CHAPTER 3
PROFILE OF NGOS
CHAPTER SUMMARY:

The chapter is a compendium of organisational profiles of three Non-Governmental Organisations studied under the present research. As stated earlier the names of the NGOs have been disguised to ensure confidentiality.

The chapter is divided into three parts, each part outlines the organisational profile of each of the NGOs.

The first part presents the organisational profile of Centre for Social Empowerment (CSE); the second part describes Centre for Development Assistance (CDA) and the final part depicts Centre for Community Development (CCD).

Each part of the chapter is further structured into eight sections to provide relevant information of the respective NGO. Each part provides an organisational profile of the respective NGO under the following sections.

1. Introduction and historical perspective of the organisation,
2. Mission and objectives of the organisation,
3. Major Programmes and activities,
4. Development approach of the Organisation,
5. Staff profile,
6. Service users,
7. Field of organisation’s interventions,
8. Structure and functioning of the organisation
PART I – CSE PROFILE

1) **Introduction and historical perspective of Centre for Social Empowerment (CSE):**

The Centre for Social Empowerment (CSE) was registered as a Society and Trust in 1977. It grew out of a Christian College in Gujarat, as a response to the need for “real education”. The formal system of education catered to the elite of society and failed to address the real need of the country i.e. education to the rural, marginalised masses. As a result of this dissatisfaction three professors from the College tried to make up for its deficiencies with camps for university students covering areas which were ignored by the present system such as motivation, dealing with one’s own feelings, group dynamics etc. The professors thought that such awareness and training programmes would bring about a change in individuals, groups and society. Through some contacts in the Bhal region of Gujarat they began to conduct similar training programmes for rural groups. In the course of one of the camps a conflict arose about drinking water from the same pot and eating together. The conflict was so severe that the training programme had to be called off but it opened the eyes of the professors to a painful and ugly reality of India i.e. the existence of the Varna system and untouchability. This and other experiences made it clear to them that they would have to take cognisance of this reality and focus their efforts in some way on this hitherto untouched phenomenon in rural India. From encompassing the entire village group they narrowed their focus on the marginalised groups, the victims of untouchability, the Scheduled Castes (SCs). Contacts with the rural population also brought them face to face with the realities of poverty, underdevelopment and inter-caste inequalities and made them realise the inadequacy of a purely educational approach they had initially thought of. It was found lacking on the following counts:

- The educational approach alone, mere awareness building, understanding social discrimination was not supported by addressing the economic dependency of the people on the dominant groups in the villages. The approach had not taken into account the lack of financial resources and technological competence in the rural economy;
It did not address the organisational characteristics of the communities, both, of the SCs and the dominant groups. It did not reflect the organisational framework required for the economic development of the SC communities.

They realised that neither technology nor financial resources could be procured through mere education in terms of awareness building and training. They realised that technical and financial resources which were needed could be more effectively developed in action. In other words, they soon realised that true education presupposes an "insertion in the mode of production." The historical events in the life of CSE can be seen in the appendix 'Landmarks in SCR History'.

Initially an undertaking of several Jesuit and non-Jesuit educators from the College, CSE today is an autonomous and secular development organisation. It is set on the campus of the College in Ahmedabad, housed in a three-storied, 7411 sq. ft. building featuring offices, classrooms, meeting rooms, dormitories, students' residence, computer lab and library/resource centre. The specified library holds approximately 5000 volumes relating to Rural Development, Political Science, Economics, Organisation, Management, Education, Sociology and Gender issues. The Centre subscribes to 23 journals and periodicals, while the computer lab offers Internet access (Annual Report, 1999).

2) Mission and objectives of the organisation:

The CSE has been, from its inception, committed to active involvement in development activities in rural areas, providing training and conducting research on development issues. The CSE harbours a basic commitment to the integration of field experience and theoretical reflection, contributing at a wider level to a better understanding of the issues of development and taking a stand for and on behalf of the marginalised communities and groups. The mission statement was formally articulated in 1988 with the help of two external facilitators (Mr. and Ms. Tarun Sheth). The Mission of the organisation has always been visited periodically, especially during its annual review and planning meeting. A change was brought into the Mission in 1998 – from promotion of Ph.D. Thesis - Gujarat University Registration No: 4699
local organisations to promotion of people's movements. The reflection and experience then was articulated in 1999 in the form of a revised mission statement in its annual meeting. The present Mission Statement stands as follows:

"The CSE is a voluntary organisation which exists to empower marginalised communities, particularly dalits, tribals and women to bring about social change, by conceiving and conducting programmes of an educational nature, facilitating peoples movements and creating sustainable livelihood options" (Annual Report, 1999).

The following further explains the mission stated above:

- CSE as an organisation is committed to a cause - People ...

People

"People" - our focus,

"People" - our priority community - the Dalits, Tribals and Women.

- CSE as an organisation believes in building people's movement ...

Movement

"Movement" - creating organisation, owned and managed by the people,

"Movement" - issue-based mobilisation of the marginalised people for sustainable development.

