitled to vehicle loan.

d) The organization should establish a clear written policy inhibiting conflicts of interests of members of the Board, employees, consultants and volunteers. In this policy, the organization should clearly mention the people/agencies involved and mechanisms by which conflict is resolved. This policy should be reviewed regularly as part of Board self-assessment; and

e) The organizations should have a strategic plan that should be reviewed, evaluated and revised, if necessary, on a regular basis.

8) Finances: The financial management practices of the organization should be of high standard to reflect its integrity and transparency.

a) The organizations should only accept grants or contracts that are consistent with its vision and objectives. This is the legal responsibility of the Governing Board of the VDOs under study. The Board should ensure that the organization is operated according to the laws and within the framework of its mission;

b) The organizations should have a clear and documented fund raising policy intended to assure its institutional advancement and financial sustainability. The Governing Board needs to secure appropriate funding to carry out the activities of the organization. In other words, the functions of resource mobilization and discuss and approval of the annual budget are to be carried out primarily by the Governing Board;

c) The VDOs should provide adequate and appropriate procedures for financial agreements, monitoring, review and reporting.

---

3 Category J1 and J2- Bicycle, Category J3- Moped, Category J4, AP and P1- motor cycle/scooter, Category P2 to P5- two wheeler/four wheeler.
The procedure followed for the selection/recruitment of the staff of EVDO and HVDO was interview and discussion. The criterion on the basis of which the staff is selected is the technical skill, experience and educational background. The staff should treat their work as worship.

EVDO and HVDO membership should include those belonging to different geographical areas, linguistic lines

7.2 TWO MODERATELY SUCCESSFUL AND TWO SUCCESSFUL EXAMPLES FROM EVDO AND HVDO:

CLEAN-INDIA: A SUCCESSFUL EXAMPLE OF EVDO

Criteria for selection of NGOs as CLEAN partners

The partner NGO should:

1. Be a registered society under the Societies Registration Act, 1860
2. Have previous work experience in the field of environment education, pollution control, development, water/sanitation and forestry and health
3. Have a good working relationship with the government agencies
4. Have the region of their responsibility within their reach
5. Have trained staff with dedication and commitment and
6. Be able to co-ordinate activities of the schools, collate and compile data and organize environment improvement activities in their regions of responsibility.

Criteria for selection of schools:

1. Previous history of the school in organizing the environmental education activities (and only senior secondary schools are selected)
2. Commitment and interest shown by the administration and the teachers
3. Willingness to participate and take forward the programme as a social movement and
4. Preference is given to local government schools and Kendriya/Navodaya Vidyalayas, D.A.V and Army schools.

Since CLEAN was a new concept for schools in Delhi, a series of workshops were organized to brief the Principals of many public and government schools. These were followed by more intensive theme based orientation workshops for teachers and students. These workshops were designed to explain the role of schools in an
extensive programme on environment monitoring of Delhi. The water monitoring was taken up as a part of the project on pollution. Training and monitoring: EVDO provides initial training to the school 'core group' (comprising two teachers and four students), the DEAN school monitoring team and then assists the team in monitoring, interpreting and evolving action programmes. The school children equipped with a field based water testing kit (Jal-TARA kit) monitors any natural water source, be it ground water, stagnant water bodies or municipal water supply. Jal-TARA is a cost effective, portable, compact and easy to operate water quality testing kit developed by the Environment Systems Branch of EVDO. These experiences helped the children not just to collect the water samples but also to talk to the local residents and record the environmental conditions in the areas of monitoring. It helped them to develop their social and interpersonal skills as they interacted with people from all walks of life and also, helped develop their observational skills.

The second step of chemical analysis of water samples which honed their laboratory sills of handling equipment, precision, accuracy and scientific temper. The next step was to get back to DEAN with the collected data analysis results where they verified the results and gave a feedback to the children. A mobile pollution-monitoring laboratory with sophisticated equipment provided by Rajiv Gandhi Foundation for the DEAN programme facilitates the process of validation of the data collected by DEAN school monitoring teams. This information is then disseminated by school children to DEAN zonal network members.

The Jal-TARA kit can be effectively used to perform basic tests to ensure that water is fit for drinking, domestic and other uses. Jal-TARA has been designed for NGOs, concerned citizens, students and public authorities to actively participate in monitoring water quality and to protect the scarce fresh water sources from getting polluted further. This little kit can test 14 essential parameters for drinking water and river water quality. These include simple tests to assess the levels of specific physical, chemical and biological components:
Physical: pH, temperature, turbidity,
Chemical: Chloride, fluoride, dissolved oxygen, nitrates, phosphates, residual chlorine, ammonia, iron, hardness and
Biological: Coliform bacteria and benthic diversity. Jal-TARA provides a unique and rapid method for testing the presence of coliform bacteria responsible for common water-borne diseases such as gastroenteritis, dysentery and diarrhea.
For NGOs and schools it costs Rs. 2000/-per kit, for others: Rs. 3000/-per kit and for outside India: US$250/-per kit
At the culmination of the yearly programme, the students also get a chance to make presentations of the work done by them and the environmentalists get a platform to share their ideas and make their voices heard and express themselves through songs, poems and skits based on environmental themes. DEAN also gives an EVDO Rolling Trophy for maximum participation to keep up the motivation of the students.

Achievements of the CLEAN Project:
How CLEAN helps to address local problems in Kumaon?
Kumaon is endowed with fresh water springs and streams. The spring water has been traditionally impounded in small tanks where it is collected and the excess allowed overflowing. About 10 to 20 households may share the water from a spring. The local people carry out their activities like bathing, washing of clothes and vessels at the spring itself. The same water is also consumed for drinking and cooking purpose. Villagers are unable to comprehend that their activities may contaminate the water they consume. A constant complaint by the locals is of stomachache and other diseases like jaundice etc. An outline of how environment monitoring would be undertaken in their region was explained. Special emphasis was given on monitoring of the local water resources.

