

# **Training & Development (HRD)**

*Bringing women together under self-help groups is gaining momentum all over the country and this has resulted in their increasing self-reliance and confidence. The idea behind this concept is to mobilise women and improve their quality of life. With increasing self reliance women are becoming more confident and independent, SHGs have successfully improved the quality of life of women in many states and helped them to upgrade their skills.*

*That is exactly the reason, various developmental agencies both National and International are according top priority for training of women for their capacity building and several NGOs and social organisations have been engaged to fill the gap through various initiatives of policy and fiscal support.*

*A sample project proposal for "**Management Development Programmes for Capacity Building of Women under SWA-SHAKTI Programme**" is given in detail under the heading of **Training and Development (HRD)**.*

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# **PROJECT PROPOSAL ON**

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**"Management Development Programmes  
for Capacity Building of Women under  
SWA-SHAKTI Programme"**

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# 1

## The Project - An Overview

### 1.1 The Project

This project is contemplated to organize training programmes for skill improvement and capacity building of women and to support mechanism for women managed income generating activities with a capital investment of Rs. 10 lakhs, under Swa-Shakti programme of the Government of India.

### 1.2 Project objectives

#### a) Long Term

The all round empowerment of women, especially socially and economically, by ensuring their access to, and control over, resources through a sustained process of mobilisation and convergence of all the on-going sectoral programmes.

#### b) Immediate

- 1) Training of women and providing them with techno-managerial support with a view to achieve improved productivity.
- 2) Undertaking the training of trainers which will further develop the capacities of identified institutions to meet the training needs of the project.
- 3) Training women in different aspects of farming techniques including animal improvement and management.

### 1.3 Project impact

The benefits of this project will be improved management and technical skills of women, as well as mutual support enabling women to manage their own affairs. It will also increase self-reliance and self-confidence so that the women can address constraints faced by them.

### 1.4 Vision of the project

The vision of this project is to develop capacity building of women who will;

- Demand their rights from family, community and government.

- Have enhanced awareness and improved skills
- Have increased access to, and control over material, social and political resources.
- Be able to raise issues of common concern through mobilisation and networking.

## **1.5 Target group**

The target group would be women and women organisation from rural households. Special emphasis will be laid on women living below the poverty line. The group would largely consists of women from marginal and small farm households and landless families.

## **1.6. Project interventions**

The project strategy would comprise of the following activities

- Identification of women beneficiaries
- Identification of stake holders and social partners
- Identification of resource agencies/persons
- Entrepreneurship sensitisation
- Evolving a training package consisting of :
  - a) the SHG concept and approach
  - b) participatory processes
  - c) communication skills
  - d) savings and credit management
  - e) book keeping and accountancy
- evolving a specific module of training consisting of :
  - a) economic organisation of SHGs
  - b) entrepreneurship and business development
  - c) planning and management of economic activity
  - d) gender sensitisation
- Trainers training to enable them to interact effectively with women.
- Supporting common action programmes and lobbying activities of SHGs

## **1.7 Scope of the project**

After years of being suppressed and exploited, women are now becoming increasingly aware of their rights and privileges. With the Government's evolving policies for women's empowerment and capacity building, their contribution to the National Development is growing with each passing day.

The seventh five year plan focussed on inculcating confidence amongst women, generating awareness of their rights and privileges and training them for economic activity and employment. Empowerment of women has now become a key issue in the Government's five year plan.

Bringing women together under self-help groups is gaining momentum all over the country and this has resulted in their increasing self-reliance and confidence. The idea behind this concept is to mobilise women and improve their quality of life. With increasing self reliance women are becoming more confident and independent, SHGs have successfully improved the quality of life of women in many states and helped them to upgrade their skills.

An indication of social change is the increasing number of income generating activities being controlled by women. Besides improving the economic standards of life of women, the SHGs aim at spreading awareness on issues such as literacy, health, nutrition, family welfare and legal rights.

In order to accomplish this task, the SHGs and individual rural women should improve their awareness levels, communication skills, simple management, techniques so that they can improve their confidence, be articulate and can effectively communicate with their social partners and economic stake holders. This is possible only through a comprehensive training and the training agencies are expected to organise a tailor-made training module to suite individual group and should be able to monitor their effectiveness with a view to improve their focus and quality.

