

Food Aid Programme in Chhattisgarh: Phase over strategy

Food-Aid Programme in Chhattisgarh



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Design, Layout and Printing

Photos

CRS and its partners and the Researcher

Publisher

CRS- Chhattisgarh

Citation

Food Aid Title II Programme, Chhattisgarh
Food Aid Programme in Chhattisgarh:
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Acknowledgement

This Phase over strategy document is a culmination of a series of actions including desk works, consultations with key informants, beneficiaries in the field and many others. We are thankful to all for their sincere cooperation.

The researcher received cooperation and support from the Catholic Relief Services (CRS), Chhatisgarh and its partners particularly the Diocesan Organizations, community based institutions, Panchayatiraj Institutions and officers of state government.

The project partners rendered considerable support allowing access to their data, information on programmes and activities undertaken by them and provided all documents including annual progress reports, studies and documents, thus enabling to gain the insight required to prepare the report. The researcher is grateful for the support and encouragement.

The researcher takes this opportunity to thank the CRS for entrusting this all-important task to prepare the phase over strategy.

The researcher is extremely thankful to Mr. Arun, Ms. Rimpa, Ms Ritu, Mr, Sudipta, Fr Augustine, Fr Abraham, Fr Victor Panna for their valuable inputs and suggestions at various stages of the work.

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DEVELOPMENT CONSULTANT

Preface

Phase over strategy: Sustaining the Actions

The Title II Food Aid programme implemented in Chhattisgarh has immensely contributed for capacity building and institutional development of the partners through its life cycle. It was the major thrust area of the program. Technical, methodological and management training received priority. Human resources development at all levels along with institutional development in the partner organizations and village based organizations and structures was in the focus of the programme.

A major initiative of CRS has been to accomplish development by empowering the communities to undertake development activities. CRS interventions in Chhattisgarh have multifarious impact in the life of the target people in terms of enriching educational activities in the schools, tackling health problems of women and children in rural areas and boosting agricultural productivity. But, USAID the donor of CRS, has revised its global policies regarding the use of food aid, and as a result it is to decrease the amount of resources it budgets annually to support food aid for development purposes. As India falls into the category of using food aid for development purposes, all US Government food aid programs in the country are being phased down. That includes CRS's food aid program in Chhattisgarh. With reduction in food aid, people will lack the means and strength to produce their own resources.

In this background, the phase over strategy document will be of immense value to partners and other stakeholders. This will be of use for those concerned with sustainable development in general and the role of a strategy in poverty alleviation, through development interventions. The document has greater significance in view of the broad spectrum of issues and actions, outputs and outcomes. I hope that the phase over strategy document would be a ready reference for CRS personnel, the partners and other stakeholders. They would find the work an invaluable aid as well as a reference tool to go ahead with the phase over process.

**CRS,
Chhattisgarh**

Acronyms

AC	: Agriculture Coordinator		
AEW	: Agriculture Extension Worker	IWMI	: International Water Management Institute
AFPRO	: Action for Food Production	MG	: Mother's Group
ANM	: Auxiliary Nurse Midwife	MIS	: Management Information System
APL	: Above Poverty Line	MOC	: Missionaries of Charity
ASHA	: Accredited Social Health Activist	MSP	: Minimum Support Price
AWW	: Aganwadi Worker	MT	: Metric Tons
BCC	: Behavioral Change Communication	MTR	: Mid-Term Review
BDC	: Block Development Commissioner	MYAP	: Multi- Year Assistance Program
BEO	: Block Education Office	NABARD	: National Agricultural Bank for Rural Development
BPL	: Below Poverty Line	NEC	: National Education Coordinator
BS	: Baseline Survey	NFHS	: National Family Health Survey
BSM	: Bastar Sevak Mandal	NGO	: Non-Governmental Organization
CBO	: Community-based Organization	NREGP	: National Rural Employment program
CCF	: Christian Children Fund	NRHM	: National Rural Health Mission
CEO	: Chief Executive Office	NSS	: National Sample Survey
CHC	: Community Health Center	OBC	: Other Backward Class
CP	: Counterpart	OCF	: Other Child Feeding
CP	: Coordinating Partner	OFDA	: Office for Development Assistance
CRS	: Catholic Relief Services	OP	: Operating Partner
CS	: Cooperating Sponsor	PDS	: Public Distribution System
DA	: Development Assistance	PHC	: Primary Health Center
DAP	: Development Assistance Program	PLWHA	: Person Living with HIV/AIDS
DAP	: Development Activity Plan	POP	: Phase Over plan
DWCD	: Dept for Women and Child Development	PQ	: Program Quality
ECDC	: Early Childhood Development Center	PSO	: Partner Support Officer
ESF	: Economic Support Fund	PTA	: Parent Teachers Association
FBO	: Faith Based Organization	PVO	: Private Voluntary Organization
FE	: Final Evaluation	RBC	: Residential Bridge Courses
FFP	: Food for Peace	RRC	: Rainfed Rabi Cropping
FFW	: Food For Work	RMP	: Registered Medical Practitioner
FPG	: Forest Protection Group	SC	: Scheduled Caste
FY	: Fiscal Year	SD	: Standard Deviation
GM	: Genetically Modified	SF	: School Feeding
GOI	: Government of India	SHG	: Self Help Group
GRPC	: Girls' Rights Protection Committee	SMCS	: Safe Motherhood and Child Survival
HA	: Humanitarian Assistance Program	SR	: State Representative
HH	: Household	SSA	: Sarva Shiksha Abhiyan (Education for All Program)
HVY	: High Yielding Variety	ST	: Scheduled Tribe
ICRISAT	: International Crop Research Institute for the Semi Arid Tropics	TBA	: Traditional Birth Attendant
ICDS	: Integrated Child Development Services	USAID	: United States Agency for International Development
IDU	: Injecting Drug User	USDA	: United States Development Assistance
IEC	: Information Education Communication	USG	: US Government Grant
IFA	: Iron Folic Acid	VDC	: Village Development Committee
IGA	: Income Generation Activities	VEC	: Village Education Committee
IHC	: Individual Health Care	VEW	: Village Extension Worker
IHD	: Integrated Human Development	VHW	: Village Health Worker
IMNCI	: Integrated Management of Newborn & Childhood Illnesses	WC	: Watershed Committee
ITDA	: Integrated Tribal Development	WFP	: World Food Program



Executive Summary

Mainstreaming the programs for take over by the Community Institutions

Poverty and poor distribution of food leave a significant portion of the population hungry and malnourished in Chhattisgarh. To meet the challenges of poverty and its ramifications, Catholic Relief Service (CRS) Chhattisgarh, has been assisting vulnerable populations through development programs, such as mother & child health care, agricultural development, food for work and food for education in marginalized areas. The goals pursued are, investing in people, expanding access, creating opportunity, and promoting favorable policies and institutional environments, which address the primary cause of hunger & poverty in the countryside.

The key development challenges faced by CRS and its partners were low literacy level among people particularly women, poor educational infrastructure in remote areas, little interest of parents in girls' education, high school-drop-out rate, poor school attendance, low

teacher-student ratio in the schools and deteriorating quality of education in rural areas. There is prevalence of high maternal and infant mortality rate, poor information education on HIV/ AIDS, high gender disparity and gender based violence. Low per capita income, low off-season agricultural production, absence of work opportunities in local areas, food insecurity and recurring drought and flood have intensified unemployment, migration, human trafficking and prevalence of child labour. Poor access of rural people to government schemes and public services, low level of public awareness on their rights adds to the intensity of poverty in the countryside. Local governance institutions are weak due to capacity gaps to resource government schemes for local development.

In chhattisgarh CRS through Title II Food Aid targeted the lowest income group and it has reached those who need it most. CRS food aid enabled the communities to produce better crops, to plan, manage, and carry out

soil and water conservation activities in sloppy and degraded areas, to develop new agricultural products for market, and to reduce malnutrition particularly for mothers and children. Midday meals have helped encourage poor families to enroll both boys and girls in school. Female education, in turn, has contributed to improvements in children's education, health, and nutrition. The use of food aid commodities, along with traditional local foods, has helped improve the nutrition of low-income young children. Food aid of CRS provides a bulwark of community stability in hard-to-reach areas of Chhattisgarh and it has played a concrete role in efforts to empower marginalized communities in poverty-ridden areas.

CRS has been implementing the programs in partnership with local Catholic Diocesan Social Service partners, as well as other local partners that share common principles, programmatic interests, and vision. The Objectives were to improve health of pregnant/lactating women and children aged 0-3 years, to ensure safe and healthy pregnancies for targeted women and improve nutritional status of targeted children aged 0-3; to increase agricultural productivity by multiple cropping and improvement of water security for agriculture; to increase opportunities for and participation of targeted disadvantaged children (SC/ST/ OBC), especially girls, in quality primary education, and to improve educational quality in rural schools.

CRS support covered agriculture development through Integrated Watershed Intervention approach, education development through "Institutional Education Program" and "Outreach Education Program". Under Institutional Education Program, food is provided for disadvantaged children in their schools. "Outreach Education Program" is a

food-assisted education program that targets hard-to-reach out-of-school children such as dropouts and child workers. The other interventions are micro finance for women groups, peace building, prevention education on HIV/AIDS and tackling the issue of human trafficking. CRS's experience shows that the problem of food stress can be sustainably addressed through multi-pronged integrated development interventions.

CRS interventions in Chhattisgarh have multifarious impact in the life of the target people in terms of enriching educational activities in the schools, tackling health problems of women and children in rural areas and boosting agricultural productivity. But, USAID the donor of CRS, has revised its global policies regarding the use of food aid, and as a result it is to decrease the amount of resources it budgets annually to support food aid for development purposes. As India falls into the category of using food aid for development purposes, all USG food aid programs in the country are being phased down. That includes CRS's food aid program in Chhattisgarh. With reduction in food aid, people will lack the means and strength to produce their own resources.

This means that

- Targeted children from vulnerable households will be given less opportunity for a well-rounded education.
- Targeted mothers and infants will receive less critical health and nutrition interventions.
- Targeted farmers will receive less support to improve their management of soil and water and diversify their crops, so they can grow more food and expect a more secure return on their labor.

In this background, CRS has made a case specifically for India that the Title II food aid is

having a tremendous impact to improve the food security of marginalized families particularly tribal communities through targeted health, education, agriculture and humanitarian assistance programs, and as such should continue.

The effort of CRS has demonstrated positive impact of Title II food aid on the lives of most marginalized has motivated USAID to support a systematic plan which will allow CRS to phase out Title II resources from its health, education, agriculture and humanitarian assistance programs over the course of a 3 year period. This 3-year period will allow CRS and its partners to develop and implement graduation strategies that will ensure that the program partners are not abandoned halfway.

This document highlights

1. The extent food security issues are addressed through different interventions and the Impact analysis of the food aid in the targeted community.
2. Process documentation of the series of efforts including workshops and its impact on the program partners including the actions taken by various program partners for phase over, community actions initiated for phase over, and the effort of CRS Chhattisgarh in establishing linkage with government departments and results there of.
3. An Action Plan: a state level strategic document describing the future course of action and indicating future strategic direction for possible linkages with government schemes and other sources in all the program areas of Chhattisgarh particularly, to ensure food security, education and health needs of the poor in the phase over.

Program Interventions and the Impact

CRS interventions in Chhattisgarh have multifarious impact in the life of the target communities in terms of enriching educational activities in the schools, tackling health problems of women and children in rural areas and boosting agricultural productivity.

- The project has a positive impact on the communities' involvement in school development activities. Parents are taking more responsibilities to solve school problems and promote the education of girls in their communities.
- Food provided by Title II programme played a critical role in the education. It provided CRS an entry point into the schools to offer quality education. Food worked as an initial incentive for families to send their children to school.
- School attendance, retention rates and net enrollment rates have increased. Children enrolled in school are attending schools and are staying in school subsequently. There are few out-of-school youths and children. Overall improvement can be attributed to many factors: reasonable size of schools, reasonable student to teacher ratio, private management ensuring regularity in teaching and food support for poor children to provide necessary nutrition and energy to sustain their interest in study.
- Over the life of the project parents have come to value other aspects of the education program such as quality of education and support to create achievement motivation. There is a change in people's attitude towards education. It shows a demand for quality education among vulnerable households where parents are illiterate and who had never attended school. This is evidenced from the

high level of school enrollment among siblings.

- Watershed committees have made progress towards completion of project activities and planned objectives; about 40% of the cultivable land are double-cropped and irrigated; majority of community members are trained in maintaining and upgrading of assets created during the project and beneficiaries are in the process of establishing linkages with other service providers for continued resources and technical assistance.
- A study indicates that there is an increase in the availability of food grain from 107 days (baseline) to 192 days in a year
- It is reported that the program has helped to reduce migration. Additionally the average number of days in a year members of households migrated decreased from 151 days to 84 days.
- The percentage of households borrowing money from moneylenders for grains and those borrowing grains in general have declined and there is an increase in income from farming.
- The number of households receiving government extension support on crop choice and fertilizer use from agricultural extension services has increased.
- Increase in the availability and quality of grazing lands and availability of fodder have significantly improved livestock resources in the targeted communities.
- The watershed program has contributed to water availability for drinking and irrigation and households have changed to safe sources of drinking water. Communities have set rules and regulations, as well as monitoring, to protect wetlands and

benefit from soil moisture.

- There is an increase in the demand for loans by farmers for agriculture from banks and informal credit has visibly reduced.
- Seeds are now available at a lower cost due to CRS initiated seed banks in the communities.
- A study revealed that 90.3% of children of primary school age in these catchment areas were enrolled in primary school, with the provision of quality educational services and a meal.
- The Safe Motherhood and Child Survival (SMCS) program has achieved results by changing knowledge and practices in almost all areas of Safe Motherhood and Child Survival. One of the most consistent improvements seen across all areas of care is the preference of women to seek care/consultation for themselves or for their child at a health facility. Seeking services from non-medical professionals outside the hospital or health center has been reduced. More women in the project have been availing Ante Natal Care (ANC) and Post-Natal Care (PNC) services. There is a remarkable increase in the number of women delivering in a health facility. CRS increased immunization coverage in the target area by 13% amongst all children of 12 months old, and reduced malnutrition by 10% as found by an impact study.
- Mothers also understand that the benefits of PNC are to identify complications and obtain advice/special care for both the mother and child. The knowledge of mothers on child nutrition has improved. Mothers are now more involved in the process of growth monitoring and participate in nutrition education, and they have awareness about the advantages

and benefits of immunization and Vitamin A supplementation.

- The strategies used to raise health awareness and increase access to services by forming strong links with the government health services are working. CRS is in the process to sustain the change in behavior and expand knowledge and practices to households within the target communities.
- Linking of community-based activities with government facilities providing health, education and agricultural extension services has resulted in sustainability of initiatives undertaken.

Partner Level Initiatives

CRS has shared the current scenario with its church partners in India and emphasized the need for working together to come up with realistic sustainability plans and strategies for the ongoing health, agriculture and education programs. The partners decided to undertake the following actions to cope with phasing over of food aid program:

- The ongoing programs are to continue by the support of government, local and other agencies and institutions.
- Linkages are to be established with different government schemes/programs that are implemented by government. It is understood that the alternative linkage support for phased out beneficiaries particularly with ongoing government programmes needs appropriate knowledge, information base and vigorous follow up.
- The workshops emphasized on programme consolidation and identified its criteria. The criteria for consolidation included priority on target groups existing in relatively backward areas and with higher need, phasing over groups with lower needs and activities likely to be sustained by primary

stakeholders and village based institutions.