The entire group visited different drinking water sources in the area and collected samples of water and also interacted with the local people to understand their views on the local water quality. In course of analysis of ten water samples from the local villages, four samples tested positive from the presence of coliform. Thus, it became self-evident to the children as to what was the reason of stomach ailments. Taking into consideration the results of water monitoring, the next effort by SWRC was to involve the students (already trained), in a community outreach programme on keeping the water resources clean and to take the required precautions for drinking the clean water. The community needs to be sensitized about how their habits affect their water resources and subsequently their health. SWRC is keen on addressing the issue related to indoor air pollution. The use of local chulhas, which are not efficiently designed, leads to severe health problems in women and children. By monitoring the indoor air pollution, students once again created awareness about the impact of this air pollution on health and why this necessitates a change to smokeless chulha.
The CLEAN Kumaon programme is thus an endeavour taken by the SWRC to involve the participation of school and college students in a process of continuous monitoring of the local environment and subsequently taking actions that can help to solve local problems. In Shillong, the Waterwatch Project is already making strides by restoring the quality of the local streams. People are tackling the growing menace of solid waste disposal. Positive actions such as vermicomposting have been initiated in Delhi and Shillong.

CLEAN-Dindigul: To enhance sustainability, a membership fee of Rs. 50/- was introduced. Training programs on vermi-composting and growing plants directly on organic wastes (city farming) were organised. To further sustain interest, training programmes on income generating activities were also organised. These included agarbathi-making, phenyl preparation and candle making. Clearly, lot of hard work and some great thinking! CLEAN-Kodaikanal: The students in this programme, through continuous monitoring have detected contamination in an open stream, which provides drinking water to the community in Survey Number Colony in Kodaikanal. The colony has no access to piped municipal water supply. The water was found to contain high turbidity and disease causing bacteria. The students have convinced the community for setting up of a slow sand filter. The community is very enthusiastic and has agreed to take responsibility for the operation and maintenance of the system. The land for the same has already been identified. The kids have shown them not just the problem but also gave them solutions. CLEAN-Kodai, way to go!

CLEAN-Varanasi has successfully implemented solid waste management systems in three colonies and have selected four others to start the same. Not just action, but also advocacy for sustainability...! CLEAN-Lucknow has successfully put a vermi-composting system in place in a huge temple. The temple devotees and the management are managing the system. The flowers offered by devotees are turned into rich compost, which is being bought by the devotees themselves. The first harvest weighed around 250 kgs and the second one 400 kgs.

The Environmental Monitoring Facility of EVDO caters to:

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

Some of the eye-opening findings are presented here and are updated regularly in hope that safe and clean environment is ensured for the future. The water quality findings for CLEAN-India cities are given below:

Cumulative Water quality Results for the Year 2004
Cumulative Water quality Results for the Year 2005

Results of Monitoring:

- Out of the 624 sites monitored, 53% showed the presence of ammonia; 14% showed the presence of coliform; 27% were found to contain a high concentration of Fluoride & Nitrate.
- The ground water, in almost every site monitored in Bhopal, Lalitpur & Udaipur, was found to contain a high concentration of Fluoride.
- The municipal water supplied in Ranikhet, Varanasi & Lalitpur showed the presence of ammonia.
- The ground water in Muzaffarnagar & Jhansi was found to contain a high concentration of nitrate.
- The municipal water supplied in Jaipur, Dehradun & Kurnool in most of the sites monitored was found to contain coliform. In Udaipur & Bhopal, both ground water & municipal water
- In the following cities, a continued occurrence of coliform bacteria in the drinking water was noticed – Nagpur, Dehradun, Jhansi & Bhopal.
- The water collected from 69% of the sites monitored was found to be unfit for drinking, containing ammonia & bacterial contamination.
- 5% of the sites monitored showed the presence of Ca & Mg salts, Chloride, Iron & a high amount of Residual Chlorine.
- The water in 26% of all the sites monitored was found to be satisfactory.

On the basis of the water quality data obtained using the Jal-TARA kit, all the sites have been categorised into 3 types varying in the level of purity of drinking water
### Cumulative Water Quality for 28 cities of India during the Summer season

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>Supply water</th>
<th>GW</th>
<th>Total</th>
<th>Winter</th>
<th>Summer</th>
<th>Monsoon</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purify before use</td>
<td>429</td>
<td>182</td>
<td>247</td>
<td>429</td>
<td>82</td>
<td>122</td>
<td>222</td>
</tr>
<tr>
<td>Check before use</td>
<td>33</td>
<td>17</td>
<td>16</td>
<td>33</td>
<td>9</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Safe for use</td>
<td>162</td>
<td>74</td>
<td>88</td>
<td>162</td>
<td>46</td>
<td>40</td>
<td>76</td>
</tr>
</tbody>
</table>

#### Drinking Water Quality Status in 27 cities in Winter Season (% of water samples)

- Safe for use: 25%
- Check before use: 4%
- Purify before use: 60%
- Safe for use: 18%
Findings of Air Quality Monitoring

CLEAN-Delhi

The air quality findings for Delhi, Noida and Gurgaon are given below:

Air monitoring is been undertaken by members of CLEAN-Delhi on regular basis and the results are alarming even in residential areas. In the year 2001 the widespread shift to CNG fuel has reduced levels of sulphur dioxide but nitrogen oxides still hangs in the air. The major pollutant remains dust particles which are monitored as the Respirable Particulate Matter (RSPM) i.e. the dust particles which we can inhale.

RSPM - Respirable Suspended Particulate Matter
So₂ - Sulphur Dioxide
Noₓ - Nitrogen Oxides
<table>
<thead>
<tr>
<th>S.No</th>
<th>Location</th>
<th>Date</th>
<th>Temp.°C</th>
<th>RSPM g/m³</th>
<th>SO₂ g/m³</th>
<th>NOₓ g/m³</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Shrestha Vihar (Residential)</td>
<td>14.11.2001 (Diwali Day)</td>
<td>33</td>
<td>7.717</td>
<td>62.94</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Shrestha Vihar (Residential)</td>
<td>15.11.2001 (day after Diwali)</td>
<td>23.5</td>
<td>29.324</td>
<td>174.53</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Atta Market, Noida</td>
<td>06.02.2001</td>
<td>24.4</td>
<td>10.324</td>
<td>42.103</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Gurgaon, Sector 15 (School)</td>
<td>23.01.2001</td>
<td>27</td>
<td>221.191</td>
<td>36.569</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Old Rajinder Nagar (Residential)</td>
<td>03.12.2001</td>
<td>523.8</td>
<td>11.209</td>
<td>91.42</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Naraina Vihar (Residential)</td>
<td>30.11.2001</td>
<td>1727.6</td>
<td>32.257</td>
<td>63.996</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Janakpuri C1 (School)</td>
<td>07.12.2001</td>
<td>25</td>
<td>3.536</td>
<td>36.054</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Sheikh Sarai (School)</td>
<td>20.12.2001</td>
<td>16</td>
<td>1.877</td>
<td>15.264</td>
<td></td>
</tr>
</tbody>
</table>