That is exactly the reason, various developmental agencies both National and International are according top priority for training of women for their capacity building and several NGOs and social organisations have been engaged to fill the gap through various initiatives of policy and fiscal support. A "Swa-Shakti" mission jointly assisted by International Development Association, International Fund for Agricultural Development and the Government of India, has been launched to undertake various interventions in this direction.

There is a need for undertaking tenacious interventions in the areas of confidence and capacity building of women through specific training modules.

## **1.8 Duration of the project**

The duration of the project is initially for a period of 2 years from the date of inception.

## **1.9 Project cost**

The project is expected to cost around Rs.10 lakhs and the detailed break-up of it's components is given at chapter-8 of this proposal.

The project is expected to be funded out of one-time-capital grant of Rs. 5 lakhs and recurring grant of Rs. 5 lakhs from some National/International Funding Agency.

## **1.10 Organisation and Man-power**

The Executive secretary of the implementing agency will assume overall responsibility of supervising and monitoring the project. He will be the project leader. He will receive all guidance and support from the "Project Advisory Committee", constituted with the members drawn from funding agency, implementing agency, DRDA, State Technical Consultancy organisation, SISI and local women social worker.

The project leader will be assisted in day-to-day administration of the project by a band of Administrative staff comprising of clerk/typist, computer operator, peon and watchman.

The field level staff to look after the training activities of the project consists of programme co-ordinator and counsellor. The assistance of external resource persons to handle the training programmes will be taken as and when necessary.

A detailed organisational structure of the project is given at chapter - 7 of this proposal.

## **1.11 Impact analysis**

The project will be monitored by the Project Advisory Committee periodically. The main objective of constituting the Project Advisory Committee is to develop a detailed framework for monitoring and evaluation of the project. The task of the Project Advisory Committee is to establish a framework for effective monitoring and evaluation to assess programme implementation, performance and sustainability.

A detailed evaluation strategy is discussed at chapter - 9 of this proposal.

## **1.12 Implementation schedule**

The project duration is initially for a period of 24 months. The various activities inter-connected with the implementation of the project is given at chapter - 9 of this proposal.

# 2

## Training women for capacity building - The Project

### 2.1 The project

This project is aimed at imparting training to women and women groups from rural areas in the field of economic activity, gender sensitisation and communication skills. The project will include training of women and providing them with technical support with a view to achieve improved productivity.

### 2.2 The vision of the project

The project is aimed at inculcating.,

- Increased self confidence, self esteem and autonomy
- Ability to articulate needs, make demands and enforce rights both as an individual and in groups.
- Increased access to and control over economic and social resources and the political process.
- Improved quality of life
- Participation in planning and decision-making processes at family and community levels.
- Increased capacity of partner organisation and adoption of improved financial and managerial practices by them for dealing with socially meaningful projects.

### 2.3 The precepts of the programme

- Pro-poor
- No discrimination
- Sustainable livelihood
- Participatory
- Transparent
- Involving women
- Environmental friendly



## 2.4 Need of the Project

The overall development of women highlight the need;

- For a change in women's traditional roles and for organising them into small, homogeneous, self-help groups
- For training to increase their production skills and productivity
- To equip them through skill upgradation, entrepreneurship training etc., to undertake more remunerative on-farm and off-farm activities.

Since training is an important constituent in the empowerment process, there is a need to undertake tenacious interventions in this direction.

## 2.5 Components of the project

Capacity building of women and women groups through training in the following areas.

- a) Self help groups (Management Development)
  - i) SHG concept and approach
  - ii) Participatory processes
  - iii) Communication skills
  - iv) Savings and credit management
  - v) Book keeping and accountancy
- b) Entrepreneurship development programmes
  - i) economic organisation for SHGs
  - ii) planning and management of income generation activity
  - iii) entrepreneurship and business development
- c) Sensitisation programmes
  - i) gender sensitisation
  - ii) entrepreneurship sensitisation
- d) Business support services
  - i) Marketing support
  - ii) Supporting common action programmes and lobbying activities of SHGs.