- CSE as an organisation believes in people's movement for change ..

Change

"Change" - towards equality and dignity,

"Change" - towards empowerment of the poor.

The executive director of CSE lists the objectives of the organisation as follows.

1) Facilitate movements of Dalit and tribal communities and women of these communities to articulate, advocate and implement their own development objectives, to counter injustice, discrimination and atrocities, and to ensure their rightful place in Civil Society. This facilitation would be through intense educational processes involving enhancement of capabilities, institution building, leadership development and participation in governance.
2) Develop democratic, gender-just and sustainable organizations owned, controlled and managed by Dalit and tribal communities, which would provide the institutional framework and professional support for the movements (as indicated above) initiated by these communities.

3) To develop exclusively women's organizations, democratic and sustainable, which would enhance their organizational capacities and social position, by providing an environment unhampered by men. These organizations would provide the institutional framework and professional support for the women's movement initiated in the Dalit and tribal communities.

4) To analyse and articulate issues concerning the priority communities and women of these communities through constant action research, documentation and publication so as to support efforts for advocacy.

5) Strive to make an impact at the broader level by delivering educational programmes designed to enhance the capabilities and effectiveness of organizations and individuals having a similar mission. This would entail constant conceptualisation of community-based, movement-related and organizational experience, and sharpening of educational pedagogy.

3) Major programmes and activities:

3.1) Conscientisation: It means promoting critical awareness among the masses leading to self-respect, dignity and unity among the poor.

3.2) Promoting people's organisations and movements: This includes creating sustainable (economic and social) community organisations owned and managed by the people. Mobilising people and promoting a long-term spirit of movement addressing various issues (human rights, land issues, civic amenities, atrocities, access to government development schemes, and gender discrimination).

3.3) Watershed Development Programme: Provide technological and social inputs to organise the community to improve their natural resources, especially water and land, and to increase their agricultural productivity.

3.4) Formal and Nonformal Education Programmes: This includes undertaking training programmes of a varied nature and running formal courses in Development.
4) The Development approach of CSE:

CSE strongly believes that underdevelopment, exploitation and marginalisation of communities and poverty are structural in nature, they are human made and that 'power' is at the root at this situation. Therefore ideologies and discourses in society are very important in fighting injustice and working for development and empowerment of people. CSE's approach took into account the exploitative and oppressive system which was perpetuated by the caste ideology. Caste ideology was instrumental in damaging the self-esteem and confidence of those communities and individuals who were at the receiving end of the caste system. This also kept them perpetually divided and unorganised. This called for an educational pedagogy which enabled the Dalits to regain their self-esteem by overcoming socially imposed fears and through heightened awareness of their own social condition and of the structural nature of poverty.

The "insertion in the mode of production" was made possible through the medium of cooperativism. The cooperative strategy aimed at uniting and organising the Dalit community around locally available resources. It also involved developing and transferring appropriate and relevant technology which the people could utilise and manage. The control over technology and resources was made possible by techno-managerial training provided to the village cooperative functionaries and to the committees.

Organising the community is paramount to the strategy of CSE. The concrete manifestation of the functional unity of the community and the organisation of the productive process was the village cooperative in the initial stages. The forms of organisation would change with time and context. The cooperatives would eventually be federated into an area level federation. Village level cooperative model would eventually be replaced by an area level cooperative; and where co-operatives were not feasible people's organisation would take the form of registered trusts and societies. But the essential principle of a local organisation owned, controlled and managed by the people has remained at the core of CSE's approach.
The history of CSE, for years, has revolved around three main themes:

- An educational pedagogy stressing critical awareness (caste ideology, structural nature of poverty, gender ideology, tribal identity and minority issues)
- Interventions into the means of production through social forestry cooperatives, agricultural services, fisheries, agro-processing, dairy cooperatives, enterprise development and medium scale finance institutions
- Local organisations tending towards sustainability and self-management ultimately taking responsibility for the direction of development of the communities they belong to

However, 1998 onwards the advocacy function was emphasised and by 1999 it took a much sharper conceptual clarity in terms of moving towards not only people’s organisations but creating and promoting people’s movement in the areas where CSE works. The term ‘movement’, in its 1999 and 2000 annual meeting, was clarified as struggle of people at micro and macro level for their rights. The form of this movement could be an agitation, morcha, delegation, mass awareness programme, and confrontation if need be. The nature of CSE’s approach in many ways may be confrontational as it clearly takes a stand against caste, class and fundamentalist ideologies but non-violence is emphasised.

5) The staff profile:
CSE works through its core staff coming from various fields of expertise. Its recruiting policy, though not clearly stated, has evolved from recruiting people who are interested in development field to recruiting professionals who hold some formal qualification in development field and are also interested in and committed to development. There is also an unwritten policy that recruitment must keep in mind that various caste, sex and class groups are represented on the staff as much as possible so that respect for differences, learning from one another and the principle of equal opportunities to work and to capacitate oneself are fostered in the Centre.