Permissible Limits

<table>
<thead>
<tr>
<th>Residential Areas</th>
<th>Sulphur Dioxide: g/m³</th>
<th>80</th>
<th>30</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nitriger Oxides: g/m³</td>
<td>80</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>Respirable Particulate Matter: g/m³</td>
<td>100</td>
<td>75</td>
<td></td>
</tr>
</tbody>
</table>

TARAGRAM: MODERATELY SUCCESSFUL PROGRAMME OF EVDO

The mission of TARAGram was to develop techniques and institutions that can regenerate the resource base and make it available for utilization in an efficient, equitable and environmentally sound manner. The layout and placement of workstations have been carefully designed to simplify and reduce movement of materials, energy and people, leading to considerable savings in piping, wiring and human effort. The basic design principles of the entire village seek to maximize the functionality of the production facility and minimize the use of external energy and the movement of the raw materials, water, finished goods and people. The basic design and materials for the building were also chosen to maximize the use of local skills and building forms. The design of the production system is based on inputs of...
biomass and recycling wastes. All the work at TARAgam, falls under three broad areas:

- Livelihoods
- Shelter (Building and Settlements)
- Energy
- Biomass

Sustainable building technologies can be defined within a context in relation to necessary and sufficient conditions that they must satisfy. These are:

- Diversity: the diversity of material use is crucial to ensure that no particular resource is stressed. It also ensures enlarged options leading to the choice of building materials.
- Efficiency: the productivity of land, material, capital and energy resources is crucial to define sustainability. The productivity of critical resources needs to be prioritized regionally.
- Quality: the quality parameter is used to determine the quality of services provided through the technology and also denotes the net value addition in the local economy. The relationship between input and output in a appropriate technology production system extends beyond material efficiencies and needs to maximize the utilization of local resources, both men and materials, without compromising human safety and environmental concerns.

The goal of technology is to increase productivity by minimizing input and maximizing output. Output refers not only to increased productivity but also to lower costs, timely delivery, improved safety and environmental control, higher morale and better social acceptability. The success of production systems, based on appropriate technologies, is contingent upon their meeting stringent requirements simultaneously on productivity, quality and reliability.

Energy: A beginning in biogas and briquettes making from Ipomea/Lantana has also been made and the latter is expected to provide large-scale employment in the rural areas.

Housing: A significant achievement of TARAgam’s building technologies is seen at Azadpura, a village two Kms away from TARAgam. Here 49 houses were built under the government’s Indira Awas Yojana for tribals using stonecrete blocks, compressed earth blocks and micro-concrete roofing tiles. Each house cost Rs 14,000.
In the building material project, the aim was to have housing technology which utilizes local waste material, consumes the least amount of energy, which is affordable and can be made and maintained by individuals.

A variety of roof designs for farm and country houses, bungalows, verandahs and pavilions are possible with MCR tiles. They have also been used on industrial sheds, workshops and restaurants. MCR tiles allow total creative freedom to designers, architects and engineers to create a variety of roof forms.

MCR Tiles offer many advantages over other sloping roof materials such as G.I. sheets Mangalore tiles, wooden shingles, slate and asbestoes. MCR tiles are:

- Highly cost effective
- Durable—they have the life of concrete
- Lighter than other roofing tiles—they require less under structure
- Easily installed.

In addition, MCR tiles:

- Can be coloured to specification
- Reduce heat gain
- Do not make noise during rains
- Do not contain asbestoes fibres

Comparative costs of roofing materials: These tiles are cheaper by more than 30% with respect to other tiles.

<table>
<thead>
<tr>
<th>Cladding Material</th>
<th>Understructure</th>
<th>Cost 5 (Rs) per sq.m.</th>
</tr>
</thead>
<tbody>
<tr>
<td>MCR Tiles</td>
<td>Steel Hulas wire Girder</td>
<td>260-320</td>
</tr>
<tr>
<td></td>
<td>Primary Wood</td>
<td>280-360</td>
</tr>
<tr>
<td></td>
<td>Secondary Wood</td>
<td>150-180</td>
</tr>
<tr>
<td>Mangalore Tiles</td>
<td>Primary Wood</td>
<td>270-350</td>
</tr>
<tr>
<td>Local clay tiles</td>
<td>Secondary Wood</td>
<td>165-220</td>
</tr>
<tr>
<td>ACC</td>
<td>Steel</td>
<td>275-375</td>
</tr>
<tr>
<td>CGI</td>
<td>Steel</td>
<td>320-400</td>
</tr>
</tbody>
</table>

Income Generation:

Design criteria for the TARA Loom were:

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5 Cost of roof varies according to span and roof form. Based on material and labour rates Delhi, March 1998.
High productivity indicates to reduce the cost of unit output of the machine and to increase the income of weaver.

Superior quality: would mean easy consumer acceptability. The fabric produced on the TARA Looms is superior to the one traditional looms.

Ease of operation: increase overall efficiency of the machine, weave long length of fabrics and weaving operations confirms with the existing traditional skills of the weavers. The loom can operate at the peak speed of 110 picks per minute and sustained weaving can be carried out at average speed of 80-90 picks per minute.

Versatility: weave hands spun as well as mill spun yarn, suitable for cotton, wool, silk and synthetic, operate at high speed even with six treadles and four shuttles.

Ease of maintenance: oiling required only once in a while.

Low cost: within purchasing power of the weaver through various government schemes.

Compactness: should fit easily inside the weaver’s hut.

The TARA loom found widespread acceptance among weavers. Its productivity had been validated and was found to be at least 35% higher than any other loom. EVDO had demonstrated that it is possible to combine high productivity, superior quality of fabric and ease of operation in one machine that can also use different yarns - cotton, wool, silk and synthetic. A traditional weaver can learn to operate this machine in less than two hours making the transition to the improved loom at no extra cost in terms of time and money.