## **2.6 Guiding principles**

The following principles would guide the project implementers

- Self reliance of the women's groups, with support agencies working consciously towards withdrawal.
- Sustainability of groups, highlighting the importance of the quality of group formation (rather than the number of groups formed)
- Ownership and control by the women so that they determine the form, nature, content and timings of all activities undertaken by SHGs.
- The facilitative role of project functionaries
- Accountability for all project actions
- Evaluation of the project performance as reflected in the strength and sustainability of the women group.

## **2.7 Target group**

The target group includes women from rural households living below the poverty line. The group would largely consists of women from marginal and small farm households and landless families. Particular emphasis would be placed in including both de jure and de facto female heads of households, who constitute the most disadvantaged groups of women.

### ***Project Inputs***

The project inputs would include training, technical support, demonstrations, exposure visits and advisory services.

# 3

## Capacity Building of Women - Policy and Approach

Since independence, the Government of India's policies for women's development have evolved in emphasis, from an initial welfare oriented approach to the current focus on development and empowerment. Significant changes occurred in the mid 1980s with the seventh five-year plan, which operationalised the concern for women's equality and empowerment, and focussed on inculcating confidence among women, generating awareness about their rights and privileges and training them for economic activity and employment and bringing them into the mainstream of National development.

New structures were created to oversee the development of women with the establishment of department of women and child development within the Ministry of Human Resources Development. Women development corporations were set up in most of the states to implement the new strategy of economic development for women through facilitating access to training, entrepreneurship development, credit, technical consultancy services and marketing facilities.

The eighth five-year plan marked a further shift towards empowerment of women, emphasising women as equal partners and participants in the development process. At the National level, the Government of India has maintained strong advocacy for providing more equitable growth opportunities for women, many sectoral programmes include components to address women's needs through targeted activities. A prime example of this commitment is Panchayat Raj act which reserves 1/3rd of the seats and chairpersonships of Panchayats for women. More recent developments include the formulation of a National Policy for women and emphasis on gender equality in programmes dealing with poverty.

The planning commission, with the aim of converging the benefits in the social and economic development sectors for women in the ninth plan, has envisaged "inclusion of an identifiable women component plan in the programmes of respective ministries right from the planning process and to monitoring and implementation of programmes to ensure the reach of benefits to women.

The ninth plan document also lays emphasis on the participation of the people in the planning process and the promotion of self-help groups. Empowerment and capacity building of women through training is one of the primary objectives of the ninth plan.

## The commitments of ninth plan

- empowering women as agents of social change
- adopting an integrated approach towards capacity building through convergence of existing services.
- Adopting a special strategy of women's component plan
- Organising women into self-help groups to make the beginning of a major process of empowering women
- Equipping women with skills, modern technologies and management through training and support services.

# 4

## Capacity Building of Women Through Training - Key Interventions (Project Approach)

### 4.1 Project Strategy

The strategy adopted in this project emphasises the importance of holistic approach including a judicious blend of empowerment and development activities in order to have a broader impact on the lives of poor women.

The project builds on four pillars namely

- The present successful experience with SHGs
- The growing response of banks to group lending
- Increasing opportunities provided through the Panchayat Raj system for women to play a role in decision making
- The experience gained through other programmes

### 4.2 Project inputs

The project inputs would include training, technical support, demonstration, exposure visits and advisory services. The NGO would assist the women in the selection of appropriate income generation activity and help them overcome the constraints such as lack of techno-managerial skills.

Women will be trained in different areas such as animal management, commodity marketing, communication skills, project management and accounting. They will be helped with their communication and management skills in order to arm them with the confidence to interact with the officials.

### 4.3 Specific interventions

- a) Techno-management training programmes
- b) Gender sensitisation
- c) Support services
- d) Improving small animal rearing and management as a primary or secondary income generating activity

- e) Enhancing home based processing of agriculture and forest produce
- f) Improving designs, product quality and productive efficiency amongst rural artisans, along with better marketing of their products
- g) Sensitisation of stake holders and social partners