The Centre at present has 30 staff members, approximately 50% of whom are women. Of the 30, 14 are regular/permanent employees, the rest are
contractual staff. The growth of activities at the field and Centre level has forced the Centre to bring in people with different skills to work within its broad educational framework.

6) The service users:

The mission statement very clearly identifies the focus communities of its interventions. The focus is on the transformation and empowerment of the marginalised communities and for CSE these communities are SCs, STs, OBCs, Minorities and women across these communities. CSE does not deny that there are poor across other communities but it argues that in the given situation of widespread prevalence of gender, caste, class and religious discriminations in India these communities need attention and given the limited resources at its disposal they need to be strategically used.

The interventions are not individual oriented but focus on a community as a whole, hoping that the impact and change within various constituencies will bring about change in the larger community if it is well planned. The list of organisations promoted will throw light on the service users.

CSE looks at communities as a whole and therefore its interventions cover children and adults, both women and men as gender equality is an important criterion of the community's empowerment.

7) Area of work and interventions:

CSE's area of work has been very selective and focused. Through its initial experience and analysis it has very clearly chosen to work with the marginalised communities and it has identified these communities to be SC, ST, OBC, minorities and women across these communities. Its selection of area looks at the concentration, population and situation of these communities. Existence of poverty, untouchability and gender discrimination become important factors to choose an area besides other factors like involvement of other development agencies in the area. In the last 2 decades it has moved from focusing on a Taluka to a district. It is a clear choice not to spread its resources and energy too thin.
So far CSE has directly intervened with the Dalits of Bhal (Khambhat Taluka of Anand District), Dalits and OBCs of Dhandhuka Taluka of Ahmedabad District and Adivasis and Dalits in 5 - 6 talukas of Banaskantha District. It has pulled out of the former two areas as it believes that its mandate of setting up local organisations of the people there has been met and CSE can withdraw itself from the areas but continue to provide some consultancy and support whenever they need.

In Bhal it worked mainly with the Dalits and set up three local organisations (see appendix), in Dhandhuka it worked with two communities (Dalits and Koli Patels – an OBC community) and has set up two local organisations and is presently involved in Banaskantha with Tribals in Danta Taluka and Dalits in 5 Talukas. CSE has already set up six local organisations in Banaskantha.

Once the local organisations come up the Centre works through and with them. The idea is that the people begin to have faith in their own people, the local organisation gains credibility and is capacitated to work for the interest of its own people.

8) The organisation and its functioning:

CSE as an organisation is registered under the Trust and Society Acts. It has a Governing Board (GB) with a Board of Trustees headed by the President. The President, who is an ex-officio member, is the Provincial of the Gujarat Jesuit Province (a six-year term). The position of the President is an important and decisive position. Till 1989 the Centre had an Executive Director (roles of Secretary and Director were clubbed together in one person). But from then on the roles of Secretary and Executive Director have been separated, with an understanding that, as far as possible, a Jesuit will not hold an executive role. The GB appoints the Executive Director who is responsible for all the day-to-day decisions and functioning of the organisation. The Secretary is the legal representative of the Society and Trust and oversees that the mandate given by the GB is carried out. In the present circumstances the Secretary is an active member of the Centre and has taken up some responsibilities in the Centre – training, teaching, providing consultancy to NGOs and other groups, HRD in...
the Centre. Questions can be raised about some management issues that emerge from such an arrangement but that will be seen later.

In terms of office set up there is a head (Central) office in Ahmedabad from where the core staff operates. The organisation has its field areas where it carries out its activities. The various geographical areas where the Centre works have buildings and offices which, in some cases, though belonging to the Centre is given to the locally promoted organisations. In some cases like Dhandhuka and Banaskantha the offices, though set up by CSE, now belong legally to the local organisations.

The Centre's modus operandi has changed over the years as a conscious effort to meet the need of the task and the organisation. In the initial stage the centre worked as a single unit of education officers but later on, with the recruitment of some technical staff it organised itself into two wings - educational wing and technical wing. The team structure was introduced which represented the area division and the formal courses run at the centre (RTW). So the Centre had areas levels teams - Dhandhuka and Bhal team which had both people who were carrying out education and technical functions. The RTW - Research and Training Wing was responsible for the research and training programmes which the Centre carried out.

Then the structure was changed once again as new teams and divisions were made. The RTW was reframed with new members on board. It was made into the Resource and Support Team (RST) with responsibility of research and support to other organisations as well others teams of the organisation. The formal courses became the responsibility of a new team the PGP - Postgraduate Programmes Team. Another team added was that of Human Resource Development. The administration team remained through out with the function of providing support and assistance to various teams and functions in the Centre as well as field areas.

There was yet another change introduced in 2001 whereby the entire staff was asked to focus its energy on one area - Banaskantha. The team that remains outside this mandate is the PGP.
Chapter 3: Profile of NGOs

The structures evolved over the years are as given below.