- The most effective programme should be preferred and the least preferred activities by the beneficiaries should be stopped/phased out at the out-set.
- The existing approach is to be widened by linking with other opportunities, marketing/promoting projects and share the learning from works over the years with donors and other sources.
- Operating Partners (OPs) are to come up with innovative projects with tangible benefits at the beneficiary level.
- Government of India has sanctioned Rs 80 crore for 11 districts for integrated watershed development. Necessary steps need to be taken to obtain these projects.
- Formation of Liaisoning Committee at district level and Central Diocese level which can lobby to establish and sustain the linking process at different levels
- For Other Child Feeding (OCF), linkage with Kasturba Gandhi Balika Vidya Ashram Yojana, Chhatrabas Yojana by registration with them and to make linkage with Rajiv Gandhi Siksha Mission. Local contributions to be organized through contributions from sponsors, parents, diocese, own schools and donors/other agencies. Linkage with Ministry of Tribal Development by submitting project proposal in prescribed format through proper channel. Ration card;
- For Early Childhood Development Center (ECDC) linkages are to be established with Anganwadi Centres through Panchayat and application to Block ICDS officer. The other sources are mobilization of local contribution from parents, Community Based Organizations (CBOs) and Village Committees, parishes, and introduction of home supplied tiffin system for children.

- For School Feeding (SF), linkage is to be established with Government schemes such as midday meal scheme by applying to concerned block education office through gram panchayat, linkage with Ministry of Human Resources Development, Ministry of Empowerment and Social Justice and introduction of home supplied tiffin system for children.
- For Food for Work (FFW) linkage is to be made with National Rural Employment program (NREGP) through community level and gram sabha level awareness meetings and facilitating to get job card. Other sources are linkage with National Agricultural Bank for Rural Development (NABARD) programmes by discussion with concerned development officers and submitting project proposal and exploring linkages with Harriyali project through Zilla Parisad.
- for cultivation of millets, fruits and vegetables in operational areas
- Linkage with Panchayat and complete information on government scheme for NC/SF/OCF/Agriculture.
- Orientation programmes were organized for CBO leaders on government schemes,
- Meetings were held with Government Officers and PRI members to update on programs run locally by government and PRI
- Orientation of OPs to access to government assisted programs including midday meal in existing SF schools, accessing crèche scheme for existing NC center, training watershed committee members on accessibility of NREGS, updating district and block level government officers on the programs of Coordinating Partners (CPs) at block and district.

The actions taken by the partners as a follow up are as follows:

- Sensitizing parents for contribution for the programs NC/SF/OCF.
- Listing of existing CBOs in the operational areas with their profile.
- Orientation of CBO leaders on value of nutrition, health and education, training on value of local food and value addition through cooking practices and methods, training on cultivation of fruits, vegetables and millets
- Meetings with school committees, staff and manager on phasing over plan and creating awareness among parents and school staff on Title II phase over, creating willingness among parents to contribute to OCF,
- Mobilizing parents to take initiative to feed local food to their children, creating mindsets of parents/Self Help Groups (SHGs)
- Ensuring improved attendance in Gramsabha, creating/improving visibility of OP programme among PRI and local Government extension persons/line personnel, increasing the number of SF schools accessing midday meal programs, increasing the number of NCs linked with Palna Scheme, number of watershed committees accessing to NREGS and improved visibility of CP programme at government level (local, district, state and central).
- Introduce Tiffin System for NC/SF in diocesan schools which includes mobilizing parents to provide tiffin to their children, sensitizing children on value of local, home made food and tiffin, counseling of parents at the time of admission of children, convincing irector of Diocesan Education to make Tiffin System compulsory in their school, formation of children committee in school to follow up with non-tiffin children. Ensuring that parents start providing tiffin

to children, increased number of children started coming to school with tiffin, awareness among parents on need of tiffin for school attending children improved, issue of order to school manager for making tiffin system compulsory, number of functional children committee school to follow up with non-tiffin children

- Ration card for boarding Children for OCF which included collection of information on application norms for ration cards from Sarpanch, submission of application for ration card to Panchayat, contacting food inspector at block level, contacting district food officer, DEO, and DM. Ensuring the hostel wardens to apply for ration cards and number of applications endorsed by food department.
- Productive use of Parish land includes making the land cultivable, creating irrigation facilities for cultivation, providing training to children above 14 years on improved agricultural practices to pursue as a hobby. To ensure the acreage of land made arable, areas covered by irrigation facility, number of OCF children involved in learning by doing activities and pursuing gardening as a hobby.
- Coordinating partners also came out with their concrete plan for reduction of beneficiaries at CP level in a 3 year time frame.

Phasing Over Action Plan

Goal and Objectives

Goal:

Empowering local organizations to take charge of the development process with the decline in CRS-provided resources over a three-year period and simultaneous increase or supplementary provision of resources from

other sources . It is not only to maintain benefits achieved, but also to enable further progress toward the program's development goals.

Objectives:

The objectives envisaged are

- (a) Linkage with the ongoing government schemes and programs for activities and resources that Title II has supported;
- (b) Strengthening of community networks, including local governance groups, CBOs and women's groups, as well as strengthening the operating and role performing capacity of volunteers;
- (c) Intensifying capacity building of local organizational and human capacity in information, negotiating skills with resource agencies and personnel and maintenance of created community assets; and
- (d) Identifying and channeling alternative sources (local and external resources) of food for the programs.
- (e) Allow roles and relationships to evolve and continue after exit

The intermediate objectives envisaged are

- Ongoing activities maintained without being abandoned
- Human capabilities protected and enhanced.
- Livelihood capacities protected and enhanced.
- Community resiliency protected and enhanced.
- Community capacity to influence factors that affect food security increased.
- Strategic management and streamlining approaches implemented.

Interventions

- Advocacy on key issues like school feeding, right to food, food security, agriculture and health,
 - Formation of district and state level networks to address advocacy issues,
 - Application by unaided Schools to get the status of EGS centers (Education Guarantee Scheme centres)/ AIE Centres (and Alternative & Innovative Education centres)
 - Linkage with Integrated Child Development Services (ICDS) Scheme/ Linkage with Midday Meal Scheme
 - Availing Ration Card
 - Linkage with Bharat Nirman Yojana to create irrigation facility in the project area from the planned 1 crore hectare for the state
 - Lobbying under Sarva Shiksha Abhiyan to convert the unaided schools and bridge schools as EGS (Education Guarantee Scheme) centre/ Alternative & Innovative Education (AIE) Centres
 - Lobbying under the Janshala Programme (community based primary education programme) to convert the unaided schools and bridge schools as EGS (Education Guarantee Scheme) centre
 - Linkage with Government Agriculture Extension System, Horticulture extension and livestock centers
 - Accessing Water user groups, FFP beneficiaries to National Rural Employment Guarantee Programme
 - National Rural Health Mission: ASHA Accredited Social Health Activists (ASHAs) in each village
 - Education Scholarships for Scheduled Caste and Scheduled Tribe Students
 - Inter-group and inter-partner exposure to best practices across all three sectors;
- Expanding best practices across all three sectors through exposure visits, orientation and on-field learning
- Target communities oriented with negotiating skills with local government departments by role play and mentoring
 - Graduating the already assisted communities from health and agriculture activities
 - Agri-business training and value addition training on home made foods for all SHGs by the OPS
 - Action oriented training and sensitization of Village Education Committees, School functionaries and OPs on the method of matching to the criteria of government schemes
 - Result oriented Sensitization program for Village based institutions about the crucial and critical role of PRIs in facilitating linkage with government schemes and in updating the profile to match the criteria for availing government resources
 - Mothers made aware of home-made tiffin and its importance through campaign by school children
 - Seed Bank/Grain Bank/Village Level Nursery
 - Mothers/SHGs oriented on critical role of Tiffin particularly home supplied for children's learning when they spend long hours in school
 - Performance oriented Capacity Building of Community Institutions by responsible indicators
 - Creating formal linkages of community institutions with local government departments by creating negotiating skills & information base
 - Partners are provided all information and negotiating skills to establish linkage with schemes and resources of government,

non-governmental and other agencies operating in Chhattisgarh

- Performance oriented induction of CPs, OPs and Community institutions on the activities of the action plan.
- Complete information to partners about the priorities of international and national donors and their country strategy and priority for Chhattisgarh
- Micro-credit intervention in graduating villages in place of food
- Linkage with private-sector (steel, mines, auto mobiles, Telecom, construction, agro-processing companies)
- Linkage with KVIC/SIDBI etc for Common Facility Centre in the community
- Linkage with NABARD/Lead Bank
- Training of Animators/Volunteers/partners/ village key persons on Mentoring & Ownership Taking, providing escort services to CBOs and their representatives, concept of responsible indicators
- Training all Community based institution Leaders on Negotiation skills
- Training CBOs/structures/ village key persons as local lobby groups

Milestones

- Quality of Policy influencing measures and responses due to advocacy on key issues like school feeding, right to food, food security, agriculture and health
- Quality of ownership taken by local level networks, district and state level networks to address advocacy issues,
- Above 80 percent of the schools are in the process of updating the criteria and applying to mobilize support from government schemes
- Above 80 percent of the schools, all the crèches, balwadis, bridge centers applied

for support with PRI endorsement for midday meal with proper criteria, prescribed application format if applicable

- All schools applied for ration card by endorsing from PRI
- All Watershed Committees approaching for the program in their community with follow up for success
- Applications made with follow ups; discussion with concerned authority referring the particular schemes, criteria and objectives of the schemes
- Meetings organized for all Water User Groups/Watershed Committees with Government Agriculture Extension System, Horticulture extension and livestock Centre personnel; Connectivity Established with concerned personnel
- Job card available to all members
- All CHWs making attempt to become Accredited Social Health Activists; All are properly guided by the sector coordinators; lobbying for CHWs to become Accredited Social Health Activists (ASHAs) in project village
- Updating profiles to match with criteria and application for all eligible cases (SC/ST)
- Community institutions are aware about the best practices across all three sectors and they are optimizing their implementation Decisions/ Above 90 percent of best practices tried across partners areas
- Above 60 percent of village based institutions negotiating themselves to mobilize resources from government schemes
- Above 60% of graduating villages have linkages with government schemes/ All graduating villages covered by micro-credit programs and above 60 percent

SHGs are linked to banks and NABARD schemes

- Above 60 percent of SHG members are trained on agri-business management/ Above 60 percent of SHGs are operating as active producer groups
- All Village Education Committees, School functionaries and OPs received hands on orientation on the method of matching to the criteria of all relevant government schemes
- Above 60 percent of the attempts for linkage with government schemes and facilities are made through village based institutions
- About 60 percent of village based institutions are approaching for government schemes by endorsing their applications through Gram Sabha and PRIs
- Above 50 percent mothers of SHGs acquired improved skill on food preparation, preparing home made tiffin for school going children, and income generation to support their needs
- All project villages having Seed Bank
- All project villages having grain Bank
- 80 percent mothers are accessed by campaigns for home made tiffin for their children
- Above 50 percent of mothers are supplying home made tiffin for their children
- At least one representative of each farmers' group groomed...to assume full managerial responsibility for specific works
- Above 60 percent of the decisions of Community institutions made by themselves about how they will continue program activities in the context of reduced and no food aid support by own attempts
- Community institutions depend less on outside motivational inputs to perform
- Capacity measures of the CBOs' institutional capacity, such as making contracts, keeping adequate records, enforcing their own rules, continuing activities started under the program and undertaking new activities or expanding to new project sites independently of PVO input.
- Community institutions depend less on OPs and CPs to negotiate with outside agencies particularly local line department of government and PRIs
- All three implementing partners depend less on CRS to get information and negotiating skills to establish linkage with schemes and resources of government, non-governmental and other agencies operating in Chhattisgarh
- CPs, OPs and Community institutions pursuing activities as per the action plan with less dependence on outside sources
- CPs formulating valid and innovative project proposals strictly as per donors criteria
- All SHGs are linked to Banks; SIDBI/NABARD programs/relevant government schemes
- Private sector undertaking/adopting/ sponsoring villages, groups, schools, children, programs, village based institutions
- Applications made in the prescribed formats for all project villages
- All CPs and above 30 percent of OPs are receiving support for agricultural activities, seed bank, grain bank, watershed activities from NABARD
- All Animators/Volunteers/partners/
- Village key persons are oriented on Mentoring & Ownership Taking, providing escort services to CBOs and their representatives, concept of responsible indicators

- All Community based institution Leaders are oriented on Negotiation skills
- All CBOs/structures/ village key persons are oriented as local lobby groups

A timeline for the activities:

A time-line with specific goals will help partners better prepare for full management responsibilities. A three-year period mandated seems to be a realistic time frame for building local capacity or even for achieving and sustaining some types of benefits-but this must be determined for each case. An explicit time frame is suggested providing the actors with a clear sense of when the relationship and/or the current phase of the relationship will come to an end. How much progress can we make with the time and funding available? From where resources will be mobilized & who will support continued progress after the phasing over?

Management and Communication: An appropriate "leadership" function is to be attributed to a body during the phase-out process like Diocesan Network.

CRS and Partners are to play a useful role in coordination and networking at the state level. CRS is making efforts to coordinate with the local government departments, and network with regional and national NGOs and donor agencies and making sure that everyone understands the phasing over and the strategy.

Monitoring and evaluation: Monitoring progress toward milestones will assure sustainability. The M&E system will provide information on the continued level of achievement of outcome indicators and on key process indicators (e.g., functioning community based organizations and CBOs). Periodic assessments will be an important tool in all phases of the phase over operation.

Sustainability: Sustainability depends on partners and stakeholders including community based institutions and key individuals (Change Agents) drawn from the community, community groups such as SHGs, and integration of key practices into the government's ongoing system and the sponsorship/assistance/adoption of other agencies.



Introduction

Background

Chhattisgarh is geographically located in the central part of India between 17° 46' N to 24° 5' N latitudes and 80°15' E to 84°20' E longitudes. In terms of area it covers 4.01% of India's landmass. According to 2001 Census, population of Chhattisgarh stands at 20.8 millions. Sex ratio for the state is 990, which is the third highest gender ratio in India, after Kerala (1058) and Pondicherry (1001). Chhattisgarh has the high infant mortality rate, low literacy rates, and high incidence of poverty. About 50% of the state's population is illiterate.

Agriculture not only substantially contributes for living of people but also generates employment in the farm sector. Cultivators and agricultural labourers together constitute 63.7% of the total sector. Apart from paddy, maize, and other minor millets, pulses like horse gram, black gram, green gram and a variety of beans and oilseeds like groundnut, soybean, niger and sunflower are grown. Chhattisgarh has a livestock population of 23 million of which cattle constituted 13.6 million including the crossbred cattle of 0.56 million. Greening of the area, scientific and integrated watershed planning, management and development are some of the measures by which the agro-climatic conditions can be influenced and reshaped.



Poverty and poor distribution of food leave a significant portion of the population hungry and malnourished in Chhattisgarh. The key development challenges faced by CRS and its partners have been poverty, low literacy level among people particularly women, poor educational infrastructure in remote areas, little interest of parents in girls' education, high drop-out rate from school in the primary level, poor school attendance, low teacher-student ratio in the schools and deteriorating quality of education in rural areas. There is prevalence of high maternal and infant mortality rate, poor information education on HIV/ AIDS, high gender disparity and gender based violence. Low per capita income, low off-season agricultural production, absence of work opportunities in local areas, food insecurity and recurring drought and flood have intensified unemployment, migration, human trafficking and prevalence of child labour. Poor access of rural people to government schemes and public services and low level of public awareness on their rights add to the intensity of poverty in the countryside. Local governance institutions are weak to resource and implement government schemes for local development.

To meet these challenges, Catholic Relief Service (CRS) Chhattisgarh, has been assisting vulnerable populations through development programs, such as mother & child health care, agricultural development, food for work and food for education in marginalized areas. The goals pursued are, investing in people, expanding access, creating opportunity, and promoting favorable policies and institutional environments, which attack the primary cause of hunger & poverty in the countryside.

USAID, the donor of CRS, has revised its global policies regarding the use of food aid, and as a result it is to decrease the amount of resources it budgets annually to support food aid for development purposes. As India falls

into the category of using food aid for development purposes, all USG food aid programs in the country are being phased down. That includes CRS's food aid program in Chhattisgarh. With reduction in food aid, people will lack the means and strength to produce their own resources. This means that

- Targeted children from vulnerable households will be given less opportunity for a well-rounded education.
- Targeted mothers and infants will receive less critical health and nutrition interventions.
- Targeted farmers will receive less support to improve their management of soil and water and diversify their crops, so they can grow more food and expect a more secure return on their labor.