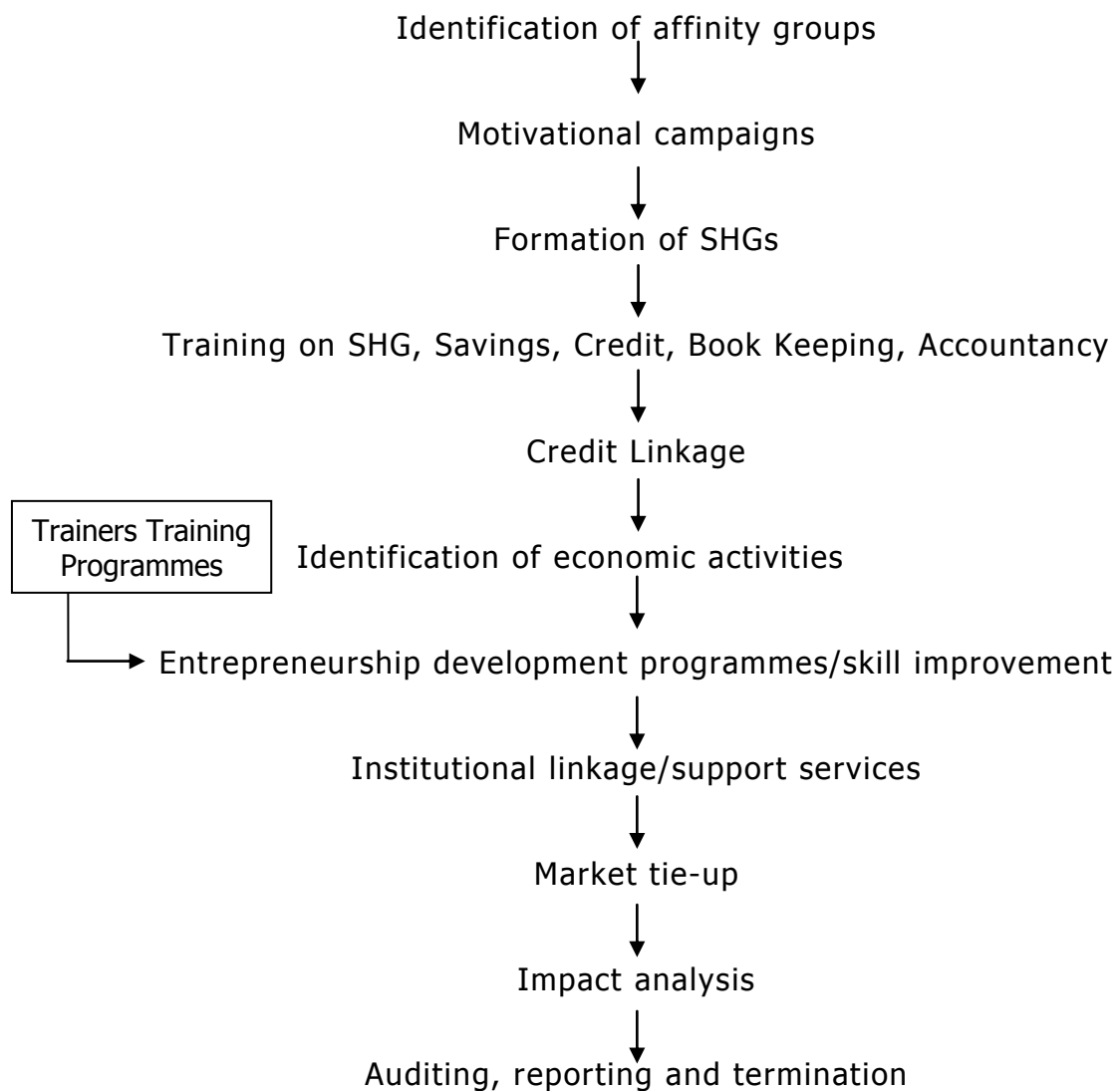
#### **4.4 Responsibilities of the implementing agency**

The implementing agency would be responsible for nurturing the development of the groups and members and for channelling the requirements for support in other areas.

The implementing agency is specifically responsible for

- Identifying affinity groups
- Forming SHGs
- Guiding groups in the formation of savings and credit and liaising with local lending institution.
- Attending all group meetings for the first nine to 12 months, after which attendance can be reduced but would be at least once per month for the first two years.
- Providing initial training for group members and group representatives and follow-up training to group members at regular group meetings. Thus training would encompass basic savings, credit, book keeping, simple accountancy.
- Maintaining group accounts and minutes for the first 12 months.
- Auditing the group accounts half-yearly in the first year and thereafter annually.
- Assisting women in the selection of appropriate income generating activity through participatory processes.
- Channelling the requirements of group members of training in skill development and entrepreneurship; for other technical support services, for example design and technology as well as assistance in establishing market linkages.
- Assisting SHGs in community consultation to establish priorities for social programmes.
- Assisting groups with the organisation of cluster level meetings as per interest of the groups and later with formation of association of clusters.
- Supporting common action programmes and lobbying activities of SHGs.
- Collecting statistics on each group and preparing monthly monitoring tables.