CSE ORGANISATION CHART

- BOARD OF TRUSTEES
  - President
  - Secretary
  - Executive Director

- Resource Support Team
  - Manager
  - Team Members

- Rural Development Team
  - Manager
  - Team Members

- Development Initiative Team
  - Manager
  - Team Members

- Administrative Team
  - Manager
  - Team Members

- HR Management Development Team
  - Manager
  - Team Members
PART II – CDA PROFILE

1) Introduction and historical perspective of Centre for Development Alternatives (CDA):

CDA is a Not-for-Profit Organisation (Voluntary organisation), registered in 1994 under the Trust and Society Act of Gujarat. It started with a team of four professionals and two support staff. The founder members had prior experience of working with Aga Khan Rural Support Programme (AKRSP), a voluntary organisation, involved in Watershed Development and related issues. The founders were looking for ways and means to continue helping NGOs and other groups in Natural Resource Management (NRM) after leaving AKRSP. Establishing a voluntary organisation was one of the ways in which they could continue their work of supporting NGOs. Their efforts resulted in the establishment of an organisation in 1994. At the same time, the newly established organisation, CDA, received funds from some friends with the purpose of initiating its activity of awareness building about the NRM approach to development among farmers. Meanwhile, the Chairperson followed up his contacts with government agencies, NGO personnel and individuals who were involved and interested in WSD. The contacts provided opportunities to secure funds from the government and other agencies for the purpose of the organisation. With inflow of funds and clarity over what they wanted to do and how they wanted to go about it, the organisation began to expand in terms of personnel and areas of involvement. By December 1999, the organisation had grown in size with 21 professional members, 11 support staff, and 10 programme staff. In addition to it, 8 community organisers had been assigned to the Irrigation Department to promote the Participatory Irrigation Management (PIM) programme in collaboration with CDA by 1999.

The pioneer of the organisation is Mr. Anil Shah, with extensive experience in developing community-based programmes as district level executive and later at the state level as a government bureaucrat. CDA has a Board of Governors with members drawn from diverse fields and with long experience. The members on the Board are industrialists, social entrepreneurs, NGO leaders, management experts, academicians and researchers.
2) **Mission and objectives of CDA:**

"CDA is established to provide support to people centred organisations, programmes and policies in natural resource development with an emphasis on participation, equity, efficiency, cost-effectiveness, sustainability, honesty and transparency."

The mission statement of CDA will be better understood in the context of Gujarat and India's efforts in managing water resources. It is common knowledge that a large population of our country depends on land and water resources for their livelihood. In spite of development in sectors like industry and service, agriculture has remained the main source of income and employment for the rural masses. It is argued that a large scale of annual investment in this sector has not yielded results of desired quantum and quality (CDA report, 1999). Alleviating poverty among a large number of families that depend on land and water resources for their livelihood continues to be a challenge. The large-scale suicides of farmers in Andhra Pradesh and Maharashtra are an indication of this fact.

CDA believes that failure on this front is due to programmes being predominantly top-down, technocratic, blueprint-based, leading to poor and unsustainable results (CDA report, 1999). The end-users were not responsibly involved in the process of planning and implementation. In the 1990s some NGOs demonstrated the importance and advantage of a participatory process that enabled the primary stakeholders to play a decisive role in developing and managing the resources that impact their lives. The government subsequently came up with guidelines for major programmes in natural resource development such as the National Watershed Development Programme, Participatory Irrigation Management (PIM) and Joint Forest Management (JFM) emphasising people's participation. Emergence of CDA has to be looked at from this background. CDA was a partner and implementer of the policy and programmes of this new approach to natural resource development.
The objectives of CDA.

a) To provide professional, technical and management support to various agencies engaged in natural resource development and other related rural development action programmes.

b) To provide training and organise seminars and workshops to equip, strengthen and disseminate knowledge, skills and attitudes required for promoting participatory development methodologies and other related subjects for rural development.

c) To develop and promote appropriate prototypes, designs and technologies related to development, to test and popularise their application in the field, and to act as a clearing house of information on such matters, with or without the help of other agencies/institutions.

d) To assist development agencies to find appropriate professionals for their projects, and to assist persons interested in making a professional contribution to development to find suitable development agencies, where they may work on a short or long-term basis.

e) To plan and formulate development projects independently or in association with other agencies, for implementation by itself or through other agencies engaged in development programmes.

f) To assist development agencies at the grassroots to effectively utilise physical assets acquired for the purpose of rural development and to evolve systems to ensure equity and justice in their utilisation.

g) To monitor the process of development projects, conduct research and evaluation, maintain information system and report on its own development projects, or projects of other agencies at their request.

CDA's objectives-activities relation:

<table>
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<tr>
<th>Activity</th>
<th>Objective</th>
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<tbody>
<tr>
<td>I) Field Service and training</td>
<td>Strengthen capacity of community based NRM programmes for greater outreach and high quality implementation resulting in stronger programme impacts, with reference to Community participation in planning.</td>
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</table>
implementing, operation and management,

- Technical soundness – including indigenous technology if appropriate,
- Cost-effectiveness,
- Sustainability – institutional, financial, environmental,
- Equity.