CRS has made a case specifically for India that the Title II food aid is having a tremendous impact to improve the food security of marginalized families particularly tribal communities through targeted health, education, agriculture and humanitarian assistance programs, and as such should continue. In this background, CRS Chhattisgarh has undertaken an initiative to have an action plan to streamline the program activities with alternative support mechanism and by empowering the community based institutions to negotiate with other players.

Objectives:

- i. To study the extent food security issues is addressed through different interventions and the Impact analysis of the food aid in the targeted community
- ii. Process documentation of the series of efforts including workshops and its impact on the program partners including the actions taken by various program partners for phase over, community actions initiated for phase over, and the effort of CRS Chhattisgarh in establishing linkage with government departments and results there of
- iii. An Action Plan: a state level strategic

document describing the future course of action and indicating future strategic direction for possible linkages with government schemes and other sources in all the program areas of Chhattisgarh particularly to ensure food security, education and health needs of the poor in the phase over.

Methodology

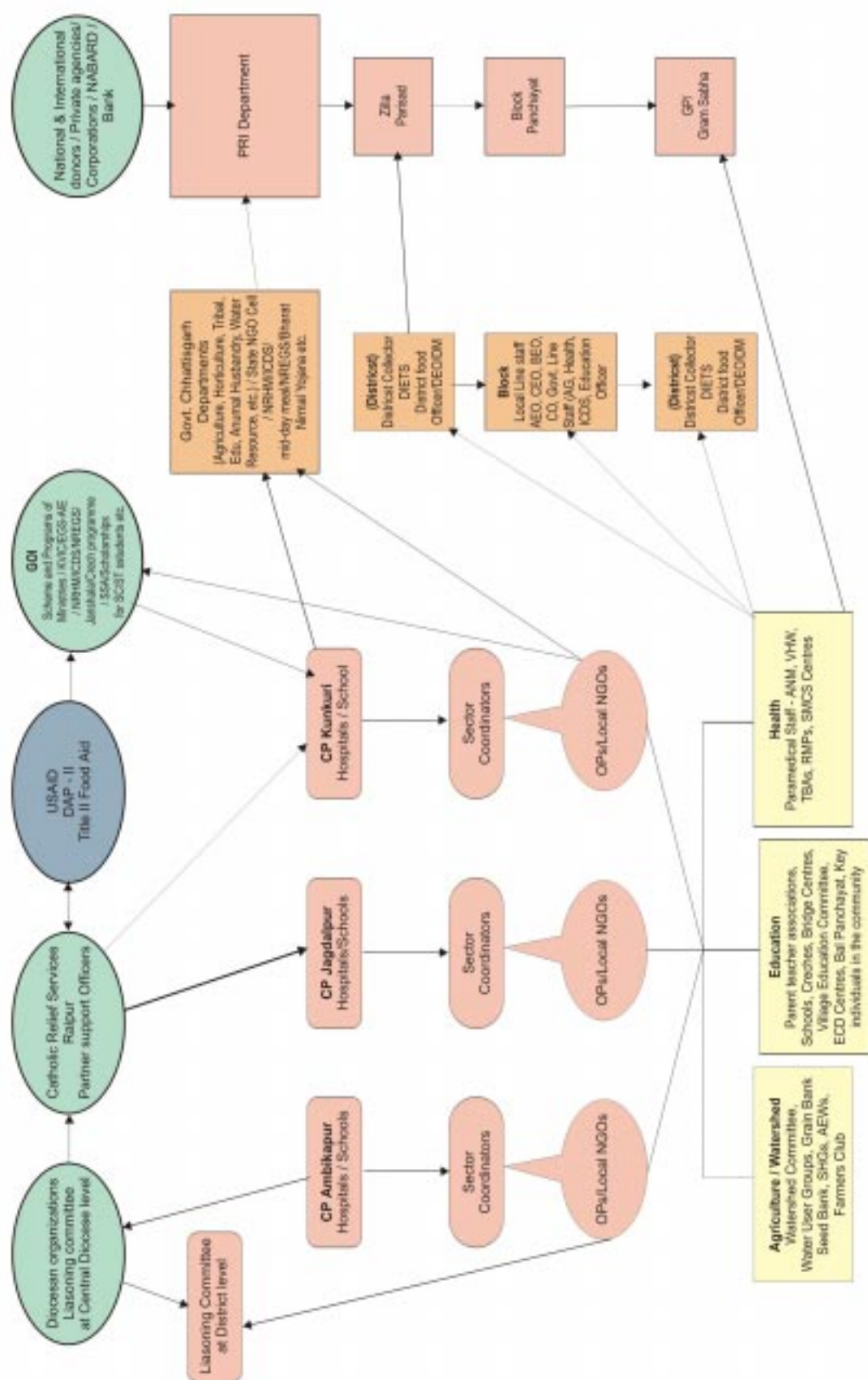
i. Existing Documents and discussion with project partners/CRS

- Data on project history and best practices (documentations of project partners, best practices developed in the field/success stories)
- Data on institutional development at the community level of the project, their governance, capacity development process, etc
- Data on Human development initiatives undertaken by project partners
- Data on actions taken by various program partners for phase over including best practices/success stories
- Data on existing/ongoing government programmes, bilateral, multilateral and other NGO programs in the thematic area
- Still photographs from project partners

ii. First hand data by field visit

- Discussion with focus groups of beneficiaries/other local stakeholders
- Visit and Interaction with successful Initiatives
- Interaction/interview with some beneficiary families
- Interaction/interview with project staff (workshop)
- Interaction with ongoing government programs in the field and their programme staff along with staffs of project partners
- First hand view of types of actions taken in the field
- Action Photographs from the field

INSTITUTIONAL SETTING & INSTITUTIONS FOR LINKAGE



1. Programme and its Impact



In chhattisgarh CRS food aid targeted the lowest income group and it has reached those who need it most. CRS food aid has enabled communities to produce better crops, to plan, manage, and carry out soil and water conservation activities in sloppy and degraded areas, to develop new agricultural products for market, and to reduce malnutrition particularly for mothers and children. Midday meals have helped encourage poor families to enroll both boys and girls in school. Female education, in turn, has contributed to improvements in children's education, health, and nutrition. The use of food aid commodities, along with traditional local foods, has helped improve the nutrition of low-income young children. Food aid of CRS provides a bulwark of community stability in hard-to-reach areas of Chhattisgarh and it has played a concrete role in efforts to empower marginalized communities in poverty-ridden areas.

The Objectives of Development Assistance Programme II (DAP II) were to improve health of pregnant/lactating women and children aged 0-3 years, to ensure safe and healthy pregnancies for targeted women and improve nutritional status of targeted children aged 0-3; to increase agricultural productivity by multiple cropping and improvement of water security for agriculture; to increase opportunities for and participation of targeted disadvantaged children (SC/ST/OBC), especially girls, in quality primary education, and to improve educational quality in rural schools.

CRS support covered agriculture development through Integrated Watershed Intervention approach, education development through "Institutional Education Program" and "Outreach Education Program". Under Institutional Education Program, food is provided for disadvantaged children in their schools. "Outreach Education



Program" is a food-assisted education program that targets hard-to-reach out-of-school children such as dropouts and child workers. The other interventions are micro finance for women groups, peace building, prevention education on HIV/AIDS and tackling the issue of human trafficking. CRS's experience shows that the problem of food stress can be sustainably addressed through multi-pronged integrated development interventions.

1.1. Implementing Partners

CRS has been implementing DAP II in partnership with local Catholic Diocesan Social Service partners, as well as other local partners that share common principles, programmatic interests, and vision. The local institutional structures linked to the programme are local and international non-governmental organizations, the Panchayati Raj Institutions (PRIs), hospitals, parent teacher associations, village education committees, Self Help Groups (SHGs), watershed Committee and water user groups.

The activities were implemented in areas and among populations not generally covered by government services. CRS State Office provides managerial support, technical guidance, and advice for preparing annual plans, implementing project activities, and developing human resources within the context of the DAP. Partner Support Officers



(PSOs) help partners to prepare project reports and evaluate outcomes. CRS also helps Coordinating Partners (CPs) to undertake a variety of non-scheduled project activities to enhance their overall capacity, such as writing project proposals to diversify funding from CRS and other national or international donors.

- CRS provides substantial support to their implementing partners to enhance their level of involvement in project implementation. CRS facilitates the work of the implementing partners just as these organizations facilitate the work of the village institutions. There is a close relationship between CRS and implementing partners, at all levels of management, and between CRS and the village level institutions. Besides from the formal meetings that take place for reporting purposes, informal communication takes place on a regular basis.
- At the partner level, CP directors manage a variety of programs with the assistance

of sector coordinators. Sector coordinators provide guidance and support to Operating Partners (OPs) in program management and implementation. Sector coordinators also make monitoring and support visits to OP areas. At the grassroots level OPs implement the program with a staff of supervisors and village level workers who work hand-in-hand with community structures.

1.1.1. Capacity of Partners

- The implementing partners (CPs and OPs) have adequate administrative, infrastructure and managerial capabilities for implementing sector specific activities. CPs manage development activities supported by other international and domestic donors. Therefore, support from the CRS is supplementary as well as complementary, enabling greater social and economic changes in these areas. This strength of partners has implications for sustainability.
- The CPs, over the years, have built cordial relation with the government line department officials in the specific sectors. CRS and the CPs have linkages with different government departments. They have involved them in project activities by inviting them regularly to co-facilitate trainings and attend community level activities.



- CPs are recognized for their strength as trainers: partners were involved in teacher training, materials development, community mobilization and micro-planning workshops. For example, some of the CRS partners now serve as resource agencies to other partners for teacher training, water user group training, watershed committee members training etc. One of the CPs with knowledge of the technical aspects of watershed management helped in building the capacity of OP Umergaon in Bastar district, Chhattisgarh.
- One of the major strengths of the program is the capacity development of partners, community level staff and village based institutions through training and other on-site learning on technical, management skills. Workshops and training programs, exposure visits in agriculture and health have enriched the process of learning.
- In the agriculture program, CRS staffs demonstrate strong abilities to manage watershed development projects and they have ability to innovate and adapt location specific technical interventions. DAP II has trained a large number of farmers and AEWs.
- Partners send teachers for training at government recognized institutions such as the District Institute of Training (DIETS) since teachers in the CRS supported program use the GoI curriculum. CRS has supported, since beginning, the training of ECDC teachers, primary school teachers, bridge course teachers and schoolteachers.
- VHW have been trained in health and nutrition, MIS and Community Mobilization and ANM, Traditional Birth Attendants (TBAs) and Registered Medical Practitioners (RMPs) are trained on Safe Motherhood and Child Survival (SMCS) program.

1.1.2.Capacity Analysis

Strengths

The strength of CRS lies in wide coverage of activity area through partner's network, a team of committed and experienced staff, linkage with local resource agencies, experience on community development through programmes on education, agriculture, health & watershed.

Partners have commitment to reach the poorest of the poor. They have grass root linkages and network with credibility in the community and experience to implement education, health, agriculture, watershed and other development programs. They have trained and experienced staffs, infrastructure facilities - boarding schools, network of grass root institutions, trained and experienced paramedical staff, health infrastructure like hospitals and dispensaries.

Migration arrested in Watershed Area: Devri Chirmunda Watershed

Mr.Sampat Pauley age 25,from Gond tribes of Devri Chirmunda is the son of a poor farmer. He has 5 acres of land. The yield of the land from single rain fed crop was not enough to run the household. His family members migrate for 4 months to find job elsewhere. When watershed programme was successfully implemented, people shifted for double cropping and mix cropping. Sampat could level his land when various land development activities were undertaken as part of the watershed programme.

Sampat grew chilly in 1.5 acre of land. He spent Rs.1500 to purchase 260 gram of chilly seed. He spent around Rs.13000 on seed, manure, insecticide/pesticide and land preparation. He could harvest about 150 kg.of chilly daily and sold at Ambikapur. He could earn a net profit Rs.71974.He expects to earn above one lakh rupees from the crop.

The watershed programme and benefit from crop has arrested migration, shared the local Sarpanch. About seven women who are engaged in plucking and gathering chilly during morning hours earn Rs 25 each. Two other farmers who work in the garden earn Rs.40 each per day. Migration has been arrested with the success of Watershed Programme, said the Sarpanch.

Weakness

The weaknesses include lack of resources, weak linkages with Government schemes at all levels, poor advocacy on key issues like school feeding, right to food, food security, agriculture and health.

1.2. The Programs

1.2.1. Agriculture & Watershed

The agriculture program uses a watershed management approach. The community-based watershed committees manage the watershed and the assets created. Project technical staff and agricultural extension workers work with the watershed committees. They carry out soil and water conservation activities receiving Food for Work (FFW). They also contribute to a community fund. Project staff provides learning opportunities to farmers to produce more crops.

Through the program, farmers have learned about improved farming techniques and applied the newly acquired knowledge on high yield variety seeds, the use of manure and fertilizers, crop diversification. There is an increase in the use of inputs and improved practices. Farmers are practicing rain-fed agriculture by using rainwater harvested through watershed management techniques. Water availability has increased due to the creation of water harvesting structures, percolation tanks, main tanks, check dams



**Second Crop in Watershed:
An Innovative Step**

The farmers could never grow a second crop in Marktola Watershed. The problem was open grazing. Watershed committee analyzed that the "excess of unproductive animals and open grazing" is the cause of failure of any attempt for a second crop. They decided to make an animal barn in the village and punish the errant farmer. That did not work. After a rethinking on the issue they decided to sell off the unproductive animals of the village. They disposed the unproductive animals. In the following year farmers grew a second crop (vegetables, pulses etc) in many patches. About 40 hectares of land could be covered under second crops after open grazing being completely reduced.

etc. There is an increase the in soil moisture quantity sustained through rainwater harvesting structures.

There is a significant increase in the quantity of land being cultivated and irrigated, while there is a fourfold increase in double cropping. Farm families are purchasing improved variety seeds and they have also been receiving extension support from the government.

On-farm production has increased and also family income from agriculture. In many villages grain banks have been formed to meet seasonal need of families. Farmers have a perception of greater food security for 5-10 months compared to food availability from farm production for 2-3 months prior to CRS intervention.

1.2.2. Education

CRS provides educational services to unserved populations in Chhatisgarh in remote locations where there is little presence of private or public educational institutions. The objective is to increase educational opportunities for disadvantaged children (SC/ST/OBC), especially girls by imparting quality primary education. There are presently four principal elements in CRS's education sector program: i) Early Childhood Development Centers, ii) School feeding (SF) in primary

**Sadhe consented daughter
Raimati to attend School**

Education Outreach Programme of CRS is implemented at Amadongri village of the Jamawada Panchayat. Sadhe, a Madia laborer of that village, has 5 children but none has ever been to school. The eldest daughter is married when she was 13 years old and she has a 3-month-old baby to take care of. Sadhe's son and a daughter are of school going age. He was convinced by local volunteers to send his son to school but reluctant to send his daughter. His daughter Raimati was assisting her mother in household chores and tending cattle. The members of Bal Panchayat went on a rally to Sadhe's house calling loudly, "Sadhe" uncle "Rahmati ko school bhejo" (uncle Sadhe, send Rahmati to school). Sadhe could no more stop Raimati to attend school. Raimati as a student proved a good learner in the school.

schools' iii) utilizing Other Child Feeding (OCF) in Residential institutions, and iv) Out-reach (OR) in Bridge Courses, described below:

Early Childhood Development Centers (ECDC) are village-based pre-primary schools, where children from poor households aged 3-5 years spend about three hours per day in quality-learning sessions and children are fed a fortified, cooked, midday meal. Teachers of the centers are trained to develop learning aptitude among the children by joyful methods. The community contribution includes provision of shelter, cooking of midday meals, and a part of teachers' remuneration.

School Feeding (SF) programs are community-based, private and charity-based primary schools (serving children aged 6-14 years). ST/SC/OBC children are provided cooked mid-day meals. Schools offer the state/central government curriculum. CRS supports training of teachers in identified teacher training institutes.

Other Child Feeding (OCF) programs are in targeted Residential Institutions for children from poor families/destitute or those having no access to schooling facilities. The

residential institutions are able to cover other operational costs through donations from charitable organizations. CRS provides skills training to the personnel and capacity-building support to residential institution.