Recruitment of trainees/workforce in TARAGram:
The selection of the trainees for the unit involved a rigorous procedure where need for income was a major deciding factor along with the willingness and enthusiasm to earn livelihood. In the case of paper unit comprising in 1996 of 35 people, more than 70% were women. Of this, half were selected owing to their potential to be leaders while the other half were truly needed. An artisanal profile was maintained which traced the progress of the trainees on site at work as well as back home outside the sphere of direct influence. With the constant effort to upgrade skills, literacy classes were held for half an hour everyday for three basic categories: those with no education, those with primary level education but no accounting skills and those
with secondary level education. Each class had teachers appointed from among them. A workforce for the building units was done as far as possible in a participatory manner. Frequent village meetings explaining ideology of the EVDO and reasons leading to selection and short-listing at the village itself. Although a laborious process, it showed very good results. This was followed up with rigorous interviews and slide shows, where the EVDO social scientists slowly built up the confidence levels of the women and their family members. They began with the work force of 15 in March 1996 they were over 70. Trainees were paid monthly stipendiary payment. The women allocate a small portion of their earnings, Rs. 25/- as a starter, into a self-help savings scheme. Some were encouraged to open bank accounts where all of them now sign their names. There was a time when all of them were illiterate. Now they devote half an hour of their lunch-time for literacy classes, which also have self-appointed teachers. They even have one day every week where they compose and share songs on the center and their activities with each other. They also contributed to ‘Aditi’, their newsletter which became a forum for exchange of thoughts and also, to document their experiences. To further spread literacy bug among children to impact the lives of the workers in totality, there was a need to re-adjust the on-site activities to include a balwadi for the children. This was how balwadi was born. Formal education for the children of the trainees were organized at Orchha, where they pay for their children, while the EVDO only provides transportation. The physical health of all, especially the women who are normally neglected in the rural areas, is monitored regularly by the doctor. Besides routine examination, the doctor is also available for counseling of all the trainees as well as their family members. A lady doctor is engaged for check-up of the women trainees. Precautions are taken upfront especially for those exposed constantly to dust. Each of them has an identity and status, which is physically visible through the identity cards slung around their necks. The unit doesn’t depend on the EVDO staff for such routine operations.

Recruitment commenced in the month of March and during April the first the older building material and energy group welcomed aboard batch of paper trainees.

*Results achieved by technologies:*
The normal training period to achieve 80% of productivity norms prevalent in the industry is 9-12 months. It is heartening to know that the TARAGram personnel achieved this target within the first 90 days of commencement of operations.

Applications:
An important venture has been the building of 50 houses in the Azadpura village 3kms from the center. As the village consists of a population below the poverty line, the aspect of building with beneficiary contribution of at least 10% seemed a momentous task. Constant village meetings and creating livelihood opportunities within the village has led to dramatic effects. EVDO is today building using Balram blocks with about 65kg/sqcm compressive strengths and low water permeability, which are much better than the locally burnt poor quality bricks. Good integration of aesthetics, ventilation and lighting requirement together with their need for a roof over their heads has led to truly improved and more importantly affordable shelter: 150 sqft for approximately Rs. 10-12,000/-

INPUTS THAT LED TO THE MODERATE SUCCESS OF TARAGRAM:
TARAgram, is an Appropriate Technology center located in Tikamgarh district of Madhya Pradesh, equally accessible to both the North Indian states of Uttar Pradesh as well as Madhya Pradesh. The EVDO Group realized that in order to improve local economic conditions to meet basic needs, solutions were needed to respond to the needs based on local resource regeneration and use. SUSTAINABLE LIVELIHOODS SYSTEMS was conceived as a major area of work. This required professional methods for design and delivery of appropriate technologies coupled with a business like approach. While the initial years were spent on understanding the problems and in devising appropriate technological interventions, the need for pilot testing and for Action Research, prior to the liberation of these technologies, led to the setting up of the Appropriate Technology Center at Orchha in Madhya Pradesh. This is the culmination of more than 50 person-years of experience and effort of the Development Alternatives family.

APARAJITA: A SUCCESSFUL PROJECT OF HVDO
The manner in which the state approached the challenge of rehabilitation led to many questions being raised about its capacity and to allegations of
misappropriation of rehabilitation funds. 'Three years on,' commented India Today, 'Orissa’s efforts from a report by the Times of India, 9 April 2002.

The Orissa state government has officially admitted that its efforts towards rehabilitating people who suffered due to the super cyclone of 1999 have been dismal. The state’s revenue minister Biswabhusan Harichandan said that some of the major departments like water resources, rural development, works and housing and urban development had not yet fully utilised relief funds. The minister said the state government had received a total of Rs 828.15 crore (US$184m) from the National Fund for Calamity Relief (NFCR) and Rs 38.10 crore (US$8.46m) from the Prime Minister’s National Relief Fund (PMNRF). The state government also took a World Bank loan. Of the nearly 6.3 lakh (630,000) Indira Awas Yojana (IAY) houses sanctioned for the victims, only 1.79 lakh (179,000) had been completed so far, the minister said. Work in the case of 5,522 of the 8,742 fully collapsed primary school and only 392 of the 3,779 high-school buildings having been completed so far. Works worth only Rs 43 crore (US$9.55m) of the Rs 230 crore (US$51m) sanctioned by the World Bank had been utilized by 15 March 2002. Only 11 of the 100 proposed cyclone shelters had so far been completed, he said. A few days back, the Comptroller and Auditor-General (CAG), had highlighted instances of ‘misutilisation’. Out of Rs 1,149.21 crore (US$255.3m) spent by the government till March 2001 on relief measures, utilisation certificates for only Rs 49.83 crore (US$11m) were received by nodal departments, the report pointed out. Crores of rupees meant for cyclone damage repairs were ‘diverted and misutilised’. Ex-gratia payments were illegally disbursed, while thousands of families wait for house building loans. to rebuild itself are as much of a disaster as the natural calamity itself.’ But the problems were more systemic than critics believed. From disaster to development, Aparajita worked on the basis that the relief phase would be followed by rehabilitation in the shortest possible time. Its approach included:

- A short-term strategy to address immediate needs and set the community on the road to recovery
- A long-term strategy to assist the community in turning disaster into development in the longer term
- Giving priority to women-headed households, children who had lost their parents and children
• In general, fisherfolk, the landless and sharecroppers, marginal farmers, village artisans and crafts persons and elderly people living alone.

Short-term interventions:
Efforts to address the immediate needs of the community and set it on the road to recovery revolved around:
• livelihood support and formation of self-help groups
• fisherfolk rehabilitation
• Creation of a healthcare system at the village level.