2) Communication: ☐ Generate greater demand for community based NRM programmes by making the stakeholders better informed,

3) Advocacy – Policy ☐ Create favourable policy environment for community based NRM programmes which would help smooth implementation,

Research:

4) Direct ☐ Demonstrate successful models that can be adopted by other organisations,

(CDA field units): ☐ Strengthen the internal capacity of CDA

3) Major programmes and activities:

The organisation carries out two main programmes:

3.1) Participatory Watershed Development (WSD) This programme integrates all elements such as land, water, vegetation and livestock, and focuses on the communities' use of all of these resources and recognises the interdependency among them.

3.2) Participatory Irrigation Management (PIM): Under PIM, some of the important irrigation management responsibilities in government owned irrigation projects are transferred to farmers who form the Water Users Associations (WUAs). The support services of CDA in PIM focus on building the capacity of farmers' organisations through community organising training inputs.

The above programmes are supported by five functions (or a portfolio of services as they are called in CDA brochure) in the organisation. Besides these there is an Administrative function which is carried out by a team in the Centre and this team provides administrative support to the organisation as a whole – to its programmes, other functions, teams and field units.
The five services are enumerated as:

3.3) Field services: CDA provides one-on-one support to their NGO and government partners that implement NRM programmes. Through visits to the programme areas CDA provides expertise on watershed, irrigation topics including technology application, community institution building and micro-planning. There are two people in charge of the function.

3.4) Training: Its Centre for Participatory Learning (CPL) unit carries out training and support services for watershed programme. Participation is emphasised in these trainings. Three staff members carry out the training function. Gender in Development is a concern that is kept alive in the CPL and it is a responsibility given to one staff member.

3.5) Communication and use of media: Under this function audio-visual communication is generated and made available for training and information dissemination. The library offers selected books, periodicals and academic papers for reference.

3.6) Field Units: As part of its own learning and upgradation of skills through on-the-job learning, the organisation has launched field level projects in WSD and PIM in Amreli and Sabarkantha Districts.

3.7) Policy Influencing and Research: This function is meant as an interface between field implementation and various policymaking bodies. Through its alliance with various players in NRM, CDA's experience is used to influence policies.

4) Development Approach of the Organisation:

The programme focus of CDA is participatory Watershed Development. Integrated watershed development was a new approach to natural resource development that came along with the acceptance of participatory approaches in development. The new approach attempts to converge inputs from various agencies into a micro-watershed which is a hydro-geological landscape unit. It integrates all elements such as land, water, vegetation and livestock, and focuses on the communities' use of all of these resources and recognises interdependency among them.
CDA promotes a watershed management approach to natural resource development programmes. The organisation firmly believes in a "People-centred" process for planning, implementation and management of such programmes. The main thrust of CDA's interventions is to encourage and support individuals and voluntary organisations to adopt participatory approaches in the implementation of the programmes. CDA is an important contributor to the formation of guidelines for National Watershed Development Programme. CDA is recognised as the Project Implementing Agency (PIA), which enables users' institutions to manage these resources. CDA helps build the capacity of PIAs that implement watershed programmes.

CDA chooses to work closely with government agencies. CDA is a member of four District Advisory Committees constituted by the District Rural Development Agency (DRDA) and State Level Advisory Group constituted by the Government of Gujarat. CDA is also a member of Training, Monitoring and Evaluation Committee set up by the State Government.

The organisation provides support through:

- Technical services,
- Institution development,
- Information service,
- Administration,
- Fund management, and,
- Training.

The support provided is long term and the voluntary organisations (VO) which are thus supported are referred to as 'partner organisations' (PO). The support services are field-based and on-the-work situation. The training cell in the Centre, created in 1995, further strengthens the support services.

Criteria for success of watershed programme (annual report 1995-96)

1. People's participation,
2. Transparency,
3. Increased productivity and income,
4. Technical excellence and cost control.
v) Village organisation/s that sustain the completed project and having the capacity to undertake new development programmes,

vi) Growth in community spirit and emergence of new leadership,

vii) Equity – participation of poor families and women ... and more

5) The staff:

CDA has a clear focus on WSD and PIM and therefore the staff recruited comes from related fields of expertise. There are people who come from other disciplines and are involved in training and community participation. It has a core staff stationed at the main office and other staff placed at the field units.

6) The service users:

The service users are the VOs, but through the training function of the Centre the government officials and representatives of selected non-partner organisations are also included. It terms of communities, CDA works with all communities. However, the scholar has observed that lack of positive discrimination in favour of the poor and marginalised communities has resulted in NGO’s focus on the farmers with land and other resources in Saurashtra. In Meghraj the beneficiaries are found to be STs.

7) Area of work and interventions:

CDA plays a pivotal role in promoting PIM programme in Gujarat and a facilitating role at the National Level. CDA provides policy support to the Government of Gujarat and the Government of India. As per one of its reports (January 2000), more than 20 policies have been influenced through CDA’s intervention and research – either modified or new ones introduced.