Out Reach (OR) programs are community based and it is meant for a single catchments area with low enrollment rates and target all school-aged children (6-14) to maximize school participation. DAP II supports several activities in these communities to enroll and retain out-of-school children, and follow-up students with poor school attendance. The project supports the Village Education Committee (VEC) and volunteers to facilitate community mobilization and follow-up. The program supports food distribution at residential and non-residential Bridge Camps in each OR community. The Bridge Camps are also accelerated learning centers that

For Bansigh it's late but better than never

Bansingh Baghel, a 14-year-old Dhurva boy, had never attended school. Assisting a local carpenter was his work to feed himself. Suraj Nag a volunteer for Education Outreach Programme of CRS in Jamawada, asked Bansingh and two of his friends to study in the school. Bansingh and his friends were interested. They met Suraj the next day. Bansingh's life as a student began thereafter.

Bansingh to meet his livelihood continued assisting a carpenter during the day and in the evening he attended the bridge course. Subsequently he found it difficult to manage both work and study. After some days Bansingh left his work and focused on his study.

He feels that being educated, he can become a better carpenter. Bansingh who is at the age of 14 only, postponed his marriage (marriage amongst the tribals takes place at a tender age and deferring one's marriage is a very bold step). He is of the view that marriage will hamper his studies.

Bansingh, in the mean time, has picked up English and Hindi alphabets, and he can identify numbers up to 50 though he can't speak. He is also able to make simple calculations. For Bansigh it's late but better than never.

prepare out-of-school youth over a 6-18 month period to transit into formal education in regular private or government schools.

The basic infrastructure in SF and OCF including class records, functioning days and hours of schooling and learning materials, trained teachers demonstrate that the schools supported by DAP II offer quality education.

DAP II includes the introduction of experimental food-assisted outreach education programs to target hard to reach out-of-school children such as child workers and children in especially difficult situations via bridge courses. CRS and its partners work with parent-teacher associations (PTAs) and village education committees (VECs) to map the educational status of children and engage in community planning to improve regular participation of children in school.



DAP II has continued the "school clustering" concept introduced in DAP I which promotes networking, improved management and sharing of expertise and resources among schools in close proximity to each other. The quality of primary and pre-primary education provided is a key consideration in DAP activities; considerable resources in DAP II have been committed to training of teachers and administrators.

1.2.3. Health

CRS implements the Safe Motherhood and Child Survival Program (SMCS) using a holistic area-based primary health care approach with community involvement. The program has a strong awareness raising and training component. The Village Health Worker (VHW) looks after the programme at the community level. CRS established the SMCS center with an Operating Partner (OP) as the anchor of the program to promote community involvement and ownership of the program. The packages of services provided to the beneficiaries include

- Antenatal care, safe delivery and postnatal care
- Growth monitoring coupled with immunization and vitamin A supplementation
- Health and nutrition education for mothers, plus home visits
- Facilitation of women's group formation
- Village health committee formation
- Monthly take-home Title II food rations for participation.

The key strategy employed in DAP II is to strengthen access to health services for pregnant and lactating women and their children at the community level such as antenatal care, postnatal care, safe delivery and immunization services by mobilizing communities and referring them to the local government health facilities.



1.3. Impact of the Programme on the Poor

CRS interventions in Chhattisgarh have multifarious impact in the life of the target communities in terms of enriching educational activities in the schools, tackling health problems of women and children in rural areas and boosting agricultural productivity.

- The project has a positive impact on the communities' involvement in school development activities. Parents are taking more responsibilities to solve school problems and promote the education of girls in their communities.
- Food provided by Title II programme played a critical role in the education. It provided CRS an entry point into the schools to offer quality education. Food worked as an initial incentive for families to send their children to school.
- School attendance, retention rates and net enrollment rates have increased. Children enrolled in school are attending schools and are staying in school subsequently. There are few out-of-school youths and children. Overall improvement can be attributed to many factors: reasonable size of schools, reasonable student to teacher ratio, private management ensuring regularity in teaching and food support for poor children to provide necessary nutrition and energy to sustain their interest in study.
- Over the life of the project parents have come to value other aspects of the education program such as quality of education and support to create achievement motivation. There is a change in people's attitude towards education. It shows a demand for quality education among vulnerable households where parents are illiterate and who had never attended school. This is evidenced from the high level of school enrollment among siblings.
- Watershed committees have made progress towards completion of project activities and planned objectives; about 40% of the cultivable land are double-cropped and irrigated; majority of community members are trained in maintaining and upgrading of assets created during the project and beneficiaries are in the process of establishing linkages with other service providers for continued resources and technical assistance.
- A study indicates that there is an increase in the availability of food grain from 107 days (baseline) to 192 days in a year
- It is reported that the program has helped reduce migration. Additionally the average number of days in a year members of households migrated decreased from 151 days to 84 days.
- The percentage of households borrowing money from moneylenders for grains and those borrowing grains in general have declined and there is an increase in income from farming.
- The number of households receiving government extension support on crop choice and fertilizer use from agricultural extension services has increased.



- Increase in the availability and quality of grazing lands and availability of fodder have significantly improved livestock resources in the targeted communities.
- The watershed program has contributed to water availability for drinking and irrigation and households have changed to safe sources of drinking water. Communities have set rules and regulations, as well as monitoring, to protect wetlands and benefit from soil moisture.
- There is an increase in the demand for loans by farmers for agriculture from banks and informal credit has visibly reduced.
- Seeds are now available at a lower cost due to CRS initiated seed banks in the communities.
- A study revealed that 90.3% of children of primary school age in these catchment areas were enrolled in primary school, with the provision of quality educational services and a meal.
- The SMCS program has achieved results by changing knowledge and practices in almost all areas of Safe Motherhood and Child Survival. One of the most consistent improvements seen across all areas of care was the preference of women to seek care/consultation for themselves or for their child at a health facility. Seeking services from non-medical professionals outside the hospital or health center has

Ration Card

Sister Regina of Ursuline School Jhingo reported that they found no difficulty in getting the ration card for the boarding students. Her school had been getting ration provisions including Kerosene, rice, sugar and wheat by Ration Card for the last 3 years. The application for a ration card was presented to Sarpanch who forwarded that to CEO and food inspector of Ambikapur approved it. It helped them to support poor children those who cannot pay boarding fees either in kind or cash.

- been reduced. More women in the project have been availing Ante Natal Care (ANC) and Post-Natal Care (PNC) services. There was a remarkable increase in the number of women delivering in a health facility. CRS increased immunization coverage in the target area by 13% amongst all children of 12 months old, and reduced malnutrition by 10% as found by an impact study.
- Mothers also understand that the benefits of PNC are to identify complications and obtain advice/special care for both the mother and child. The knowledge of mothers on child nutrition has improved. Mothers are now more involved in the process of growth monitoring and participate in nutrition education, and they have now awareness about the advantages and benefits of immunization and supplementation of Vitamin A.
 - The strategies used to raise health awareness and increase access to services by forming strong links with the government health services are working. CRS is in the process to sustain the change in behavior and expand knowledge and practices to households within the target communities.
 - Linking community- based activities with government facilities providing health, education and agricultural extension services has resulted in sustainability of initiatives undertaken.

2. Program Phase-Over: Action by Partners and Process in the Ground



2.1. Action by Partners and Process in the Ground

During the phasing over time frame the numbers of beneficiaries benefiting from food aid support are to be reduced gradually and subsequently alternative means have to be linked to support phased out beneficiaries. Phase Over Workshops were organized at CP and OP levels by CRS Chhattisgarh with the objective to sensitize the coordinating and operating partners on phasing over of Title II grants and to explore linkages with other sources/donors to sustain the activities and to prepare an action plan to overcome the challenges of phase over of food aid support. Several rounds of workshops were held to evolve a suitable strategy for phasing over.

The actions suggested in the workshops are stated below:

- The ongoing programs are to continue by the support of government, local and other supports.
- Linkages are to be established with different government schemes/programs that are implemented by government. It is understood that the alternative options to get linked for phased out beneficiaries with ongoing government programmes needs appropriate knowledge, information base and vigorous follow up.



NABARD linkage

NABARD (National Bank for Agriculture and Rural development) has assisted for 5 Watersheds in Kothagaon and three watershed projects along with two-grain banks for Kanker district to be implemented by Bastar Sewak Mandal (BSM). The fund support is to the tune of Rs. 1,578,000/-(\$36,698). For grain bank the support is 50 % from CRS and 50% from NABARD. Under Wadi Programme NABARD has extended support for backyard Kitchen garden. A proposal was submitted to NABARD by BSM after discussion with the District Officer for Farmer Innovation & Promotion Fund. There is a project implementing and monitoring committee (PIMC) comprising CRS, lead bank, and community representatives to guide the project.

NABARD provides input to CRS partners in training and exposure visit to successful models of Self Help Group and Grain Bank. NABARD has invited CRS/ Chhattisgarh to be member of various committees such as "advisory committee on flow of credit to agriculture, state level review committee on credit delivery and best performing bank under bank - SHG linkage program. NABARD also acts as a member of the high-powered committee of CRS/ Chhattisgarh to review and monitor SHG program.

- The workshops emphasized on programme consolidation and identified its criteria. The criteria for consolidation included priority on target groups existing in relatively backward areas and with higher need, phasing over groups with lower needs and activities likely to be sustained by primary stakeholders and village based institutions.
- The most effective programme should be preferred and the least preferred activities by the beneficiaries should be stopped/ phased out at the outset.
- The existing approach is to be widened by linking with other opportunities, marketing/ promoting projects and sharing the learning from works over the years with donors and other sources.
- OPs are to come up with innovative projects with tangible benefits at the beneficiary level.

**Basket of Activities:
Generation of Resource for the Needy**

Notredame School organizes variety shows and cultural activities for generation of funds from school. Out of the funds generated Rs 20 thousand is to be used to offer as scholarship to poor students. They collect old newspapers through students from their respective homes and the sale proceeds meets the school fee of the most needy.

The school has introduced tiffin system and motivated the parents to provide tiffin. Parents have been sensitized during admission that homemade tiffin would not only provide nutrition to the children but also provide energy to sustain the child's interest in study and co-curricular activities during the day. The day scholars are motivated to bring Tiffin.

About 95 children get Sisya Briti, a Government Programme. They stay in hostel.

- Government of India has sanctioned Rs 80 crore for 11 districts for integrated watershed development. Necessary steps need to be taken to obtain these projects.
- Formation of Liaisoning Committee at district level and Central Diocese level which can lobby to establish and sustain the linking process at different levels
- For OCF, Linkage with Kasturba Gandhi Balika Vidya Ashram Yojana, Chhatrabas Yojana by registration with them and to make linkage with Rajiv Gandhi Siksha Mission. Local contributions to be organized through contributions from sponsors, parents, diocese, own schools and donors/ other agencies. Linkage with Ministry of Tribal Development by submitting project proposal in prescribed format through proper channel. Ration card;
- For ECDC linkages are to be established with Anganwadi Centres through Panchayat and application to Block ICDS officer. The other sources are mobilization of local contribution from parents, CBOs and Village Committees, parishes and

introduction of home supplied tiffin system for children.

- For SF, linkage is to be established with Government schemes such as midday meal scheme by applying to concerned block education office through gram panchayat, linkage with Ministry of Human Resources Development, Ministry of Empowerment and Social Justice and introduction of home supplied tiffin system for children.
- For FFW linkage is to be made with NREGP through community level and gram sabha level awareness meetings and facilitating to get job card. Other sources are linkage with NABARD programmes by discussion with concerned development officers and submitting project proposal and exploring linkages with Harriyali project through Zilla Parisad.
- Linkage committees were formed at Dioceses Level and District level. Action Plan was developed through group work. Based on the Action Plan, the Operating Partners worked for one month. The OPs and CPs created linkages at Panchayat, Block level and at district level with all the government departments like Education, Agriculture and Zilla panchayat.

2.2. Actions Taken

The actions taken as a follow up of the phase over workshops are as follows:

- Sensitizing parents for contribution for the programs NC/SF/OCF.
- Listing of existing CBOs in the operational areas with their profile.
- Orientation of CBO leaders on value of nutrition, health and education, training on value of local food and value addition through cooking practices and methods,

**Initiative in Positive Direction:
There is hope**

Catholic Ashram School at Lohridol, Fr Rimis Kujur shared that for OCF, SF, NC, they get support for 40, 150 and 25 children respectively from CRS. In order to sustain the programme for the children during phase over and beyond, they approached the Sarpanch, CEO and BEO for linking the schools with government assisted midday meal scheme and the officers have given a positive word. The local operating partners attended the Gramsabha meeting and convinced the Panchayat to forward proposals on midday meal to concern officers. Panchayat and Gramsabha recommendations for midday meal provisions to the local schools often get positive response, Fr Rimis Kujur said. Some follow-ups are very likely to yield result from government line departments if local Panchayat and Gramsabha include the matter in their agenda.

training on cultivation of fruits, vegetables and millets

- Meetings with school committees, staff and manager on phasing over plan and creating awareness among parents and school staff on Title II phase over, creating willingness among parents to contribute to OCF,
- Mobilizing parents to take initiative to feed local food to their children, creating mindsets of parents/SHGs for cultivation of millets, fruits and vegetables in operational areas
- Linkage with Panchayat and complete information on government scheme for NC/SF/OCF/Agriculture.
- Orientation programmes were organized for CBO leaders on government schemes,
- Meetings were held with Government Officers and PRI members to update on programs run locally by government and PRI
- Orientation of OPs to access to government assisted programs including

midday meal in existing SF schools, accessing crèche scheme for existing NC center, training watershed committee members on accessibility of NREGS, updating district and block level government officers on the programs of CPs at block and district.

- Ensuring improved attendance in Gramsabha, creating/improving visibility of OP programme among PRI and local Government extension persons/line personnel, increasing the number of SF schools accessing midday meal programs, increasing the number of NCs linked with Palna Scheme, number of watershed committees accessing to NREGS and improved visibility of CP programme at government level (local, district, state and central).
- Introduce Tiffin System for NC/SF in diocesan schools which includes mobilizing parents to provide tiffin to their children, sensitizing children on value of local, home made food and tiffin, counseling of parents at the time of admission of children, convincing Director of Diocesan Education to make Tiffin System compulsory in their school, formation of children committee in school to follow up with non-tiffin children. Ensuring that parents start providing tiffin to children, increased number of children started coming to school with tiffin, awareness among parents on need of tiffin for school attending children improved, issue of order to school manager for making tiffin system compulsory, number of functional children committee school to follow up with non-tiffin children
- Ration card for boarding Children for OCF which included collection of information on application norms for ration cards from Sarpanch, submission of application for

ration card to Panchayat, contacting food inspector at block level, contacting district food officer, DEO, and DM. Ensuring the hostel wardens to apply for ration cards and number of applications endorsed by food department.

- Productive use of Parish land includes making the land cultivable, creating irrigation facilities for cultivation, providing training to children above 14 years on

improved agricultural practices to pursue as a hobby. To ensure the acreage of land made arable, areas covered by irrigation facility, number of OCF children involved in learning by doing activities and pursuing gardening as a hobby.