Livelihood support and self-help groups included:
➢ The supply of school books, fertilisers and seeds for kitchen gardens and paddy
➢ Renovation of houses of the most vulnerable population, reconstruction of damaged schools,
➢ Wells, ponds and other water bodies construction of platforms for wells, toilets and urinals
➢ Support for women's groups involved in dry fish processing, mat-weaving and broom-making support for artisans such as bamboo basket makers, masons, carpenters, blacksmiths,
➢ fishing netmakers and toymakers
➢ support for weavers and petty traders
➢ renovation of salt pans and salt canals

Under the fisherfolk rehabilitation programme, groups were formed and proper coordination and management systems set up. Boats and nets were supplied - as were loans - and people helped to improve their post-harvest techniques like cleaning, drying and storing. Under Village healthcare: Healthcare systems were created by establishing first aid and basic health care to treat common ailments in every village; making provisions for safe drinking water and sanitation; raising awareness of preventive health; care of pregnant and nursing mothers; and establishing referral links to health centres and hospitals in the region.

Long-term strategies:
Aparajita’s long-term strategy was to strengthen communities and individuals in them. At the individual level, local volunteers who would act as
agents of change in the area were identified and trained. At the community level, the focus was on creating and strengthening self-help groups and community assets, particularly helping groups of fisher folk and women. The capacity of the entire community to prepare for future disasters was paid special attention.

The method and strategies adopted by HVDO to tackle the cyclone situation:
- Focus group discussions
- Observation
- Personal interviews
- Primary and secondary data collection
- Representative tola meetings

Aparajita used the following criteria to select the villages in which it would work:
- the extent of damage
- the extent of vulnerability
- a significant presence of marginal populations
- geographical isolation
- concentration of any groups of artisans.

Micro-planning in these villages was conducted in February and March 2000 with the assistance of HVDO staff from the head office in Delhi and other organisations in the region (Shramajivi Unnayan, Organisation for Rural Reconstruction and Integrated Social Service Activities) which had experience of similar work in other areas. In every village, local leaders, farmers, women, fisherfolk, artisans and other vulnerable communities were involved. Village level and household level data was collected, tabulated and presented in a report. Development priorities were listed and emphasis put on people’s contribution in terms of labour, material or money. Communities were encouraged to make the best use possible of locally available resources.

Before starting the micro-planning exercise, several steps were taken to ensure that the community would be keen to take part and were able to do so. Villagers were informed of the date, time and extent of the micro-planning exercise. A core group was selected and consulted, as were potential local volunteers. Secondary information, such as the resources and infrastructure facilities available in the area, was collected through block and district offices. This resulted in the collection of a wealth of information about people’s skills, and guided Aparajita in planning and implementing the rehabilitation intervention. The Aparajita core team,
its field staff and volunteers ensured that people’s critical needs, as expressed by them, were met at the appropriate time. By the time the relief phase came to an end, the Aparajita team had established a good working relationship with people in the selected villages. Through discussions during the micro-planning exercises, key problems had been identified and potential solutions suggested. Data on resources, knowledge and skills available in the village as well as the needs and possibilities expressed by the villagers defined the goals and strategies for the rehabilitation phase.\textsuperscript{24}

Relief to rehabilitation programme to development:

1. With the arrival of Aparajita, groups of women engaged in dry the fish were formed. The aim was to empower them by providing them the opportunity and resources to tap their potential. The fish drying activity was sustainable locally and hence there was no threat of any kind of dependency developing between the project and the beneficiaries. The women’s group with 3 months of support managed to put together Rs. 3000/- as their savings in the bank, reserved for rough times.

2. Under the guidance of Aparajita, the women in Jiuni, Astarang as a group has a meeting once a week wherein they decide the future course of action. On the income front, while each bamboo costs Rs. 80/- approximately 8-10 baskets can be made out of one bamboo. Each basket sells for anything between Rs. 12/- to Rs 20/-, sometimes resulting in 100\% profit for women.

\textbf{Monitoring activities:}

Aparajita activities are monitored centrally as well as at field level.

Central Monitoring: In the initial phase, all the field officers from three areas met weekly at Aparajita office in Bhubneshwar and staff meeting of the core team, programme officers and the field officers were held. These meetings served to report completed activities in the field as well as present the weekly plan of action by the field officers. Any constraints or difficulties during the implementation were discussed in the meeting and corrective measures suggested. Once in every month direct monitoring by the HVDO Chief Executive and his team, is done through visit to the operational blocks, which is then followed by a staff meeting wherein the team findings, achievements and constraints are discussed and inputs provided. Field
monitoring: Field level monitoring is done through field visits by the core team members at least once every week to each of the field offices and respective villages. Field officers also send their reports on a regular basis.

Jagatsinghpur, Orissa: One of the most vulnerable and under-privileged groups, the potter community here, had for long been at the mercy of the rich. The cyclone only worsened their plight further. Their tools, their raw material were lost to the cyclone on that fateful day and so was their spirit. Aparajita supported these artisans. It was not easy because the artisans were not ready to innovate on designs or methodology. Years of deprivation had made them risk averse. Help came in the form of raw materials, market linkages and technical know how. The confidence of the craftsmen in their craft and in themselves grew. Today the urban world has rediscovered the art of terracotta and the artisans of Jagatsinghpur. This time with a new confidence, new market and new products, they hope to have good sales and the year ahead holds promise. In Bubhamora village, Kutch, Suleman, Haji and Heera had come to the Nature Baraar at Dilli Haat to sell the vegetable dyed and hand printed fabric produced by their group’s printing unit. A year back, they were amongst the 150 daily wage earners working in the printing units for Rs. 35 a day. Dreams of having their own units and living a better life had seemed impossible, considering the monopoly of the printers and traders.

Aparajita’s relationship with them began by encouraging them to form independent groups, develop their skill in mixing color and printing through training from Weavers Service Centre of Ahmedabad. Aparajita then provided each group with the essentials to start a block-printing unit ... and now the three representatives have gone back with the money from the sales and with a resolve to grow as independent producer and retailers of tribal Art, and decorative Items Apparel, jewellery and personal Accessories.

HVDO received DFID funding for rehabilitation work that included support for health under its “Aparajita” project.

The poor may lose less materially than the rich but they lose more of their capacity to recover. The support for the poor, in the form of relief, brings them to a position where they are able to survive but generally in a far worse condition than before the disaster. The opportunities for growth that are created after a disaster are not available to all people equally. The asset profile of the poor means that, in
In general, they are least able to take up the opportunities offered and so the post-relief phase can result in greater wealth and power disparity arising. The livelihoods projects supported by DFID, positively encouraged the development of livelihoods assets and livelihood strategies that could help the poor to benefit from those opportunities.