In 1995, two pilot projects in PIM were launched in the Northern part of Gujarat. Demand from the neighbouring villages has encouraged the organisation to cover 30 more villages, bringing more than 9500 hectares of farmland under PIM.

A field unit of CDA in Amreli district implements watershed programmes in 12 villages. A second field unit operates in Meghraj block of Sabarkantha district.
8) The organisation and its functioning:

CDA as an organisation is registered under the Trust and Society Acts. It has a Governing Board (GB) headed by the Chairperson (CP), who is also a founder member of the organisation. The GB appoints the Executive Director (ED) who is an executive and responsible for all day to day decisions and functioning of the organisation. However, it must be noted that CDA has an active CP. It means that he not only heads the GB but is also actively involved in the execution of some of the programmes of the organisation. Questions can be raised about some management issues that emerge from such an arrangement but that will be seen later.

In terms of office set up there is a head (Central) office in Ahmedabad from where the core staff operates. The organisation has its field units where it carries out its activities. The field units have offices and numbers of staff with a person in charge of the field units.

The programmes and functions mentioned above are carried out in a particular organisational set-up as shown below:

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Organization Chart of CDA

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The organisation has Programme Officers and Experts. The Programme Officers are in-charge of various field units which have a team of people headed by a team leader. The experts (in various fields such as Agriculture Expert) provide technical support and expertise to the various field units and the work that is going on in the area.

The active CP takes up certain programmes such as workshops, seminars on his own. This is done in consultation with the ED but the CP has total autonomy in planning and executing the activity. The ED consults the CP on a regular basis regarding the functioning of the organisation (though the CP says he does not like to interfere or intervene in the day to day functioning of the organisation). The CP has his own cabin in the CDA main office and is there fort at least 3-4 days a week from 10 a.m. to 1 p.m. He is constantly available to staff and the ED whenever his services are required. It emerged from the interviews that he provides a good example of hard, meticulous work and does not provide room for delay in his work.

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<thead>
<tr>
<th>S.No.</th>
<th>Activity</th>
<th>Coordinator</th>
<th>Team</th>
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<tbody>
<tr>
<td>1</td>
<td>Field Units</td>
<td>Coordinator</td>
<td>Team members</td>
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<tr>
<td></td>
<td>A. PIM</td>
<td></td>
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<td></td>
<td>i. Sabarkantha</td>
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<td>Team members</td>
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<td></td>
<td>ii. Dharoi</td>
<td></td>
<td>Team members</td>
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<td></td>
<td>B. WATERSHED</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>i. Dhari</td>
<td></td>
<td>Team members</td>
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<td></td>
<td>ii. Meghraj</td>
<td></td>
<td>Team members</td>
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<tr>
<td>2</td>
<td>Training and Field Services (WSD)</td>
<td>Coordinator</td>
<td>Team members</td>
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<tr>
<td>3</td>
<td>Communication</td>
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<tr>
<td></td>
<td>A. Field Unit</td>
<td>Coordinator</td>
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<td></td>
<td>B. General</td>
<td>Coordinator</td>
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<td>4</td>
<td>Research &amp; Monitoring</td>
<td>Coordinator</td>
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<td>A. General</td>
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<td>B. Action Research</td>
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<tr>
<td>5</td>
<td>Networking</td>
<td>Coordinator</td>
<td>Team members</td>
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PART III: CCD PROFILE

1) Introduction and historical perspective of Centre for Community Development (CCD):

CCD is a Not-for-Profit Organisation (NGO/Voluntary Organisation) and stands for 'Initiative for Urban Equality'. It was registered as a Public Trust with the Charity Commissioner, Ahmedabad in 1989. Its basic vision is to create a more equitable Ahmedabad where living standards of slum residents are at par with better-serviced areas of the city. CCD believes in an Integrated Slum Development Programme primarily as a social development programme consisting of health, education, and community development which complements the basic infrastructure provision activities of the Ahmedabad Municipal Corporation (AMC) in slum areas.

The founders of the organisations were associated with a Jesuit Voluntary Organisation, an NGO working for empowerment of the slum dwellers since last 23 years in Ahmedabad. The founders left the Jesuit organisation in late 1980 upon the arrival of a new Director after the death of the founder-jesuit. The Managing Trustee (MT) and one of the founders considers the Jesuit as his 'guru' and has learnt a lot from him in terms of understanding slum issues and commitment for the downtrodden people.

The present MT and one of the founders worked for a short while in two other organisations involved in rural development. But the desire to be involved in the slum and doing something on one's own inspired him and the other two founders to establish CCD in 1989.

The newly initiated organisation did not have much financial support but the initial work began with small donations and loans from friends. Eventually the organisation began to receive funds and work began to be intensified.

The organisation began on a small scale with a small staff. The 3 founder trustees were active in the day to day running of the organisation. In the initial stage they work on a voluntary basis till they received some project funding from an agency. Two of the founder trustees remained active all along. The organisation kept changing and adapting itself to the situation and demands of the slums. It moved from taking up activities to programmes which included...
several activities and from programme approach they moved to a sectoral approach.