The following diagram indicates the process flow of the project interventions.



The project will include a regular analysis and recording of the progress made by women.

# 5

## **Voluntary Interventions in Training and Development of Women - Institutional support**

### **5.1 Voluntary interventions**

The following are a few areas where the NGOs can focus their attention

- a) Educational programme for rural animators
- b) Management development programmes for SHGs and women co-operatives
- c) Rural entrepreneurship development programme for women
- d) Performance improvement programmes for existing women co-operatives
- e) Skill cum technology upgradation programmes for micro and rural enterprises
- f) Cluster improvement programmes
- g) Trainer's training programme on Health, STD and AIDS
- h) Training and support services under swa-shakti programme
- i) Vocational training programmes for women
- j) Action programmes/projects for the benefit of child labour and women labour
- k) National child labour projects
- l) Career guidance cells for SC/ST
- m) Vocational training of persons with disabilities
- n) Training of women in agriculture

### **5.2 Institutional Support**

The following National and International Agencies extends support to NGOs for undertaking the interventions cited herein.

1. Ministry of Human Resources Development
2. Ministry of Labour
3. Ministry of Rural Development
4. Ministry of Industry
5. Ministry of Agriculture
6. NABARD
7. KVIC
8. SIDBI
9. Rashtriya Mahila Kosh
10. UNIDO
11. Canadian International Development Agency
12. Friedrich Naumann foundation/Germany



# 6

## Infrastructure Planning

### 6.1 Infrastructure

The following parametres may be adopted while determining the infrastructural requirements of the project. However, it may be noted that they serve merely as guidelines for formulating the project and may vary from project to project in accordance with their individual requirements.

#### a) Camp office

The project will be requiring a camp office within the targeted area. This could be a hired premises of 1500sft. A provision of Rs. 1500/- per month towards rentals has been made in the scheme. This premises is expected to have all basic facilities like power and water.

#### b) Furniture

Some basic furniture like tables and chairs, almirah etc., are required for the office. A provision of Rs. 15,000/- is made under this head.

#### c) Training equipment

The project will be requiring training ads, motivational game kits, simulation exercise kits, overhead projector, public address system, colour television with VCD player.

An amount of Rs. 50,000/- is allocated to meet these costs.

#### d) Office equipmet

The project will be requiring a desktop computer, printer, UPS. A provision of Rs 50,000/- is made under this head.

# 7

## Organisation and Manpower

### 7.1 Organisational structure

A dynamic team consisting of expert members, resource persons and social workers will be formulated to implement the project successfully.

*The team consists of*

#### a) The Secretary

He will be the contact person and in-charge of overall superintendence of the project, monitoring every aspect from time-to-time.

#### b) Project Co-ordinator

It is proposed to have Project Co-ordinator who will co-ordinate with the beneficiaries and stake holders and oversee each area for smooth and efficient implementation. He will directly report to the secretary and receive all necessary guidance and instructions from him from time-to-time.

#### c) Group leaders

It is proposed to have the group leaders selected from the participating women. These group leaders will assume responsibility of co-ordinating with their group members, mobilise savings, ensure group participation in training activities and help the project leader in evaluation of the project from time-to-time. These group leaders are monthly supportive in nature and they will not receive any wage/salary from the implementing agency.