A central point of the SLA is its focus on poor people and in many ways the whole SLA is a process of understanding the livelihoods of those stakeholders. An important element to come out of the study has been the diversity of livelihoods of the poor and the need to treat them separately and not group them as a homogeneous whole. Whilst many users of the SLA would take a stakeholder analysis as the starting point, the SLA itself does not make this explicit. The importance of understanding the different needs, aspirations and capacities of different groups of the poor is essential to the whole analysis and this needs to be explicitly addressed in advance of detailed analysis. Good sequencing of interventions is crucial to ensuring that those interventions are complementary to each other and not antagonistic. They also need to be complementary to the coping strategies of the poor and to the changes occurring in the natural, social and economic environment. The importance of sequencing of rehabilitation inputs became apparent as the projects progressed. This awareness arose, at least in part, because the different NGOs were generally taking a holistic and location-specific approach, and could see the wider implications of one type of intervention on other activities of the poor e.g. irrigation systems linking into planting seasons, and FFW (food for work) for road building linking into harvesting season and thus local food availability. Understanding the importance of sequencing is closely linked to the use of the SLA because it highlights linkages between livelihood components.

The holistic approach of the SLA, and its focus on participation, encourages involvement of the poor in the planning process. This process underscored the complexity and the diversity of the responses needed. It also built those responses on the existing capacities and strengths of the poor e.g. building roads and houses with local skill, constructing fishing craft with local boat builders, and rehabilitation of the destitute through community-level centres. The involvement of the poor in the decision-making process, the building of human capital to engage in that process, and the building of social capital to enable working together for communal good, have encouraged a greater involvement of the poor in the wider democratic
processes of the village. This ability to vocalise needs and wants and to affect the response of support agencies has, at least, begun to strengthen vertical linkages between the poor and the policy makers.

One of the key elements of the structures and processes of government, NGOs and wider society that aim to transform the lives of the poor after a disaster, which is often overlooked, is the individual human commitment and effort. The Orissa cyclone showed that the best policies, institutions and processes are no substitute for the efforts of committed people.

A key element of hindsight from the study is the need for good disaster preparedness. Good baseline vulnerability and capacity data prior to a disaster is a major component of a successful relief and rehabilitation response. However, vulnerability affects different people in different ways. It is possible to map these different vulnerabilities and to prepare for hazards that affect them. The situation highlighted by the cyclone and the increased information about the poor resulting from the rehabilitation work has suggested that previous perceptions in the coastal region may have been inaccurate. The overlying and obvious layer of wealth in the coast disguised the underlying poverty of many of the people living there. When vulnerability is included in the perception of poverty many of the coastal people are seen to be some of the poorest. This needs to be reflected in both disaster preparedness plans and development efforts.

The response to any disaster will have elements of chaos but establishing relief and rehabilitation response mechanisms before, rather than after, a disaster can greatly speed up support efforts. Ideally these should be established as part of a disaster preparedness programme. Hazard and disaster preparedness are important at all levels from the community to the government, and through the donor and support agencies. Such preparedness should have the built-in capacity to accommodate common hazards and those that do not occur very often.

Input that led to the success of the project Aparajita:
The basis of people's participation: They have lost everything and we have to help them regain it,' said many who went to Orissa after the super cyclone. 'We have lost everything. What else can we do? We need help and support from outside,' was the refrain of most local people. These two statements draw together several crucial points. Many people lost their families, homes and livelihoods in the cyclone. It was
important to help. Them regain whatever they could. The crumbled mud walls of
their houses could and would be rebuilt: but who would help them break free from
the economic, political and social oppression which stifled their willingness and
ability to participate? In too many cases, external agencies involve the local
population in a process of consultation in which people simply respond to questions
asked. They have no ownership over the process: they do no task the questions
themselves. The most basic point about participation and planning is that it needs an
atmosphere in which the people value their own experiences and knowledge. But
most disadvantaged people tend to have a low opinion of them, and reject the value
of their own experiences and knowledge. In the cyclone-affected areas of Orissa, as in
several other rural regions of India, the dominant classes, castes and political elite
dictate people's knowledge, creativity, decisions and participation. Unfortunately
NGOs, too, have for a long time planned, implemented and evaluated on behalf of
the people. For many voluntary agencies, participation is a strategy used - and
sometimes even enforced - to arrive at the plans which they have envisaged for the
people. It requires a high level of commitment and effort for an external agency to
create an atmosphere in which the disadvantaged can experience the re-emergence of
their creativity, and begin to analyse their experiences and knowledge to arrive at a
basis for social transformation.

Given the power structures and unequal relationships that exist within a
community, planning alone cannot guarantee the participation of poor and
marginalized people in collective decision-making. Moreover, in an environment
where decision-making and control are traditionally considered the preserve of the
powerful, poor people may not be convinced that they have control over what they
would like to do. They may be averse to collective actions that they fear may end up
making them more vulnerable. Ensuring that the views and needs of poor and less
powerful people are heard demands considerable skill and commitment on the part
of the external agency. Selecting the most needy in a community through group
meetings and discussions, and enabling their involvement in rehabilitation efforts,
despite the existing unequal power relations, will remain the biggest challenge for all
external agencies. Aparajita's experience proved that restoring a community's
traditional livelihood activities is often the best way to recovery. By making it
possible for people to return to occupations they were familiar with and over which
they had control, the affected community regains its self-confidence. A focus on the
restoration of livelihoods also cuts short the relief phase and allows for the initiation of the habilitation phase at the earliest opportunity.

One of the guiding principles of the community-based approach to disaster management as implemented by HVDO is the community's ability to set its own priorities and decide how its resources will be used. But often the short-term gains from a relief intervention could blind those involved to long-term development. Aparajita faced this dilemma when it was confronted by some fisher folk who insisted that it help them obtain motorized boats, while others favoured more long-term strategies. Resolving such a conflict of interests without compromising long-term goals calls for skill in negotiation and persuasion.

KHOJ: A MODERATELY SUCCESSFUL PROJECT OF HVDO

Role of State VHAs in the implementation of KHOJ:

- Actively participate in the staff orientation
- Assist NGOs to prepare action plans based on the needs identified
- Assist NGOs to prepare comprehensive narrative roles.
- Provide support in setting up Project Management and Financial Management Information Systems
- Provide feedback to HVDO regularly regarding the progress of the project
- Actively support the KHOJ Project in times of crises or emergency
- Participate actively in monitoring and evaluation of the project in collaboration with HVDO.

Approaches and Strategies adopted: To enhance its salient features like community participation, community organization etc. KHOJ adopted the following strategies and approaches.