In 1998-99 the organisation went through some internal crisis among the trustees. Two of the founder trustees left the organisation. During the last decade, the organisation, as part of a task group has given inputs at a macro-level in the formation of a city development strategy of Ahmedabad.

In January 2001, in response to the earthquake in Gujarat, the scope of CCD's work expanded to incorporate a more holistic development approach towards human settlement. The organisation, it seems, will have to rework its mission to include this expansion as the opportunity to work in Kutch has increased the scope of work of the organisation from slums to larger settlements.

2) Mission and Objectives of CCD:

“The vision of CCD is to work towards making Ahmedabad a city where all citizens, irrespective of their economic and social status, have equal access to health, education, essential services, employment, land and opportunities.

CCD works with slum communities to bring about long-term sustainable change.

To fulfil this objective, CCD will work in partnership with government and private institutions, concerned corporate houses, professionals, individuals and students.”

For effectiveness of operation and management, CCD’s interventions are in five sectors. Each sector has its goals and objectives.
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<tr>
<th>Sector</th>
<th>Goals</th>
<th>Objectives</th>
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<tr>
<td>Service</td>
<td>• To improve the status of health and education</td>
<td>• To improve overall health status through preventive and curative community based methods,</td>
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<td></td>
<td></td>
<td>• To increase retention and enrolment rates in formal schools,</td>
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<td></td>
<td></td>
<td>• Continuing education for drop-outs and non school going children,</td>
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<td></td>
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<td>• Emphasis on girl children’s education,</td>
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<td></td>
<td></td>
<td>• Community and parental involvement in education.</td>
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<td>Livelihood</td>
<td>• To enable savings and access to formal credit,</td>
<td>• To expand the savings base to access formal credit and decrease dependence on usurious moneylenders,</td>
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<td></td>
<td>• To increase incomes and earning skills.</td>
<td>• To enhance and create skills that can increase incomes,</td>
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<td></td>
<td></td>
<td>• To facilitate income generation initiatives.</td>
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<td>Physical</td>
<td>• To enhance physical infrastructure.</td>
<td>• To facilitate access to basic services such as water, drainage, paved roads, street lighting and toilets</td>
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<tr>
<td>infrastructure</td>
<td></td>
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<tr>
<td>Community</td>
<td>• To enable institutions in slums which can sustain development initiatives.</td>
<td>• To enable access and long term sustenance through community participation in implementation, management and financial contribution,</td>
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<tr>
<td>Participation</td>
<td></td>
<td>• To build capacities of slum residents.</td>
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<tr>
<td>Networking</td>
<td>• To integrate existing municipal, state and NGO/Private Sector initiatives.</td>
<td>• To converge existing resources and avoid duplication of efforts.</td>
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3) **Major programmes and activities:**

CCD, under various sectors, carries out the following programmes and activities.

3.1) *Service Sector:* It includes Community Health Programme and Nonformal Education Programme.

3.2) *Livelihoods:* It includes Savings and Credit Programme, Income generation activities and skill imparting.

3.3) *Physical infrastructure:* Slum Networking Project (Toilet scheme), street pavement, water and light connection, etc.

3.4) *Participation:* Community mobilisation, registration of CBOs and enhancing their skills.

4) **Development Approach of CCD:**

CCD's vision, as shared by the trustees, staff and some beneficiaries, reflect what is expressed in its annual report, “The vision behind CCD was to facilitate participatory and sustainable development process that would make human settlements an equitable living environment, especially for vulnerable groups. To attain this goal, CCD conceptualised an Integrated Slum Development Programme (ISDP) primarily as a social development programme in 1990 comprising of health, education and community development and worked in regularised slum areas till 2000. The definition and vision of CCD's ISDP has now been expanded to make it more holistic. It now deals with more aspects of slum life. The ISDP has evolved into three sectors services, livelihood and Physical Infrastructure. ISDP proactively engages slum residents in their own development by involving them in creating sustainable solutions to various needs in their areas. ISDP provides opportunities to aware and capable human resources for acquiring and enhancing technical, managerial and leadership abilities. It enables the formation of slum level community based organisations (CBOs), which sustain existing development initiatives and can innovate to create new initiatives to address future needs. These programmes are meant to be open and flexible so that they can address varying needs, based on different situations. The CBOs promoted by CCD are Yuvak Mandal, Sakhi Mahila Mandal.
and Sanjaynagar Residents' Association, in three different slums in which CCD is engaged.

As part of the service sector the organisation is involved in Community Health Programme (CHP). There are many components covered under CHP (see, CCD, Annual Report, March, 2000) Non-Formal Education Programme (NFEP) is another service provided under service sector.