- Coordinating partners also came out with their concrete plan for reduction of beneficiaries at CP level in a 3 year time frame

Table: 2.1. Reduction of Beneficiaries as finalized at CP level

CP Location	Jagdalpur				Kunkuri				Ambikapur			
Financial Year/Program	FY-06	FY-07	FY-08	FY-09	FY-06	FY-07	FY-08	FY-09	FY-06	FY-07	FY-08	FY-09
ECDC-Early Childhood Development Center	2000	248 (12.4)	467 (23.35)	1285 (64.25)	1513	68(4.5)	(30)	(65.5)	1396	174(12.5)	(37.5)	(50)
SF - School Feeding	940	127 (15.5)	244 (26)	569 (60.5)	3000	150 (5.0)	(40)	(55)	2148	332 (15.45)	(34.55)	(50)
OCF- Other Child Feeding	1750	218 (12.45)	382 (21.83)	1141 (65.2)	2000	100 (5.0)	(40)	(55)	2324	289 (12.45)	(37.55)	(50)
IHC	250	250 (100)	0	0	700	134 (19.10)	(40)	(40.90)	134	134 (100)	0	0
FFW	13083	9705 (25.82)	(35)	(40)	14018	14018 (100)	0	0	8649	300 (3.48)	(30)	(66.52)

* The numbers in the parenthesis indicate percentage of reduction from 2006 figures and those without absolute figures are tentative

2.3. Phase Over Action Plan of ECDC, SF, NC, OCF, and FFW

A phase over action plan addressing programs, linking options, actions initiated

and achievements evolved during the pilot process by CRS and its partners is presented below:

Table 2.2. : Action PLAN OF ECDC, SF, NC, OCF, and FFW

Programs	Linkage Options	Actions Initiated	Achievements
ECDC	Department of Women and Child Development Scheme Community Contribution Palna Scheme - Department of Social Welfare	Organizing Orientation for CBO Leaders on Govt. Schemes Meeting with Government Officials, PRI members to update about programme run by OP	Community support - Work & Kinds (3 OP) ECDC children getting mid day meals -(1OP) ECDC list along with application submitted for mid day meals to Block CEO & BEO and District CEO

Programs	Linkage Options	Actions Initiated	Achievements
ECDC		<p>Meeting with parents for support Meeting with sarpanch and application submitted to Gram sabha</p> <p>Motivating education committee to work for linkage at the local level with Panchayat scheme/ Mid Day meal</p>	<p>Community demanding support form sarpanch and putting application in the gram shabha</p> <p>Community support received - Work, Kind, Cash Teachers mobilizing community support - Puranpani</p>
SF LEVEL	<p>Mid day meals Govt. scheme</p> <p>Parents contribution</p> <p>Meeting with serpanch</p> <p>Meeting with CEO</p>	<p>Parents contribution</p> <p>Shishyavreete application</p> <p>Ration card</p> <p>Holy child hood fund</p> <p>list of children for analyzing Options -</p> <p>a) Shishyavreetee - Dept of Tribal Development</p> <p>b) Ration Card</p> <p>c) Community contribution</p>	<p>Encouraging Tiffin system</p> <p>Positive responses from government sources subject to meeting their criteria</p> <p>CPs and Ops are committed to update to fit to different criteria for ration card, mid day meal and Shishyavreetee</p>
OCF	<p>Block level applications submitted (6 OP)</p> <p>Ration card for children proposed at Panchayat level - Jagnathpur</p> <p>Partner discussed with MLA about the situation - 3 Ops</p> <p>S h i s h y a v r e e t e e application submitted to Tribal Department - 10 OPs</p>	<p>Community support - Work, Kind, Cash (5 OP)</p> <p>Health check up from BMO department & medicine provided - 2 OPs</p> <p>Training conducted for OP on Nutritious food (Supported by other Agencies)</p> <p>Demonstration of BIO Intensive Garden for Cultivation of Vegetables</p>	
FFW	<p>Options -</p> <p>a)NREG</p> <p>b)Panchayat fund for constructions</p>	<p>Community taking initiative to put application for different activities in the gram shabha, demanding serpanch and secretary to share the work done- Jagnathpur, Bagra, Jamdara, Lakhanpur, Ghutiyapara</p> <p>Direct contact with sarpanch and application for serpanch to provide employment in the village under RGS</p>	

Table 2. 3: Program Linkage

Agencies/Institutions	Nature/type of Linkage	Levels of Certainty/ Risk/Challenges
Government	Mid day meal Palana Scheme NREGS Updating Dist/Block Officials about CPs Ration Card for Boarding Linkage with ICDS Kasturba Gandhi Balika Ashram Yojna National program for Education at Elementary Level Ministry of tribal Development Linkage with Ag. Department Meeting with Panchayat & Obtaining Certificate from Panchayat for getting the food support from CWS department	Action plan & phase over workshop empowered all to seek support from government Hard working and patience to achieve the plan Linkage by Village based institutions by presenting their direct needs yields result. Cordial relationship with government officers - bottom to top helps Vigorous follow up along with strong negotiating skills required. Reliability of formal commitments by the government and other organizations matters
Local Contribution	<ul style="list-style-type: none">• Creation of local Recourses through - SHG and CBO'S• Grain Bank• Motivating People for Contribution of food support• Parents' Contribution: cost, kind, food• Tiffin system• Group Labor Contribution• Water Shed Committee• Water Users Group	For holistic development community involvement is a must. It works.
DIOCESE LEVEL	Diocesan parish priest to generate local fund raising by motivating parents Identity and listing of existing local donors who can donate for the education Identify the donors from outside the state and foreign Countries who can donate for the education Boarding/School for Vegetable cultivation & Promoting Bio Intensive Garden Children in School/ Boarding to grow Vegetables in Hostel land	Credibility of Diocesan Functionaries work Learning by doing generates resource in case of boarding children
OTHER DONORS	<ul style="list-style-type: none">• Linkage with NABARD• Holy Childhood Fund• Caritas India-IGSSS	Innovative Proposals are to be submitted which follows process, criteria and follow ups

3. Phase Over Action Plan



The effort of CRS has demonstrated positive impact of Title II food aid on the lives of the most marginalized; has motivated USAID to support a systematic plan which will allow CRS to phase out Title II resources from its health, education, agriculture and humanitarian assistance programs over the course of a 3 year period. This 3-year period will allow CRS and its partners to develop and implement graduation strategies that will ensure that the program partners are not abandoned halfway.

CRS has shared the current scenario with its church partners in India and emphasized the need for working together to come up with a realistic sustainability plans and strategies for the ongoing health, agriculture and education programs.

The phase over strategy describes:

- Goals and objectives of the phasing over strategy
- Specific criteria for graduation (of communities) and exit (of the program from the state);
- A strategy for accessing and establishing different types of linkages with assured and potential support and commitments over the program's phase over to ensure its long-term viability which also includes strategic action plan of implementing agencies
- A strategy on community capacity development and contribution as an



alternative sustainable option

- A logical frame describing action steps with milestones and measurable indicators for assessing progress toward meeting the strategic steps;
- A time line, recognizing flexibility;

3.1. Goal and Objectives

Goal:

Empowering local organizations to take charge of the development process with the decline in CRS-provided resources over a three-year period and simultaneous increase or supplementary provision of resources from other sources . It is not only to maintain benefits achieved, but also to enable further progress toward the program's development goals.



Objectives:

The objectives envisaged are

- (a) Linkage with the ongoing government schemes and programs for activities and resources that Title II has supported;
- (b) Strengthening of community networks, including local governance groups, CBOs and women's groups, as well as strengthening the operating and role performing capacity of volunteers;
- (c) Intensifying capacity building of local organizational and human capacity in information, negotiating skills with resource agencies and personnel and

maintenance of created community assets; and

- (d) Identifying and channeling alternative sources (local and external resources) of food for the programs.
- (e) Allow roles and relationships to evolve and continue after exit

The intermediate objectives envisaged are

- Ongoing activities maintained without being abandoned
- Human capabilities protected and enhanced.
- Livelihood capacities protected and enhanced.
- Community resiliency protected and enhanced.
- Community capacity to influence factors that affect food security increased.
- Strategic management and streamlining approaches implemented.

3. 2. Specific Criteria and Priorities for Phasing Over

3. 2.1. Specific Criteria

- CRS is to help community structures make decisions about how they will continue program activities in the context of reduced and no food aid support.
- CRS is to ensure that target communities have made formal linkages with local government departments for continued technical assistance and support during phase over time frame.
- CRS is to expand best practices across all three sectors and discontinue any pilot activities that are unsustainable.
- CRS and partners are to link the activities with the schemes and resources of other agencies and institutions to continue this kind of support, which may include government, non-governmental, community

Grain Bank and Seed Bank

Sapna SHG of Jhikke Village- Jashpur has 16 members. The group has cultivated paddy in one acre in private land. A local farmer provided his land to the group without any rent. The grain bank extended them 7 Kg paddy seeds. They used common labour. After harvest the group will return 7 kg seeds to seed bank. They are expecting a good income from the crop and they are hopeful to go for a second crop. Sister Bulu Behen is hopeful that if their initial attempts succeed they will be motivated to grow crops round the year. The group can contribute more to community crèche and provide tiffin to their children.

based agencies or the institutional structures of the stakeholders. Sustainability of the current programs depends on alternative source of the resource, with the capacities -- financial, administrative, and technical - to continue the activities

- CRS is to reinforce community structures and capacities in the next 3 years. CRS is to plan to reinforce human and institutional development process initiated by DAP II. CPs, OPs and community institutions need to make decisions about how they will continue the activities as per action plan.
- The partners are to access to other donor funds with which they can continue activities; CRS is to help those partners through skill building and link them with international and national donors.
- CRS is to ensure that target communities have made formal linkages with local government departments so that the same services that were being provided under DAP II continue. CRS and partners should identify the communities, which may still need help from CRS or the CP/OP to facilitate this linkage. CRS and/or the implementing partners should not simply provide information to the community institution about the program, but they should actually accompany the committee to the government office and

look after all the procedures and processes involved.

- CRS and partners need to note and identify, which communities will be graduated from health and agriculture activities by the end of the phase out and which will not. Graduating villages must have linkages with government schemes; however non-graduating communities will require greater amounts of additional resources and accompaniment if the same model of implementation is to be followed.
- CRS is to concentrate on strengthening the community-level institutions so that they are self- reliant and empowered to the greatest extent.
- CRS is to expand best practices across all three sectors. Any activities that are already taken up by government services (ICDS, Midday Meals) is to be phased over to those services by the end of the project.

Response of Panchayatiraj Institution

The Gond Tribe inhabits Jamavada, a Village in Jagdalpur. Literacy rate is abysmally low among the Gonds and majority of the children are out of school. Bastar Sewak mandal initiated an Outreach Education Project in Jamavada Gram Panchayat. A bridge course was introduced for out of school children. Initially the attendance was low. In order to motivate the children to attend school, the local operating partner suggested the idea of midday meal. With the support of Village Education Committee the matter was taken to the Sarpanch during Gramsabha meeting. The Sarpanch quickly responded with a provision of rice and dal within a day. Later the school was linked to midday meal scheme and the Panchayat provided 50 kgs of rice and 20 kgs of dal every month from September 2005 onwards. Children were attracted by the midday meal and joyful learning activities introduced by the school. A number of children, attending the bridge course, after a performance and eligibility test joined mainstream schools. Jamavada Outreach Education project is a lesson for all to mobilize formal supports to run need based community friendly programmes.

- One immediate course of action would be to determine if there is already any overlap or duplication in CRS targeted villages with the ICDS program in the case of health/ education, or with the mid-day meals scheme in schools. Because resources are limited in the next phase of the program, these communities, which may be already participating in the ICDS for example, should be phased out without delay.
- In some cases, program outcomes can be sustained without continuing food provision. In some places adoption of behavior change from an MCHN program is sufficiently established within communities. The adoption of those healthier practices may continue and even expand without additional food resources.
- As food served as an incentive for participation in health education and other services in many areas, other resources such as credit can be provided in place of food.
- Interventions to increase food security may reduce the necessity of continued direct provision of food. Such interventions may include promotion of home food production, improvements in infant/child feeding and care, improvements in food preparation, and income generation by the SHG members/mothers. One-way to achieve this is to turn the SHGs into producer groups keeping their thrift and credit roles intact.
- As in some areas for school feeding programs the continuation of food provision is necessary to achieve program outcomes - alternative sources of food can be explored, such as the private sector, local food sources, the government, or other donors.

3. 2.2. Key Considerations and Elements of Phase Over

- i. Develop partnerships and local linkages

Balwadis run by Community Contribution

Community managed crèche provides education cum care for children. St Francis Society with Community Contribution has organized several crèches. The community contribution comes in terms of community hall, firewood, infrastructure, sometimes in kind, occasionally toys, sweets, etc. Mahua Flowers and oil seeds are collected and contributed by parents whose sale proceed is used for buying toys, sweets, etc

Parish Basel has been running eight Balwadis since 2002. In the last 5 years 954 children attended the Balwadi center with an average of 190 children per year. Eight teachers, eight assistants and a nurse run the programme. Community contribution is mobilized in terms of Rs. 20 per family per year and Rs 5 per month per child from parents sending their children. CRS support includes carpet, furniture and title II food commodity for 60 children, which is not enough to feed these children. Fr Incharge also manages to provide some food on his behalf.



advocacy on key issues like school feeding, right to food, food security, agriculture and health

- Types of organizations to partner with: CBOs, Local Line Department of Govt, State Govt, PRI, other Donors
 - Expectation from the partnership: Financial support, extension support, capacity building support
 - Exit of Partnership: ownership to be taken over by the institutions of primary stakeholders and establishing linkages for undertaking further development actions
 - The extent of partnership with NGO, public sector, and corporate entities depends on sharing of common principles, programmatic interests, and vision, achievement of specific levels of program targets (impact) in a fixed time frame.
 - Achievement of benchmarks indicating progress toward feasible phase out or phase over (process).
- ii. Build local organizational and human capacity**
- Capacities needed: Financial, production and value addition, linkages with Government schemes at all levels,
 - Capacities already exist: administrative, infrastructure, technical skills in agriculture, health and education, training and managerial capabilities
 - Indicators to be used to monitor the progress in building these capacities: Amount of financial/commodity resources mobilized to meet year wise reduction of CRS support, increase of production (grains) at community level, quantity of community contribution to supplement year wise reduction of CRS support, Quantity of support mobilized through linkages with Government schemes at each level (local, block, district, state and national), Policy influencing measures and responses due to advocacy on key issues like school feeding, right to food, food security, agriculture and health, quality of ownership taken by local level networks, district and state level networks to address advocacy issues, quality of ownership taken by primary stake holders and their institutions, number of fitness match with the criteria of government programs/schemes undertaken,
 - Training of the community selected committee(s) in technical, management, financial and health skills with sufficient emphasis on technical skills to ensure a

competent continuity and development of the ongoing process and need based program activities;

- Training of as many people as possible (within a community and within budget) in those skills;
- Training of both men and women in all the skills.
- Enabling the committees/program structures to work with the government and other agencies to ensure a supply chain
- Linking with local government or private agencies to form a facilitator group
- Linkage with local government and local government line departments including Water, agriculture, education, Health and Community Development (Youth, Gender) whose workers/staff often have more resources (time and capacity) to visit communities regularly. Local government workers like village agriculture workers, health workers can be mobilized to encourage communities to sustain their motivation.
- Successful community take-over may be achieved through the strengthening of community groups, including community-based organizations (CBOs) such as self-help groups, farmer clubs, and watershed associations, and key individuals within the community.

iii. Mobilize local and external resources

- Inputs needed to maintain services: finance, commodities including grains, seeds, fertilizer, etc
- Sources of these inputs: External donors, Community & community based institutions, Panchayati Raj institution, private agencies including corporations, local line departments of government,

Notre Dame Sisters Society could mobilize Support for Crèche Program from the Government

In rural areas of Chhatisgarh, women carry the children to work in the field and forest. Schools are located far from the community and small children are not able to go to school. Creche programme has food supply for the little children and they get foundation education. This made us approach the Social Welfare Board in the state (MP), said Bulu Behan. It was understood from the state office that to run more than two crèche centers one is to approach Central Social Welfare Board. M.P. Notre Dame Sisters Society applied to the Central Social Welfare Board for 10 creche centers.

About 25 children receive support per crèche center that includes food, medicines, teacher's honorarium and contingencies. Government gives 90 % of the total grant for food and medical supply. The community meets the remaining 10%.

A big contribution comes from the community. Community hall is used for crèche center. The villagers provide the firewood for the entire year. The village committee maintains the building. The villagers provide the toys for the children at different occasions especially at children's day. The rest of the expenses are met by the MP Notre Dame Sister's society. A total of 310-325 children attend the 10- crèche centers in a year. When they get ready for Class-I they join the mainstream education in primary schools. They are found to be better in health and education compared to other children. Notre Dame Sister's society also mobilizes local sponsorship for children, contribution from shopkeepers from where the supplies are taken, and they make open appeal for the purpose.