1. PROVISION OF BASIC HEALTH SERVICES:

KHOJ is committed to help vulnerable people in improving their health status, especially women and children who are at high risk of disease and death. It seeks to enhance community awareness and household practice of behaviours that contribute to good health while increasing access to as well as the efficiency and effectiveness of basic health care services.

KHOJ's health component covers the curative, preventive and promotive aspects of health.
Curative Health Care- the challenge faced by HVDO is to reach the entire community with the adequate health services without adopting the hospital based approach. Its health services are designed to meet the needs of the community through the use of available knowledge and resources. Health workers and TBAs play a crucial role in this process. It is ensured that they receive proper training and guidance so that they can take the responsibility of their community's health in their own hands. The health workers are provided with simple medicines to cure ailments while the TBAs are equipped with the Dai kit to conduct safe deliveries in the villages.

Preventive Health Care- The KHOJ projects build linkages with the government to provide immunization services to the people. While the government provides technical support, the KHOJ projects organize the community and maintain records. In this way, most KHOJ projects have been successful in preventing the incidence of numerous diseases and in reducing the infant and maternal mortality rate in several areas. Growth monitoring of children is also done regularly in KHOJ projects and mothers are encouraged to provide locally available, low cost, nutritionally rich food to children. The integrated programmes of ORISSA KHOJ project created several milestones. The immunization programme has achieved 80 per cent coverage. The antenatal care and postnatal care coverage has increased to 68 per cent.

Promotive Health Care-KHOJ promotes health care through health education, which has been vital component of the programme ever since its inception. It is usually provided at two levels:

a) Health Education for the Community: Mahila mandals, youth groups, panchayats and other development groups have been involved in various innovative health education and awareness programmes. Issues like personal hygiene, nutrition, gender disparity, family planning, prevention of water-borne diseases are addressed through innovative means of communication like street plays, dramas, songs, puppet shows, films, and focus group discussions. For example, earlier the local people, under the UPHVA KHOJ project, were opposed to family planning. Gradually, due to the improved medical facilities and the consistent efforts of the project's health workers to create greater awareness about family planning, the local people have started believing in small family norms.
b) Health Education for Project Staff: At another level, health education is provided to health workers. TBAs and other team members of the KHOJ project. This training is need-based and its aim is to enable the project staff to cope more efficiently with day-to-day challenges encountered by them in the field.

1. SCHOOL HEALTH PROGRAMME
The School Health programme of KHOJ is not designed merely to disseminate health education to school children. Its aim is to integrate health education into the behavioural process of children.

The School Health programme has three components:
Firstly, school teachers undergo a training process which influences their own health behaviour. This helps them to bring about a corresponding change in the health behaviour of their students and their families.

Secondly, children are actively involved in health education as they can be effective monitors and agents of community health. Linkages are formed between schools and health centers (health workers come to schools). Linkages are also formed between different schools.

Thirdly, Health education is also promoted by distributing educational materials like books, games. Special activities like poster making, cultural programmes, drama, puppetry, school fairs and sports day are also organized to enable children to retain health messages.

2. NON-FORMAL EDUCATION (NFE)
This programme has been designed for those KHOJ projects where literacy levels are low and the drop out rate of school going children is quite high. Both children and adults get an opportunity to learn and share in these NFE centers. In the project run by ORISSA in Phulbani, the Village Animators (VAs) managing the NFE centers have been directly placed under the monitoring authority of concerned VDCs. All the VAs has been provided with refresher training on classroom management, group building, simulative exercises, developing educational aids and preparation of daily curriculum. A new curriculum was developed for the NFE centers. The efforts of Vas

349
enabled 49 students to get enrolled in government schools in 1996-97. Besides this, local school health committees have also been established to monitor the health status of the students.

3. INCOME GENERATION

Under the KHOJ project, the poorest among the community are identified and realistic income-generation programmes are formulated in consultation with them. Small initiatives have already been taken to take shape in some project areas. For example, the tribal communities in Shivpuri under Sambhav project were encouraged to initiate poultry farming. Providing credit or loans for small businesses. In Tarun Sanskar, Jabalpur, informal VDCs have been formed to encourage community decision-making. These committees usually comprise of Panchayat members and school teachers from the project villages, one or two project staff and the bank manager of the nearby rural bank. In Sambhav, Shivpuri, several economic programmes have been initiated to provide sustainable income alternatives to the poor families in the area. Farmers have been trained in advanced agricultural technologies. Social forestry is being promoted in 12 villages. More than 200 families have been encouraged to maintain kitchen gardens in their homes. Training programmes on enterprise development are organized periodically to enable KHOJ partners to explore local markets and evolve new marketing strategies.

METHODOLOGY:
The State Voluntary Health Associations (SVHAs), which are the state level partners of HVDO, identify (preferably member organizations) working in the backward districts. A team of experts from HVDO then visits those VDOs interested in implementing the KHOJ project. A dialogue is held with these VDOs to identify their thrust areas. The observation of this team along with the recommendations of the concerned SVHAs leads to the selection of a few VDOs for carrying out preparatory work. During the preparatory phase, the relevant information regarding the project area is collected through secondary data and baseline surveys. Preparatory work helps HVDO and SVHAs to understand the strengths and limitations of the community and the interventions that would be possible and feasible in the target area. Some small-scale interventions are planned along with the community and are implemented utilizing the community resources, government functionaries,
Financial assistance is provided to the NGOs to carry out these small-scale interventions.

The participatory process begins from the preparatory phase itself. Usually, the community itself is motivated to carry out the preparatory work. For instance, in Jabalpur, the community on its own collected baseline information regarding the target area. This information was presented to the Panchayat, which analysed it. The community then, together, devised a plan of action for the future, based on the information that was collected. During the preparatory phase, HVDO and the concerned SVHA are also able to observe the relationship of the applicant NGO with the community. The openness, transparency, and decision-making of the NGO vis-à-vis the community are closely observed.

To ensure that the health and development programmes have a lasting impact, HVDO emphasizes on sustainability as an essential feature of such projects. To ensure sustainability, inputs are provided in the initial stages itself. The proposed budget is aimed at supporting community health or development interventions of grassroots level organizations by drawing upon the achievements of successful projects. Support of the government machinery is also sought to arrive at a holistic programme of community health. Focusing on the local needs, especially of the underprivileged sections, is an integral component of the project.

In its endeavor to support, develop, and sustain voluntary action in the area of health, HVDO had gradually come to realize that community health is a crucial component in the development of a broad base of human capital that can reinforce economic growth. It also came to recognize 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 the path breaking community health programmes in an integrated community development package. It also aspired to make a concerted and conscious effort to do away with the "areas of darkness".