### 7.2 Project Monitoring

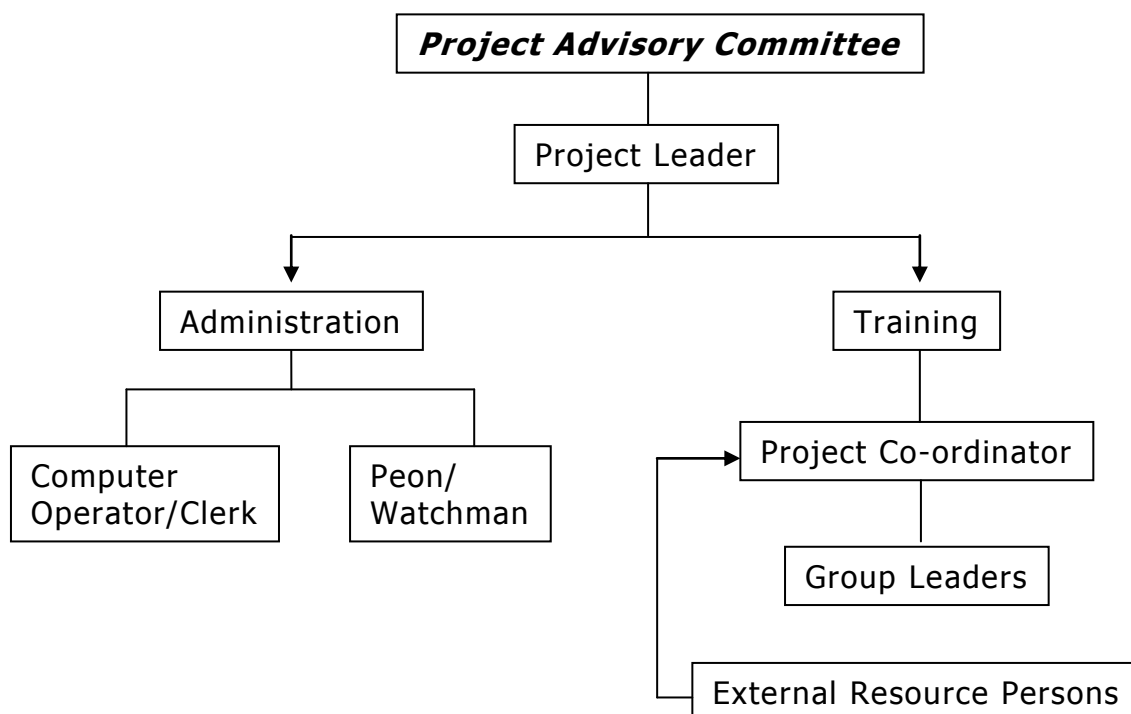
The project will be monitored by a Project Advisory Committee consisting of the following members.

- |   |   |                  |
|---|---|------------------|
| a) President of the Implementing Agency | - | Chairman         |
| b) Secretary of the Implementing Agency | - | Member Secretary |
| c) Nominee from the Funding Agency      | - | Member           |
| d) Nominee from the DRDA                | - | Member           |
| e) Nominee from the SISI                | - | Member           |
| f) Noted social worker                  | - | Member           |
| g) Representatives of self-help group   | - | Members          |

The Project Advisory Committee meets periodically and advise the implementing agency on project formulation, monitoring, accounts, evaluation etc.,

The outstation members will be paid with TA/DA for attending the Project Advisory Committee Meetings.

### 7.3 Organisational Chart



### 7.4 Schedule of Salaries & Wages

<i>Sl. Category</i>	<i>Nos.</i>	<i>Remuneration per month (in Rs.)</i>	<i>Remuneration for total project period i.e. : 24 months (in Rs.)</i>
1. Project leader	1	5,000	1,20,000
2. Project co-ordinator	1	3,500	84,000
3. Computer programmer/clerk	1	2,500	60,000
4. Peon/watchman	1	1,500	36,000
	4	12,500	3,00,000

# 8

## Project Costing - Means of Finance

### 8.1 The Project Cost

The total cost of the project including the recurring grant for the entire project period works out to Rs. 10 lakhs, the component wise break-up of which includes.