- The extent of their local and external availability: Financial support can be mobilized from government and external and local donors while commodities including grains, seeds etc can be procured from government, community, etc
- The extent the benefits to be sustained without continued inputs: maintenance of infrastructure created can be sustained without continued inputs.

Parish Land and School Lands

Ursuline School has about 10 acres of land in which they cultivate paddy, vegetables, wheat etc. Besides using the products for their own livelihood, they also support the boarding children, said sister Regina.

Father Ambritlal Xalxo, Jhingo shared that they have about 16 acres of Parish land out of which 10 acres are used for farming. 3 acres are fully irrigated. They grow mango, litchi, pears, banana, paddy, wheat, ginger, pulses, groundnut, papaya and vegetables. There are also fishponds. A part of the crop supports boarding children as well. There are 130 boarding children from Class I to class 12. About Rs 20-25 thousand goes to hostel. All children contribute cash and kind to run the boarding. They also grow vegetables to supplement their consumption. Improvement in irrigation and improved practices may further boost the production, shared Fr Ambritlal.



needs to be continued for at least 8-10 years more to stabilize the ground water system. CRS has gained knowledge on rain water-harvesting practices over the last four years. The present support needs to continue for a minimum of three to five years beyond DAP II.

iv. Stagger the phase over of various program activities and resources

- The key elements of the program: Partnerships and local linkages, building local organizational and human capacity, mobilization of local and external resources, roles and relationships to evolve and continue after exit
- Elements that are dependent on others: linkages with government schemes, mobilization of external resources.

v. Allow roles and relationships to evolve and continue after exit

- The types of most useful ongoing support: advice, mentoring, technical assistance

The method of mobilizing ongoing support: meeting the criterias of government schemes and updating with revised guidelines

3.3. Sector wise Strategies

3.3.1. Agriculture & Watershed

- Watershed development is now recognized by farm families as an effective way to harvest rainwater for irrigation and recharge ground water. This approach

- Agriculture and watershed component of the program of CRS has reached targeted beneficiaries and has demonstrated progress in terms of watershed management, community mobilization, ground water retention and women's participation. Several possibilities may be tried for linkages of the community with government schemes or multilateral agencies like NABARD schemes. Watershed improvements might be made self-sustaining, but maintenance may be phased over to community groups. In the case of the watershed programs, plans for phase over may include strengthening community watershed associations and establishing better linkages with appropriate water agencies in the Government and among the multilateral agencies like NABARD.
- CRS is to ensure that the Watershed Committees are strongly rooted, have clearly defined rules and procedures for use of water harvested and well prepared for the end of the project. Although each of

the watershed projects have funds created from cash contributions, CRS should make efforts to strengthen these WCs and ensure that they have a means to continue collecting funds from voluntary contributions so that assets can be maintained. CRS should ensure that communities are aware that they will not receive any FFW for maintenance work and neither will they be paid any cash, and that they are aware that after the completion of the project, they will have to contribute voluntary labor.

- CRS should take more time to strengthen WCs and to complete watershed feasibility studies and construct water-harvesting structures required. CRS should make efforts to learn more about the NREGS program as it scales up and become operational and link these communities with the NREGS program.

3.3.2. Education

- Food for education will need to be linked to ongoing government programmes that can continue to provide food, possibly the government schemes.
- CRS needs to sustain food support and quality education, which is presently available, so that children from poor families continue attending school. In that case, Title II food should continue in private schools for some time since Mid Day meals of government has not been designed (yet) to cater to these schools. Currently the MDM program of government targets government and government supported schools. If the Title II food is not continued, the private cost of education will increase and children from marginalized communities will not be able to afford higher school fees. Therefore Title II food should continue until the other sources cover private, poor-resourced schools or if not, for as long as possible. Coupled with this, CRS and USAID should lobby the Gol

Bal Panchayat

The children from each of the hamlets mobilized and formed Bal Panchayats. Their emphasis was on getting the out of school children to school. The approach was 'child to child tracking'. The children of Bal Panchayat perform dramas and cultural programs. They go on rally around their hamlet to generate awareness on education, health and personal hygiene. The members mobilize fund at the community and personal level to have a community hall and a library.

Only school going children with regular attendance and leadership qualities can enroll as members of Bal Panchayat. Bal Panchayat membership and participating in its activities has become every child's aspiration in a hamlet. Bal Panchayat now connects a child to another. CRS ongoing community programs provide constant inputs to the children in building their capacities as change agents.

The regular Panchayat structure has the positions like Sarpanch, Upa Srapanch, Panch, Kotwal, Patwari, Nurse and Police. There were health committees, security committees. The Bal Panchayat is the platform for imparting training to children on health, personal hygiene, cleanliness, education, school enrollment and retention and personality development. Children of Bal Panchayat take the message of social change to their families.

to cover these private schools, which serve children from marginalized families since otherwise these children would not have access to education.

- One clear means to sustain the progress made in education is to link the communities with government schools that exist nearby, which have access to the mid-day meals program. It is suggested that the program hold meetings between the village education committee or representative group of parents and the government school so that families currently sending their children to CRS schools will feel more comfortable and will make the shift more easily when Title II end. At the same time, CRS and partners should work closely with the government schools to upgrade their quality.

- CRS should also sustain the residential institutions that serve children from remote locations.
- The other option is to seek alternative resources to support the CRS-supported school. Finding alternative resources may prove to be challenging, although CRS and its partners should lobby the government to provide Mid-day Meal at CRS-supported schools in locations where there are no other education services and where CRS partners are providing education to high percentage SC/ST/OBC populations.
- In the case of Bridge schools, children will be mainstreamed to government schools by design of the intervention. However CRS will need to identify alternative resources to support the Bridge schools in preparation for the end of Title II support.
- Mothers should be targeted at the household level to encourage enrollment, regular attendance and linkages with government schools during the phase over period.
- Linking partners with government resources such as Mid-Day Meals (MDM)

SIBLING CARE and STUDIES IN PROMOTION CENTER

10-year-old Lacchhinder's parents Manu and Subhadra leave early in the morning to tend cattle of the village and that was their only source of income. The villagers provide them food for their service. Once a year they receive 25 Kgs of rice besides a pair of clothes provided by each family. At home Lacchhinder looks after his younger brother. Veinshbandha, a volunteer, tried to convince his parents to put Lacchhinder in bridge school. They were hesitant since they didn't have anyone to look after their infant son. The volunteer suggested the parents that Lacchhinder can as well keep his brother with him while attending the bridge school. His parents agreed to this idea. After a year in the Promotion Center Lacchhinder was admitted in the EGS School in Class III. In the mean time, he cleared his exams and is now continuing in Class IV.

and ICDS for SF and ECDC are steps to sustain the initiatives made by the Title II resources. CRS should network with like-minded organizations and lobby with the Government of India (GoI) to provide food to those students not having access to MDM under Right to Food campaigns. CRS also should advocate for the recognition of some OCF schools by the Integrated Tribal Development Agency (ITDA), Social Welfare Board or Tribal Welfare Board.

3.3.3. Health

- Maternal health and child survival may appropriately seek phase over to the government's public health system and to community-based groups and individuals;
- Continue to improve access to safe motherhood and child survival services by reinforcing the existing link with the local health department.
- Continue health education and mobilization activities.
- The NRHM scheme has planned to hire an ASHA and establish a Health and Sanitation committee in each community. By reinforcing linkages with the NRHM and establishing a formal relationship with the PRI, CRS and partners can facilitate that the VHW under SMCS is chosen as the ASHA and the VHC becomes the Health and Sanitation committee. While in some cases this is not possible since other factors may influence the selection especially of the



ASHA, CRS should try this approach where feasible.

- Maintain the VHW as a motivator and communicator to local families, as this has been seen as a key best practice.
- Linkage with the Ministry of Health (MOH) at the central and local levels is particularly vital for MCHN programs that require provision of consumable supplies as well as ongoing training and supervision.
- Identifying and strengthening key individuals to serve as point persons within communities can also be useful. In MCHN programs, developing the skills and commitment of individual CHWs and assuring their effectiveness in their communities, increases the likelihood of long-term functioning. Establishing formal linkages to the public health system is also critical. Support from community groups or government facilities helps to maintain the individuals' level of commitment and motivation, refresh their skills, and also serve as a mechanism to replace individuals who can no longer serve in this role within their communities.

3.4. Phase over and Linkage with the Government Schemes

This approach involves integration of program activities into existing public sector programs. Continued resource, staff, or infrastructure inputs are needed for ongoing activities. Such integration is particularly important as user fees or community contributions are often not possible for economic reasons, and resources need to be provided by other means.

3.4.1. On going Government Programmes in Chhattisgarh

- National Programme of Nutritional Support to Primary Education is launched since August 1995 [Mid-Day Meal Scheme]. The programme is intended to give a boost to universalisation of primary education, by

Government assisted midday meal program

The operating partner in Bagra tried to link the regular program, NC. SF and OCF with the government assisted midday meal program. Fr Joakim Minj approached the Sarpanch Shri Makhmn Singh and the Panchayat Secretary Shri Bunker Singh to pass the proposal of midday meals for Pratap Primary School Bagra. The application was passed in the Gram Sabha with community support.

After 3 weeks the operating partner discussed the matter with the concerned CEO Shri Pramod Singh and the BEO Mr S. Tirkey who gave positive response. Taking the copy of the application, the copy of Gramsabha proposal the committee prepared an application for midday meals in the school. This application was put up in the special problem solution camp, which was attended by the Collector of Surguja and other government officers. In the camp, the Chief Executive Officer assures the operating partner that after inspection, the midday meals will be provided. The CEO also told that after consulting the local CO of Ramchandrapur Block he would give the order of midday meals and he assured that the hostel children receiving government support would be given support at the earliest.

increasing enrolment, retention and attendance and simultaneously impacting on nutrition of students in primary classes. The programme commencing from 1995-96 covers all Government, local body and Government-aided primary schools in all the States and Union Territories (UTs). Guidelines of revised National Programme of Nutritional Support to Primary Education, 2004 was extended to cover children studying in Education Guarantee Scheme (EGS) and Alternative & Innovative Education (AIE) Centres also. "Government-aided School" means a school in receipt of regular annual recurring aid from the Central or State Government, or a competent Local Body, and recognized/ categorized by it as an "aided school".

An "EGS/AIE Centre" means a Centre run by a State Government/UT Administration, Local Body or non-Government agency, and

receiving Central assistance in accordance with the EGS/AIE Scheme of the Ministry of HRD. Children studying in Madarasas/ Maqtabs, which fall within the category of a Government-aided school or EGS/AIE Centre, would also be covered under the Mid-Day Meal Programme.

- Agriculture Scheme: Financial aid is provided by the state government of Chhattisgarh for nursery raising (Rs 3 per plant/seedling raising), oil extraction (Rs 80,000), plantation (Rs 7 per plant):
- Livestock Development Scheme: Financial help is provided for livestock development, which includes micro-units on piggery, goatery, crossbred cows, poultry, and fodder cultivation
- Farm and non farm sector credit for women groups is provided by State Government with support of NABARD and lead Banks

Shishyavritee support from government

Rajendra Primary School of Jaganathpur is supported by midday meals by CRS. The operating partners approached to Sarpanch, CEO, BEO and district level CEO to submit application. The officers have promised to extend midday meal support. The application has been submitted for midday meal for SF and ECDC, which include 280 children in the primary section, 120 children in the middle section and 70 children in the ECDC section. 78 children stay in the boarding.

Government Shishyavriti supports 21 children and 50 children are supported by AASHA/CRS. All children are required to pay boarding fees either in kind or in cash but very few children are able to pay their fee. To help 57 children, the operating partner has applied for Shishyavritee support from government. Fr Karmbire Topo of Catholic Ashram Jaganathpur shared that the approval of Shishyavritee would take time.

In Nirmala Boys Primary School, Jhingo, the Siskhya Vriti is Rs 300 for boys and Rs 400 for girls staying in the hostels. Hostel expenses come around Rs 3500 per annum. Among these children 40 are getting Shishyavriti, 45 children are supported by CRS/ AASHA and the rest fully contribute.

- The Janshala Programme is a collaborative effort of the Government of India (GOI) and five UN agencies - UNDP, UNICEF, UNESCO, ILO and UNFPA - to provide programme support to the ongoing efforts towards achieving Universal Elementary Education (UEE). Janshala, a community based primary education programme, aims to make primary education more accessible and effective, especially for girls and children in deprived communities, marginalized groups, Scheduled Caste/Scheduled Tribes/minorities, working children and children with specific needs. The blocks have been selected on the basis of different indicators such as low female literacy, incidence of child labour, and concentration of Scheduled Tribe (ST) and Scheduled Caste (SC) populations.

The program targets children who are marginalized by the formal education system usually scheduled tribes, scheduled castes, working children, those belonging to minorities, disabled children, and children in remote areas and particularly girls from these groups. The norms like population, number of children and distance for Setting up Schools have been relaxed to enable setting up schools even in small tribal hamlets. EGS centers can now be established even with 15 children. In Madhya Pradesh teachers' handbooks called Bridge Language Inventory (BLIs) have been prepared in 3 tribal languages viz. Gondi (Shahdol and Betul district), Kuduk, (Raigarh) and Bhili (Dhar).

- Sarva Shiksha Abhiyan: Sarva Shiksha Abhiyan(SSA) is the national flagship programme to achieve universal elementary education in a mission mode. The goals of SSA are: all 6-14 age children are to be in school/ EGS (Education Guarantee Scheme) centre/bridge course by 2005; bridge all gender and social category gaps at primary stage by 2007 and



at elementary education level by 2010; universal retention 2010; and focus on elementary education of satisfactory quality with emphasis on education for life. The provision of cooked mid-day meal was universalized to provide an incentive-structure to the students and is proving very successful by raising both enrolment and retention rates.

- Bharat Nirman Yojana has been conceived as a time-bound plan for rural infrastructure development. It seeks to provide drinking water supply to all uncovered and slipped-back habitations, connect all habitations with a population of 1000 (500 in hilly and tribal areas) with an all-weather road, create additional irrigation capacity of 1 crore hectares, build 60 lakh houses for the rural poor.
- Integrated Child Development Services (ICDS) Scheme: The Scheme provides an integrated approach for converging basic services through community-based honorary workers viz. Anganwadi Workers and Helpers. The services are provided at a centre called the 'Anganwadi' which literally means a courtyard play centre, a childcare centre located within the village itself. The package of services provided is supplementary nutrition, immunization, health check-up, referral services, pre-

school non-formal education and nutrition & health education. Kishori Shakti Yojana covers all ICDS Blocks. Below Poverty Line (BPL) is no longer the criteria for selection of beneficiaries of supplementary nutrition under the ICDS Scheme.

- National Rural Employment Guarantee Programme: The main provisions of the Act are,
- Employment to be given within 15 days of application for work
- If employment is not provided within 15 days, daily unemployment allowance in cash has to be paid.
- Employment within 5 km radius, else extra wages to be paid.
- At least one-third beneficiaries have to be women.
- Gram Sabha will recommend works.
- Gram Panchayat to execute at least 50 per cent of works.
- PRIs have a principal role in planning and implementation.
- Transparency, accountability and social audit would be ensured through institutional mechanism at all levels.
- Grievance redressal mechanism to be put in place for ensuring a responsive implementation.
- NREGA marks a paradigm shift from all earlier and existing wage employment programmes because it is an Act and not just a scheme. It provides a legal guarantee to work.
- The rural households in the targeted districts will have the right to register themselves with the local gram panchayat as persons interested in getting employment under the Act. The Gram Panchayat upon verification will register the household and issue a job

card which is a legal document entitling a person to ask for work under the Act.

- National Rural Health Mission: Chhattisgarh, is one of the 18 states covered under this scheme. Launched on 12 April 2005, the National Rural Health Mission aims at undertaking significant reforms in health sector to enable the health system to effectively handle increased allocations as promised under the National Common Minimum Programme and promote policies that strengthen public health management and service delivery.
- There is a provision of a female health activist in each village, giving untied funds to Sub Health Centres, a village health plan prepared through a local team headed by the Health & Sanitation Committee of the Panchayat; strengthening of the rural hospital for effective curative care and made services measurable and service providers accountable to the community through Indian Public Health Standards (IPHS); and integration of vertical Health & Family Welfare Programmes and Funds and determinants of health like safe water, sanitation, nutrition etc, through an effective District Health Plan.