KHOJ's major achievements are: Dynamic leadership, dedicated staff, innovative and experimental activities and a spirit of selfless service.

Sustainability is an essential feature of KHOJ Projects. Right from the very beginning, conscious efforts were made to select sustainable interventions. In the year 2004, nine of the older Khoj Projects are in the withdrawal phase. The focus of the withdrawal phase will be on consolidating the gains made so far and future
sustainability of the project. All projects are dealing with this transition in a confident and practical manner. Khoj has proved beyond doubt that for sustainability of any effort in community development, it is important to develop local human resources and have identified certain activities, which are vital for health and well being of the villagers. Women's Self Help Groups, which were initiated on thrift credit and micro enterprise have moved to women's all round development. These groups are able to exert pressure on government through effective advocacy, influence Panchayat decisions and take active part in village meetings like Gram Sabhas and other decision-making bodies.

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

• Community participation: All the programmes of the KHOJ are participatory in nature. The local community is actively involved in the decision-making and day-to-day functioning of the project as in the case of Sewapuri KHOJ project. In several KHOJ projects, villagers have donated land for constructing health centers, community centers and non-formal education centers etc.

CASE STUDY OF A VILLAGE INITIATIVE:
The project office of the Sewapuri KHOJ project functions from a rented building. In April 1997, the landlord insisted on a 20 percent hike in rent. The project expressed the inability to pay such an exorbitant sum as rent but the landlord was adamant. Therefore, the project decided to shift its office elsewhere. When the residents of the village where the project office is located, came to know about the situation, they decided to prevent the moving out of the office and pressurized the landlord to accept the terms and conditions of the project.
It is this kind of support and backing from the community that has enabled KHOJ to relentlessly pursue its objectives and mission.

• Ensuring women's participation in Development: The continuing crisis of maternal mortality can be addressed only in terms of women's overall health status including their nutritional status, their work burden, their caregiving responsibilities, their access to rest and recuperation. Women's health status

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6 According to the National Family Health Survey (NFHS), in the early 1990s, close to 110,000 women died each year in India from causes related to pregnancy and childbirth. Other estimates from India place the figure at 125,000 women each year.
should be considered throughout their entire lifespan. A holistic approach to reproductive health could catalyse an attitudinal change towards women's health, not just in terms of their reproductive capacity, but in terms of their basic rights. This has been an integral part of KHOJ. KHOJ seeks to address persisting imbalances between men and women in economic opportunities including the access to jobs, credit, property, and skill acquisition. This project recognizes that development that ignores women is neither desirable nor sustainable.

AGAINST ALL ODDS:
Inspired by the health workers of the KHOJ project, Vimla Singh of village Haribhanpur, Sewapuri block, Varanasi, started working for KHOJ in 1994. Initially, she faced stiff opposition from her community within which women have to strictly adhere to purdah, not mingle freely with women of the lower castes and takes her own decisions. However, the conservatism of her community did not dishearten Vimla. She underwent training and continued her work with missionary zeal. Slowly, the people of her caste began to realize the significance of her work. Today, Vimla is treated with a great deal of respect and admiration in her village. She feels that her job has helped her to evolve into a strong, determined and independent woman.

A NEW AWAKENING: The changing lives of women in jelu-gagadi in Jodhpur Fighting against age-old traditions like child marriage, purdah system and female infanticide was a persistent effort in this direction made by Gramin Vikas Vigyan Samiti (GVVS). GVVS began its work with women by providing appropriate health care services like ante-natal and post-natal services in the project villages through village health workers and TBAs under the guidance of the medical doctors. After working for three years in this area, GVVS mobilized a large group of women to participate in a rally to discourage child marriage and promote women’s rights. At least 250 women participated in this rally, which marked the beginning of an empowering process. Gradually, the local women became more articulate and started playing a more prominent role in the community. When Prabhawati Devi, an illiterate Harijan woman was appointed as the Pradhan of Odrahan village, she was extremely shy and reluctant to attend meetings at the block office. She was motivated by the KHOJ project staff to participate actively in the decision-making
and developmental activities of the Panchayats. Today, she is one of the most active Pradhans of the project area.

The project has also been motivating to find effective solutions to their problems and gain greater control over their lives. For instance, in village Bhitkura, women were finding it difficult to procure ration cards. Two harijan women of the local mahila mandal took initiative by visiting the block office along with other members of the mandal and managed to get ration cards for themselves as well as others.

• Ensuring sustainability: Sustainability is an essential feature of KHOJ projects. To ensure sustainability, inputs provided at the initial stages of the project itself. The following measures are taken to ensure sustainability of the KHOJ programmes:
  • Human resource development:
  • A cadre of local health workers is built so that they can provide basic health services to the people even when the project phases out.
  • Community groups like mahila mandals, youth groups farmer's groups were mobilized to ensure that savings and credit schemes, agricultural development schemes, health education and promotion, water and sanitation related activities continue, long after the project phases out.
  • The concept of 'community ownership' is promoted.
  • Emphasis is laid on building capabilities of the local people rather than on developing large infrastructural facilities with high overheads.
  • Sustainable income generation programmes: income generation programmes like piggeries, poultry farming, and handicrafts development are promoted to ensure the continued economic development of the community.
  • Strengthening local Panchayats: the local panchayats are strengthened by providing training inputs to them on the management of community health and development programmes so that when the KHOJ project phases out, they can play a pro-active role in the running of development programmes.

MONITORING AND EVALUATION: Monitoring of KHOJ projects is an ongoing and participatory process. Each project is reviewed regularly to ensure that the work progresses as per schedule. The agencies involved in this process are:
  ➢ HVDO
The trained professionals from HVDO visit the KHOJ projects at regular intervals. These visits provide an opportunity to the project partners to share their experiences and enable HVDO professionals to guide them in their future work. If it is observed that the programmes are not meeting the objectives of the project, then the constraints in achieving the standards set by KHOJ are carefully analysed. This involves intensive interactions with the community, the village committees and the project team and detailed scrutiny of the records and reports maintained by the project. A standardized monitoring and evaluation format has been developed to record the observations made during the monitoring exercise. Very often, SVHAs help HVDO in these monitoring visits and follow-up.

Conclusion:

It is pertinent to briefly conclude here that the indicators of good governance as evolved by me, are to some extent applicable at the field level. Whereas there is transparency in work in both organizations, there is absolute absence of transparency in finance. No sharing of financial documents neither any information shared about the financial matters.