5) The staff profile:
The CCD team consists of 35 persons and women are in a majority. It is important to note that CCD works in collaboration with the local organisations of which three of them [Ekta Yuvak Manadal (EYM)- Behrampura, Sakhi Mahila Mandal (SMM) - Guptanagar, and Sanjaynagar Residents' Association (SRA) - Sanjaynagar] are promoted by the organisation itself. A number of staff members hold dual membership. For example, there are women who are members of the Sakhi Mahila Mandal as well staff members of CCD, while there are some women staff who are not members of the Sakhi Mahila Mandal. When the scholar asked the women about where they feel they belonged, the typical answer was “CCD and Sakhi Mahila Mandal were the same.” The persons who share this dual membership are local people (from within the beneficiary community). It appears from the structure that each of the sector has a coordinator who is by design an outsider (not from within the beneficiary community) and another person who is from within the beneficiary community.

Expansion of CCD as an organisation and in its programmes and activities has necessitated expansion in terms of human resources. Over the years the structure has changed from activities to Programmes and to Sectors and along with that responsibilities and functions have changed and increased. The staff is positioned in various sectors, programmes and activities taken up. Barring the new recruits for the Kutch programme CCD has 40 people on its staff. There are 5 Sector Coordinators and 1 Asst. Sector Coordinator. There are 5 field coordinators and 9 Programme Coordinators. All the Sector Coordinators have professional Masters degree except one who is a non-graduate.
6) The service users:
CCD has been involved in the regularised slums of Ahmedabad; it is only after the earthquake that it has moved to Khadir of Kutch. Except in Kutch, CCD has promoted community-based organisations (CBOs). It began working with the slum as whole and eventually organised the slum community into a CBO. There are 3 such CBOs with which CCD closely works. The following chart provides the details (Annual Report 2001):

<table>
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<tr>
<th>CBOs</th>
<th>Date of registration</th>
<th>Total members</th>
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<tbody>
<tr>
<td>Sakhi Mahila Mandal</td>
<td>8th May, 1996</td>
<td>852</td>
</tr>
<tr>
<td>Ekta Yuvak Mandal</td>
<td>26th October, 1990</td>
<td>55</td>
</tr>
<tr>
<td>Divya Jyot</td>
<td>January, 2001</td>
<td>21</td>
</tr>
</tbody>
</table>

CCD intervenes in the area through these CBOs. The individuals have to approach the CBOs for the services s/he wants. CCD, in collaboration with the members of the CBOs, looks out for services and support that may be required for the individual or groups in the slum and through dialogue works out ways and means to support the individual or the group.

CCD works with all the slum-dwellers of the area and most of them belong to the OBC and SC category. A large number of SCs are found in Gupta Nagar. In Behrampura area the EYM has mainly OBC membership. There is a small group of SCs in the same area which has recently been included into CCD’s programme reach. In Sankalitnagar it is mainly the OBC and a few SC families.

7) Area of work and interventions:
CCD has so far been working in the municipal limits of Ahmedabad but, as mentioned earlier, after the earthquake it has moved to Khadir Desert Island of Kutch. CCD works directly as well as with partners in the city. The areas of operation are Sakalchand Mukhini Chali in Beharampura covering about 516 households with a population of 3096, Pravinnagar-Guptanagar, near Sarkhej Octroinaka covering about 1200 households with a population of about 7416 and, Sanjaynagar beyond Kalupur covering 181 households and an approximate population of 845.
After the earthquake CCD has moved into Khadir region of Kutch and works in collaboration with Kutch Abhiyan, an NGO network. In Khadir, CCD is involved in 'Integrated Settlement Development' as it is referred to in the Annual Report 2001. It focuses on the rehabilitation issues of the community covering 12 villages and 5 hamlets (called 'Vandh' in local dialect).

As mentioned above the major partners are Yuvak Mandal, Sakhi Mahila Mandal and Sanjaynagar Residents' Association. The Ahmedabad Municipal Corporation has been a major partner for physical upgradation.

8) The organisation and its functioning:

CCD as a Not-for-Profit Organisation is registered under the Trust Act. It has a Governing Board (GB) of Trustees headed by the Managing Trustee and who is also the executive head of the organisation. There are 6 Trustees of which 2 are permanent Trustees and the present Chief Executive is a permanent Managing Trustee. There are 2 trustees from within the organisation who are appointed every alternative year.

In terms of office set up there is a head (Central) office in Ahmedabad from where the core staff operates. Since the organisation operates through its partners it has some kind of office or place of work in the slum where the staff can interact with the people. In Behrampura the AMC gave them a place to operate from where meetings are held.

There are two categories of staff members; one category of staff holds dual membership - of the CBO (they are residents of the locality where CCD works and access the benefits provided by CCD intervention) as well as that of CCD. While there is another category of staff, which does not hold the membership of CBO and does not access the benefits provided through the CBO but are only members of CCD.

The organisation has two distinct teams as of 2001, working with independent portfolio under the guidance of MT - the work in the slums of Ahmedabad and in Khadir of Kutch.

The staff is divided into various sectors under the title of Sector Coordinators, Field Coordinators, Programme Coordinators and Activity...
Coordinators. The Kutch Project likewise has an overall Coordinator, Sector Coordinators and Team members. At the Main office there is office support staff consisting of two people. The staff positioning and line of command can be shown as follows:

[Diagram of CCO Organisation Chart]