Ration Card could make a difference

Fr Incharge shared how he could obtain Ration Card from Panchayat. The hostel warden prepared an application with the list of hostel children. The application was sent to the BEO who forwarded it to SDM and with his approval the Sarpanch prepared the ration card. The ration card is in the name of the 44 children receiving Shishyavriti. Each child gets 600 grams of rice per day at the rate of Rs 6 per Kg. Rs 3500 is paid by the government as Shishyavriti per year per student. Hostel accommodates 120 children out of whom 44 receive Shishyavriti and CRS Title II food is for about 50 children. About 50 children pay a very nominal hostel fee due to poverty. Other supports mobilized for the hostel include donations from the people made to the priest and vegetables grown by the students in the Parish land.

- The NRHM further aims to provide overarching umbrella to the existing programmes of Health and Family Welfare including RCH-II, Malaria, Blindness, Iodine deficiency, Filariasis, Kala Azar, T.B., Leprosy and Integrated Disease Surveillance.
- ASHA Accredited Social Health Activists (ASHAs) will be the first port of call for any health-related demands of deprived sections of the population, especially women and children, who find it difficult to access health services. She will be a health activist in the community who will create awareness on health and its social determinants and mobilize the community towards local health planning and increased utilization and accountability of the existing health services.
- Education development for Scheduled Castes and Scheduled Tribes through provision of Scholarships for Scheduled Caste and Scheduled Tribe Students: The government has established and manages Residential Educational Institutions for them. Scholarships are given for S.C./S.T. students. For pre-matric from Class I to V & Class VI to VII Rs. 100 and Rs 150 are provided to boys and girls respectively and for Class VIII to X, the amount is Rs 150 for boys and Rs 200 for girls. Those who stay in the hostels from class I to X the amounts are Rs. 300 and Rs 325 for boys and girls respectively.

Involving government schemes with phase over must be based on the extent of fitness match of the ongoing programs with the criteria of government programmes. Without that attempt for fitness match with the criteria of government programmes along with assessment of government capacity, budgetary resources and mobilizing their commitment are equally important. CRS, partners and CBOs should develop a partnership with the relevant government agency or agencies in order to build both

Linkage with Midday Meal programme

Nirmala Boys Primary School had been assisted with midday meal scheme since October 1996 but when the midday meal commissioner could not know during his visit that the school was neither an aided nor a government school, the mid-day meal scheme was withdrawn from the school. Later the Head master of the school and the staff took initiative and applied to the Midday Meal Inspector through the Sarpanch. The programme was resumed again from July 2004.

In the month of July 2006, Mr PK Pandey, the Midday Meal Inspector during his visit to the school approved midday meal provision for nursery children as well when approached by the Operating partner of CRS.

Now 230 students are benefited by midday meals out of which 165 are STs, 1 is an SC and the remaining are OBCs. Out of 100 students 45 get midday meal support from CRS. Blacious Ekka Head master of Nirmala Balak Primary Sala, Jhingo reported that all students of primary section of his school get mid-day meals.



often, insist that the activities must fit into the specific criteria of government programmes, like the school feeding program (MDM).

Status of schools need to be identified to find the number of government schools, aided schools, numbers of students/teachers approved, etc.

3.5. Involving the Private Sector: Private Sources

- Active private-sector involvement may help develop support and expertise. The sooner that private-sector (steel, mines, auto mobiles, Telecom, construction, agro-processing companies) interests are involved, the earlier and more concrete the support will be. CRS and its local partners may pursue strong ties with the private sector operating in the state of Chhattisgarh in all its school feeding and local development activities. The private sector will act as a source of possible resources for the programme.
- Supporting schools (which have the advantage of being in a central location) is often seen by the private sectors as the most effective means of benefiting the entire community. Schools can be used as a springboard to reach not only children, but also parents, teachers and local officials who play multiple roles in communities.

commitment and technical capacity prior to exit. An important decision is the level of government (local/district/ state) at which it is appropriate to partner for a particular programme.

3.4.2. Limitations in government linkage

CRS operations are initiated with the Government of India who is a stakeholder but without any commitment to the project, neither it involves budget contributions nor an active role in implementation although central and state governments have their own programmes in the existing areas like school feeding, tribal development, education, agriculture and health. Particularly school feeding program follows strict norms like support to government or government-aided schools or NGO run EGS/AIE schools.

CRS programs have inherent limitations in certain areas to have fitness match of criteria of government schemes for phasing over. When negotiated by CRS or partners, the concerned government officials, time and

4. A strategy on community capacity development and contribution as an alternative sustainable option



4.1. Phase over to Communities

- This may include handing over responsibility for activities to community-based organizations (CBOs), such as SHGs, and watershed associations), health workers.
- As community organizations like SHGs, farmers associations, education committees, and water user groups etc exist in the project areas and are functioning well, there may be distinct advantages to working with them. They are likely to continue functioning after PVO exit.
- Community based promoters can be valuable vehicles for disseminating innovations. For example local farmers can take responsibility for training new farmers in their communities in the production techniques they adopted.
- Working with local government organizations, panchayati raj institutions, has the advantage as they are permanent and empowered bodies capable of carrying out programs and plans.
- Many of the farmer groups that they formed or strengthened, will continue to function. Some of these have expanded and diversified their agricultural and marketing activities.

Self Help Group

Catholic Ashram Shantipara has formed Indra Self Help Group which consists of 14 women members. These women members maintain their passbook, collection book, ledger and meeting register. They have a fund of Rs 10890/- and they have opened a bank account. The group activities include growing of maize, paddy and seasonal vegetables. The maize crop is cultivated in 3 acres of land. With an investment of Rs.800/ the group is expecting to get around Rs. 20000/. The money borrowed from the SHG is to be refunded with an interest @2 percent per month. Puspa Tirkey and Basanti Tirkey, members of Indra Group showed the luxuriant standing crop in the hill side grown by group effort.

4.2. Community Preparedness for maintaining the desired outcomes

- Commitment on the part of the community or community group;
- Proven value and quality of the activities, as recognized by community members;
- Visible and valued outcomes of the activities (e.g. bigger harvests, quality time of the children in crèche);
- Ownership by and empowerment of individuals, communities and service providers to demand quality services that result in the outcomes desired;
- Transfer of skills and knowledge to community members, community groups and service providers to make the desired outcomes happen;
- Institutional capacity of community-based organizations and health facilities and capacity of key individuals in those organizations to support achievement of the desired outcomes;
- Adaptability of community-based organizations and health facilities in face of unpredictable political, environmental and social changes; and
- Explicit plans for resource generation when physical resources (e.g. medicines and immunizations; seeds and agrochemicals; food for school feeding) are needed to sustain impact, including:



- Revolving credit or business model;
- Community contributions;
- User fees or cost recovery; and
- External donor support.

4.3. Community Capacity

The success of community based organizations depends on their management capacity, their mastery of the necessary technical skills and their ability to obtain the financial and other resources needed to maintain their activities. All three of these criteria - technical skill, management capacity and resources - must be met so that a community organization can be fully functional and capable of sustaining development activities. Such organizations need legal empowerment as well.

Community-based organizations can be linked to the line departments of government and the potential donors. Food security programs focusing on agricultural production and marketing, fisheries, and other livelihood interventions can be linked to the appropriate ministry/government departments. This seems to be a reasonable strategy, but its effectiveness depends on the capacity and level of CBOs to negotiate with concerned and potential departments and their schemes.

School feeding is a visible program, with concrete benefits for children. Seeking local support in cash or kind from parents and the community can make this approach more successful. Community contributions may be sought to maintain school feeding programs and some agricultural interventions, but all communities may not have the resources to donate.

Appropriate training and capacity building and gradual transfer of responsibility from the PVO to the community group needs to be initiated, so that prior to exit and in the phase over time frame the community group



achieves a track record of independent functioning.

Identifying key individuals as point persons within communities is also useful: health, agriculture extension worker, and education volunteers (bridge school). Empowering key individuals like community health workers (CHWs), agricultural extension workers and and education volunteers (bridge school) for take-over of specific program may be considered. Success depends on individual motivation, which can be increased by community appreciation and the individuals' own sense of effectiveness. Economic incentives coming from within the community or from other local entity will be useful.

Vertical and horizontal linkages among individuals or organizations in the community will increase commitment and sustainability. The sustainability of their participation appears to be enhanced by: (a) a sense of their own effectiveness; (b) the clear value placed on their services by the community; (c) participation in support networks of similar individuals; (d) access to adequate supervision and refresher training. Some of these elements are addressed in the plan, which recognizes that sustaining the best practices and technical inputs promoted by the program is as important to successful graduation as sustaining material inputs.

The establishment of horizontal and vertical linkages to other organizations may enhance

sustainability and effectiveness of community-based organizations. Horizontal linkages can be established with networks of Self Help Groups, Water User Groups and Village Committees in neighboring communities. Regular contact among similar groups in various communities may be a source of mutual support and assistance; there may be possibilities for economies of scale in some activities (e.g., purchasing of goods and services, marketing of products); regular contact may also keep morale and motivation high.

Vertical linkages will help local community organizations to participate in and receive assistance from governmental or other organizations at higher levels. Explicit formal arrangements for support, supervision, provisions of resources, training (e.g., from area health agencies, area agricultural extension personnel) are critical for the continuation of activities aimed at achieving program goals.



The factors that may promote sustainability of such groups include: (a) technical and management capacity; (b) establishment as a recognized legal entity capable of entering into contracts (which may not be relevant for all types of groups); (c) assured access to resources needed to carry out their functions.

The communities in project areas support and value these activities but these communities have little resources to donate, although they

like to come forward to donate. The strategy may not be applicable in the most desperately poor settings, where households feel too constrained to make donations. Community contributions even in such settings has created a feeling of community solidarity and has also attracted participation as households feel they are getting something of value for their contributions.

In Jaspur, the community has provided a cash component to bolster cooks' salaries, which are paid in food. In addition, community members donate fuel wood and additional food resources to enrich student meals.

In one case, parents have made financial contributions from the beginning of the programme, and this has been progressively increased over the years as costs have risen. While parents in Jagdalpur do not make cash contributions, they do provide in-kind contributions such as supplementary food resources and organized volunteer labour for the preparation and distribution of food.

4.4. Facilitating Self-Sustaining Changes in the Community

Permanent changes that are self-sustaining include construction/maintenance of infrastructure, watershed improvements and reforestation, behavior and attitude change, improved production and marketing practices in agriculture, micro-enterprise, and other economic spheres.

The infrastructure, created in health, education, watershed and agriculture, while seemingly permanent, require maintenance over time. Besides provision generated from the users for maintenance, planning for sustainability involves the creation or strengthening of community groups to take responsibility for the infrastructure. This needs for phase over to organizations or individuals in the community for maintenance of the infrastructure.

The establishment of improved agricultural production and marketing practices or other economically profitable activities such as agricultural diversification that result in increased production and income can produce self-sustaining changes without the need for continued outside inputs or activities. In these cases, farmers are likely to continue the practices, and other farmers are more likely to emulate them. Examples include the introduction of new seeds or new, profitable crops and the establishment of new marketing relationships such as producer cooperatives and revolving credit funds.

The experience of the gradual dissemination of high-yielding crop varieties in the project life following their introduction demonstrates that profitable innovations can be extended widely and do not always requires explicit promotion. To be self-sustaining, the activities need to be both feasible and profitable-demonstrate clear benefits to adopters.

4.5. User Fees

- User fees will be useful for supporting sustainability of activities like crèche, water bodies and other community infrastructures. User fees must be collected systematically and there must be systems to enforce payment to make it effective. Contribution of a handful of grain (Rice/ millet) regularly may help greatly in running midday meal programs, one respondent suggested. One risk in imposing user fees is that the neediest households may lose the opportunity to benefit from the program activities. User fees may be effective if participants need and value the services.
- In agriculture and watershed programme user fee is essential for maintenance of community structures.
- In school feeding programs in which many parents do not pay the required school fee are much less likely to continue after program exit. Setting fees on a sliding scale



based on household income, introducing fees gradually, or informing families well in advance about the fees may help.

- In case of health services instituting user fees may actually increase the use of health services, because the fees are used to obtain medicines and supplies by health centers, improving the quality of the service.

4.6. Organizing Local Resource Group & Advocacy

- Local Farmer Promoters can take responsibility for training new farmers in their communities in the production techniques they learned. Others can help in extension, mentoring, providing escort services and facilitating linkages.
- CRS needs to explore the possibility of building formal linkages with government programs through advocacy.
- Advocacy addressing key local issues like school feeding, right to food, food security, agriculture and health related issues.
- Learning from Others-Establishing Regional Networks: CRS needs to use the opportunity of its involvement in multiple school feeding programmes within a geographic region to develop contacts and networks between the major players involved in school feeding operations leading to forming an independent school-feeding network. A regional network of

school feeding programmes for advocacy is a critical need to boost the whole process phasing over.

- Using a membership organization model, the network can provide training, technical assistance and advocacy for school feeding and related education activities throughout the state. A conference to launch the network may officially be planned for late 2006. The new network will be very helpful in engaging private corporations, NGOs, governments, international organizations and individual members and in ensuring that school feeding is included on local and regional political and economic agendas. Partnership networks such as these are encouraged for all school feeding activities, and can be built at the local, district and state level.
- Quality of Policy influencing measures and responses due to advocacy on key issues like school feeding, right to food, food security, agriculture and health,
- Quality of ownership taken by local level networks, district and state level networks to address advocacy issues,

4.7. Agri-Business Model

The agri-business model is most appropriate for interventions that involve livelihood promotion: micro-credit and micro-enterprise development, agricultural and marketing innovations -- activities that lend themselves to a business model.

The revolving credit creates community self-reliance, generates a flow of revenue that may be used to advance program goals, and may enable establishment of a permanent entity requiring no new donor inputs of money, material goods, or training and technical assistance.



The agri-business model has a good record of success but can be used only with the kinds of interventions that lend themselves to this approach (e.g., livelihood strategies such as new crops, new marketing arrangements, small enterprise development). CRS has already conducted a programme on agri-business for all CP and OP level personnel and respective Ops have already prepared action plans undertake agri-business activities with short term, medium term and durable income generation potential.

4.8. Technical Support-During and beyond

Technical support throughout the project, during the phase-over and beyond, is particularly important for ensuring an adequate transfer of skills and maintaining the programme's stream of benefits.

Technical resources provided by CRS in a typical school feeding programme can include: data collection and assessment, project management skills, and knowledge of various computer software packages to analyse data, track commodities and manage pipelines. Technical support such as operational advice and monitoring visits needs to continue even beyond phase over. Ongoing Government programs can provide technical assistance and other support.