#### a) Fixed capital

Sl. No.	Component	Amount (in Rs.)
1.	Lease rental deposit for project office	10,000.00
2.	Office furniture	15,000.00
3.	Office equipment	50,000.00
4.	Training equipment	50,000.00
		<u>1,25,000.00</u>

#### b) Staff remuneration

Remunerations as per chapter - 7

of this proposal

Rs, 3,00,000

#### c) Administrative overheads

Sl. No.	Component	Per month (in Rs.)	Per project period (in Rs.)
1.	Office rent	1500.00	36,000.00
2.	Power	500.00	12,000.00
3.	Transport & Conveyance	500.00	12,000.00
4.	Printing & Stationery	500.00	12,000.00
5.	Telephones	500.00	12,000.00
6.	Honorarium	2500.00	60,000.00
7.	Miscellaneous	250.00	6,000.00
	<b>Total</b>	<b>6,250.00</b>	<b>1,50,000.00</b>

#### **d) Programme expenses**

Sl.	Name of the programme	Nos.	Cost of each	Total (in Rs.)
1.	Motivational programmes	4	5,000.00	20,000.00
2.	EDPs	4	40,000.00	1,60,000.00
3.	Skill cum Technology upgradation programme	4	50,000.00	2,00,000.00
4.	Partner's sensitisation programme	4	5,000.00	20,000.00
5.	Marketing development programmes/exhibitions	2	12,500.00	25,000.00
				<hr/>
				4,25,000.00

#### **e) Total cost of the scheme**

i)	Fixed capital investment	Rs.	1,25,000.00
ii)	Staff remuneration	Rs.	3,00,000.00
iii)	Administrative overheads	Rs.	1,50,000.00
iv)	Programme expenses	Rs.	4,25,000.00
<hr/>			
		Rs.	10,00,000.00

## **8.2 Means of finance**

The project will be funded out of 100% grant-in-aid assistance from some National/International developmental agency.

# 9

## Monitoring & Evaluation

### 9.1 Monitoring and evaluation

The project will be monitored at regular intervals by the Project Advisory Committee.

The main objective of the Project Advisory Committee is to develop a detailed framework for the monitoring and evaluation of the project. The task is two fold;

To establish a framework for concurrent monitoring and evaluation to assess programme implementation, performance and sustainability.

The project advisory committee would.,

- Define a list of indicators and variables for process monitoring which are consistent with the programme objectives and reflect the different stages of project implementation.
- Define the methodology as well as tools to measure each indicator, which includes a combination of participatory methods as well as beneficiary surveys.
- Define the methodology to track progress and provide feedback to facilitate project implementation and performance.

### 9.2 Key objectives and performance indicators

Objectives	Out comes and inputs
a) <i>Capacity building of self reliant women groups through training</i>	<ul style="list-style-type: none"><li>• Mutual support enabling women to manage their own affairs</li><li>• Increased self confidence to address constraints</li><li>• Framework for cost effective delivery of financial and technical services</li></ul>

- Increased ability of women to mobilise public and private sector services to their benefit
- Improvement in the social status of women in the family and community

*b) Strengthen participating agencies to support women's development*

- Improved orientation and attitude of support agencies, enabling them to be more aware of women's priorities and effective in addressing women's specific needs.
- Improvement in level of services received by women from banks and other departments.

*c) Provision of business management and technical support to SHGs*

- Improved management and technical skills
- Establishment of linkages of SHG members with the service providers required to sustain and expand the economic activities undertaken by women.

A comprehensive report on the programme with audited statement of accounts will be submitted to the Donor Agency at the end of the programme.

# 10

## Schedule of Implementation

### 10.1 Duration

The duration of the programme is for a period of 24 months from the date of inception. The various activities inter-connected with the implementation of the programme are scheduled as hereunder.

#### YEAR - 1

##### Month 1-3

- a) Identification of beneficiaries
- b) Preparation for the motivation camps
- c) Formation of Project Advisory Committee
- d) Formation of Self Help Groups

##### Month 4-6

- a) Training programme on SHG
- b) Identification of resource persons

##### Month 7-9

- a) Organising EDPs
- b) Institutional linkages
- c) Project Advisory Committee

##### Month 10-12

- a) EDPs
- b) Performance - improvement programmes
- c) Income generation activities

#### YEAR - 2

##### Month 1-3

- a) Project Advisory Committee
- b) Skill improvement programmes



### **Month 4 - 6**

- a) Gender sensitisation programmes
- b) Management Development programmes
- c) Partner's sensitisation programmes.

### **Month 7 - 9**

- a) Project Advisory Committee
- b) Marketing Development Programme
- c) Participation in exhibitions
- d) Formation of cluster association

### **Month 10 - 12**

- a) Project Advisory Committee
- b) Refresher programme
- c) Evaluation
- d) Audit, Reporting and Termination