5. Intervention Steps



5.1. Logical Frame of Interventions and Mile Stones of Phase Over

This logical frame describes action steps with milestones and measurable indicators for assessing progress toward meeting the strategic steps

Intervention Logic	Interventions	Mile Stones	Persons/Institutions/ Agencies Responsible
Goal: Empowering local organizations to take charge of the development process with the decline in CRS-provided resources over a three-year period and simultaneous increase or supplementary provision of resources from other sources. It is not only to maintain benefits achieved, but also to enable further progress toward the program's development goals.	Capacity Building of Local Organizations on resource generation at community level and establishing linkages with government schemesLinkages with potential support agencies: government, private sector and national and international donors	Community manages its programs with reduced dependence on external sourcesCommunity manages to establish linkages with different agencies by own effortMore than 100 percent financial/ commodity resources mobilized from other sources including government to meet year wise reduction of CRS supportAbout 50 percent support was exclusively mobilized through linkages with Government schemes/government assisted projects at each level (local, block, district, state and national),	CRS, CPs and OPsVolunteers: education, health and agriculture
Objective-1:Linkage with the ongoing government schemes and programs for activities and resources that Title II has supported	Advocacy on key issues like school feeding, right to food, food security, agriculture and health,	Quality of Policy influencing measures and responses due to advocacy on key issues like school feeding, right to food, food security, agriculture and health	CRS, Local Network, Partners, Primary Stakeholders
	Formation of district and state level networks to address advocacy issues,	Quality of ownership taken by local level networks, district and state level networks to address advocacy issues,	CRS, Partners
	Application by unaided Schools to get the status of EGS centers (Education Guarantee Scheme centres)/ AIE Centres (and Alternative & Innovative Education centres)	Above 80 percent of the schools are in the process of updating the criteria and applying to mobilize support from government schemes	School Principal, VEC, Partners, CRS
	Linkage with Integrated Child Development Services (ICDS) Scheme/ Linkage with Mid-day Meal Scheme	Above 80 percent of the schools, all the crèches, balwadis, bridge centers applied for support with PRI endorsement for midday meal with proper criteria, prescribed application format if applicable	School Principal, VEC OPs

	Availing Ration Card	All schools applied for ration card by endorsing from PRI	School Principal, VEC OPs
	Linkage with Bharat Nirman Yojana to create irrigation facility in the project area from the planned 1 crore hectare for the state	All Watershed Committees approaching for the program in their community with follow up for success	OPs, Sector Coordinators, AEWs, Watershed Committees
	Lobbying under Sarva Shiksha Abhiyan to convert the unaided schools and bridge schools as EGS (Education Guarantee Scheme) centre/ Alternative & Innovative Education (AIE) Centres	Applications made with follow ups; discussion with concerned authority referring the particular schemes, criteria and objectives of the schemes	CRS, Local Network, Partners, VEC & Primary Stakeholders
	Lobbying under the Janshala Programme (community based primary education programme) to convert the unaided schools and bridge schools as EGS (Education Guarantee Scheme) centre	Applications made with follow ups; discussion with concerned authority referring the particular schemes, criteria and objectives of the schemes	CRS, Local Network, Partners, VEC & Primary Stakeholders
	Linkage with Government Agriculture Extension System, Horticulture extension and livestock centers	Meetings organized for all Water User Groups/Watershed Committees with Government Agriculture Extension System, Horticulture extension and livestock Centre personnel; Connectivity Established with concerned personnel	Water User Group, Village Watershed Committees, AEWs, Sector Coordinators
	Accessing Water user groups, FFP beneficiaries to National Rural Employment Guarantee Programme	Job card available to all members	Water User Group, Village Watershed Committees, AEWs, Sector Coordinators
	National Rural Health Mission: ASHA Accredited Social Health Activists (ASHAs) in each village	All CHWs making attempt to become Accredited Social Health Activists; All are properly guided by the sector coordinators; lobbying for CHWs to become Accredited Social Health Activists (ASHAs) in project village	CRS, Local Network, Partners, PRI
	Education Scholarships for Scheduled Caste and Scheduled Tribe Students	Updating profiles to match with criteria and application for all eligible cases (SC/ST)	School Principal/ Manager/OPs/VEC
Objective-2: Strengthening the capacity of community based organizations (CBOs), vil-	Inter-group and inter-partner exposure to best practices across all three sectors; Expanding best practices across all three sectors through exposure visits, orientation and on-field learning	Community institutions are aware about the best practices across all three sectors and they are optimizing their implementation Decisions/ Above 90 percent of best practices tried across partners areas	CRS, Partners

lage based institutions and women's groups, farmer Groups in information, negotiating skills with resource agencies and personnel and skills for maintenance of created community assets.	Target communities oriented with negotiating skills with local government departments by role play and mentoring	Above 60 percent of village based institutions negotiating themselves to mobilize resources from government schemes	Sector Coordinators, Volunteers
	Graduating the already assisted communities from health and agriculture activities	Above 60% of graduating villages have linkages with government schemes/ All graduating villages covered by micro-credit programs and above 60 percent SHGs are linked to banks and NABARD schemes	Sector Coordinators, Volunteers
	Agri-business training and value addition training on home made foods for all SHGs by the OPS	Above 60 percent of SHG members are trained on agri-business management/ Above 60 percent of SHGs are operating as active producer groups	Sector Coordinators, Volunteers, partners
	Action oriented training and sensitization to Village Education Committees, School functionaries and OPs on the method of matching to the criteria of government schemes	All Village Education Committees, School functionaries and OPs received hands on orientation on the method of matching to the criteria of all relevant government schemes	CRS, Partners
	Result oriented Sensitization program for Village based institutions about the crucial and critical role of PRIs in facilitating linkage with government schemes and in updating the profile to match the criteria for availing government resources	Above 60 percent of the attempts for linkage with government schemes and facilities are made through village based institutions About 60 percent of village based institutions are approaching for government schemes by endorsing their applications through Gram Sabha and PRIs	Partners, sector coordinators
	Mothers made aware of the utility of home-made tiffin and its importance through campaign by school children	Above 50 percent mothers of SHGs acquired improved skill on food preparation, preparing home made tiffin for school going children, and income generation to support their needs	School Children, VEC, Sector Coordinator, Volunteers
	Seed Bank/Grain Bank	All project villages having Seed Bank	AEWs, Watershed Committees, Sector Coordinators
	Village Level Nursery	All project villages having grain Bank	AEWs, Watershed Committees, Sector Coordinators
	Mothers/SHGs oriented on critical role of Tiffin particularly home supplied for children's learning when they spend long hours in school	80 percent mothers are accessed by campaigns for home made tiffin for their children Above 50 percent of mothers are supplying home made tiffin for their children	Children, VEC, Schools, Sector Coordinators, Volunteers

	Agri-business Training	At least one representative of each farmers' group groomed...to assume full managerial responsibility for specific works	Sector Coordinators, AEWs
	Performance oriented Capacity Building of Community Institutions by responsible indicators	Above 60 percent of the decisions of Community institutions made by themselves about how they will continue program activities in the context of reduced and no food aid support by own attemptsCommunity institutions depend less on outside motivational inputs to performCapacity measures of the CBOs' institutional capacity, such as making contracts, keeping adequate records, enforcing their own rules, continuing activities started under the program and undertaking new activities or expanding to new project sites independently of PVO input.	Sector Coordinators, Volunteers
	Creating formal linkages of community institutions with local government departments by creating negotiating skills & information base	Community institutions depend less on OPs and CPs to negotiate with outside agencies particularly local line department of government and PRIs	Sector Coordinators, Volunteers
Objective-3: Intensifying capacity building of local partner agencies, and human capacity in information, negotiating skills with resource agencies and personnel and strengthening the operating and role performing capacity of community level volunteers.	Partners are provided all information and negotiating skills to establish linkage with schemes and resources of government, non-governmental and other agencies operating in Chhattisgarh	All three implementing partners depend less on CRS to get information and negotiating skills to establish linkage with schemes and resources of government, non-governmental and other agencies operating in Chhattisgarh	CRS, Project Support Officers/Technical Personnel
	Performance oriented induction of CPs, OPs and Community institutions on the activities of the action plan.	CPs, OPs and Community institutions pursuing activities as per the action plan with less dependence on outside sources	CRS, Project Support Officers/Technical Personnel
	Complete information to partners about the priorities of international and national donors and their country strategy and priority for Chhattisgarh	CPs formulating valid and innovative project proposals strictly as per donors criteria	CRS, Project Support Officers/Technical Personnel
Objective-4: Identifying and channeling alternative sources (local	Micro-credit intervention in graduating villages in place of food	All SHGs are linked to Banks; SIDBI/NABARD programs/relevant government schemes	Animators, OPs, Sector Coordinators

and external resources) for the programs Objective-5: Allow roles and relationships to evolve and continue after exit	Linkage with private-sector (steel, mines, auto mobiles, Telecom, construction, agro-processing companies)	Private sector undertaking/ adopting/sponsoring villages, groups, schools, children, programs, village based institutions	CRS, Local Network, Diocese Network
	Linkage with KVIC/SIDBI etc for Common Facility Centre in the community	Applications made in the pre-scribed formats for all project villages	Partners, Program Support Officers
	Linkage with NABARD/Lead Bank	All CPs and above 30 percent of OPs are receiving support for agricultural activities, seed bank, grain bank, watershed activities from NABARD	Partners, Program Support Officers, sector Coordinators
	Training of Animators/Volunteers/partners/village key persons on Mentoring & Ownership Taking, providing escort services to CBOs and their representatives, concept of responsible indicators	All Animators/Volunteers/partners/Village key persons are oriented on Mentoring & Ownership Taking, providing escort services to CBOs and their representatives, concept of responsible indicators	CRS, Partners
	Training all Community based institution Leaders on Negotiation skills	All Community based institution Leaders are oriented on Negotiation skills	CRS, Partners
	Training CBOs/structures/ village key persons as local lobby groups	All CBOs/structures/ village key persons are oriented as local lobby groups	CRS, Partners

5.2. Management and Communication

5.2.1. Ensuring Programme Leadership

An appropriate "leadership" function is to be attributed to a body during the phase-out process like Diocesan Network at state and district level. Leadership is not only a question of management, implementation functions or providing problem-solving skills but also involves the long-term policy for maintaining school feeding and other activities and understanding how these programme should fit into ongoing activities of government and other support agencies.

5.2.2. Coordination and Networking

- At the state level, CRS is making efforts to coordinate with the local government departments, and network with regional and national NGOs and donor agencies.
- CRS has initiated collaboration with the Resource Agencies Network in Chhattisgarh.



- CRS State Office is building relations with NABARD for funding support for watershed projects and Grain Banks. CRS has already made progress in their efforts to build ties with NABARD for the SHG program and has begun negotiations to support watershed activities. NABARD and CRS jointly established a Grain Bank, and NABARD is helping CRS partners to implement watershed projects established under DAP II. NABARD also supports technical training

and exposure visits to successful models of SHGs and Grain Banks.

- CP and OPs are coordinating and networking with government organizations, NGOs and donor agencies.

5.2.3. Making Sure Everyone Understands the Phasing Over Strategy

Phase-over plans have been clearly

communicated to all stakeholders in school-feeding project, including teachers, parents and beneficiaries and stakeholders of agriculture and health programs. CRS has well-understood and detailed plans with counterparts, and arrangements were made for communicating these plans to all stakeholders, including parents, teachers and local authorities.



6. A timeline for the activities:



6.1. Time Line

A time-line with specific goals will help partners better prepare for full management responsibilities. A three-year period mandated seems to be a realistic time frame for building local capacity or even for achieving and sustaining some types of benefits-but this must

be determined for each case. An explicit time frame is suggested providing the actors with a clear sense of when the relationship and/or the current phase of the relationship will come to an end. How much progress can we make with the time and funding available? From where resources will be mobilized & who will support continued progress after the phasing over?

	Years				1				2				3			
	Quarters				1	2	3	4	1	2	3	4	1	2	3	4
PROJECT ACTIVITIES																
Objective 1: Linkage with the ongoing government schemes and programs for activities and resources that Title II has supported																
Advocacy on key issues like school feeding, right to food, food security, agriculture and health,																
Formation of district and state level networks to address advocacy issues,																
Application by unaided Schools to get the status of EGS centers (Education Guarantee Scheme centres)/ AIE Centres (and Alternative & Innovative Education centres)																
Linkage with Integrated Child Development Services (ICDS) Scheme/ Linkage with Midday Meal Scheme																
Availing Ration Card																
Linkage with Bharat Nirman Yojana to create irrigation facility in the project area from the planned 1 crore hectare for the state																
Lobbying under Sarva Shiksha Abhiyan to convert the unaided schools and bridge schools as EGS (Education Guarantee Scheme) centre/ Alternative & Innovative Education (AIE) Centres																
Lobbying under the Janshala Programme (community based primary education programme) to convert the unaided schools and bridge schools as EGS (Education Guarantee Scheme) centre																
Linkage with Government Agriculture Extension System, Horticulture extension and livestock centers																
Accessing Water user groups, FFP beneficiaries to National Rural Employment Guarantee Programme																
National Rural Health Mission: ASHA Accredited Social Health Activists (ASHAs) in each village																
Education Scholarships for Scheduled Caste and Scheduled Tribe Students																

	Years		1				2				3			
	Quarters		1	2	3	4	1	2	3	4	1	2	3	4
Objective 2 : Strengthening the capacity of community based organizations (CBOs), village based institutions and women's groups, farmer Groups in information, negotiating skills with resource agencies and personnel and skills for maintenance of created community assets														
Inter-group and inter-partner exposure to best practices across all three sectors; Expanding best practices across all three sectors through exposure visits, orientation and on-field learning														
Target communities oriented with negotiating skills with local government departments by role play and mentoring														
Graduating the already assisted communities from health and agriculture activities														
Agri-business training and value addition training on home made foods for all SHGs by the OPS														
Action oriented training and sensitization to Village Education Committees, School functionaries and OPs on the method of matching to the criteria of government schemes														
Result oriented Sensitization program for Village based institutions about the crucial and critical role of PRIs in facilitating linkage with government schemes and in updating the profile to match the criteria for availing government resources														
Mothers reminded for home-made tiffin and its importance through campaign by school children														
Seed Bank/Grain Bank														
Village Level Nursery														
Mothers/SHGs oriented on critical role of Tiffin particularly home supplied for children's learning when they spend long hours in school														
Agri-business Training														
Performance oriented Capacity Building of Community Institutions by responsible indicators														
Creating formal linkages of community institutions with local government departments by creating negotiating skills & information base														
Objective 3 : Intensifying capacity building of local partner agencies, and human capacity in information, negotiating skills with resource agencies and personnel and strengthening the operating and role performing capacity of community level volunteers														
Partners are provided all information and negotiating skills to establish linkage with schemes and resources of government, non-governmental and other agencies operating in Chhattisgarh														
Performance oriented induction of CPs, OPs and Community institutions on the activities of the action plan.														

	Years	1				2				3			
	Quarters	1	2	3	4	1	2	3	4	1	2	3	4
Complete information to partners about the priorities of international and national donors and their country strategy and priority for Chhattisgarh													
Objective 4 : Identifying and channeling alternative sources (local and external resources) for the programs													
Micro-credit intervention in graduating villages in place of food													
Linkage with private-sector (steel, mines, auto mobiles, Telecom, construction, agro-processing companies)													
Linkage with KVIC/SIDBI etc for Common Facility Centre in the community													
Linkage with NABARD/Lead Bank													
Objective 5 : Allow roles and relationships to evolve and continue after exit													
Training of Animators/Volunteers/partners/village key persons on Mentoring & Ownership Taking, providing escort services to CBOs and their representatives, concept of responsible indicators													
Training all Community based institution Leaders on Negotiation skills													
Training CBOs/structures/ village key persons as local lobby groups													
Mid-term Evaluations													
Process Documentation													
End-term Evaluation													

6.2. Monitoring and Evaluation

Monitoring of progress needs to be done in reference to suggested milestones. This would demonstrate progress toward institutionaliza- tion of processes that will assure sustainability. The M&E system will provide information on the continued level of achievement of mile- stones as stated in the logical frame. Evaluation of phase over strategies will be based on the fact that

- Program process is functioning effectively and the level of accomplishment of impact is maintained, improved and expanded to other communities.
- Follow-up during the process of graduation: as program staff leave to work in other areas, periodic return to communities to

provide support and advice. In later stages, program staff may be available for technical assistance if requested by the community organizations.

- Assessment of effectiveness of phase over process and lessons for future efforts by all stakeholders.



- A review team may be formed which should involve: (i) a consultant with strong experience on Phase Over; (ii) a CRS representative; and (iii) a representative of a partner. Such reviews will help partners to identify issues and problems that may emerge only during or after the phase-over period and that may not be immediately evident to those closely involved.
- Periodic assessments will be an important tool in all stages of the phase over operation. A mechanism for joint periodical review of progress (CRS and partners) in relation to verifiable performance indicators. It should be possible for the partners and others to see where the initiative stands with regard to the achievement of objectives and the projected phasing over.



6.3. Sustainability

Sustainability depends on rapid improvement on capacity building of community level institutions and community groups such as SHGs and key individuals (Change Agents) drawn from the community, and integration of key practices into the government's ongoing system and ongoing schemes.

