

Samajik Suvidha Sangam- A status report

Samajik Suvidha Sangam (SSS) is an initiative of the Government of National Capital territory of Delhi aimed at social justice, equity and empowerment of the marginalized and under privileged sections of society leading to inclusive growth and all round development. It is the main implementing agency (registered under Societies Registration Act, 1860) for the programme, namely Mission Convergence, which seeks to address the issues of socio-economic disparities in pursuance of the Society's vision and aims to bring the vulnerable population of Delhi within the ambit of social development and make them a valuable and productive component of society.

The Government of NCT of Delhi in 2008 therefore made policy level as well as Implementation level decisions to bring about a constructive paradigm shift in the delivery of social services to the poor and most deserving households of Delhi. The said changes were designed to specifically address some gaping holes in the social services delivery system, as follows:

- The departments did not have an accurate estimate and a mechanism to track and reach out to various entitlement holders;
- The most deserving and vulnerable lacked the capacity to engage with the government and follow complex procedures to access entitlements;
- Income was not a dependable criterion to identify the families needing social protection. One, it is very difficult to accurately determine the income, and the entitlement holders found it very difficult to obtain income proof and prove their eligibility based on income criterion. Two, in the absence of proper skill set which is constantly upgraded, the income cannot be sustainable. For example, the rag-pickers in Delhi are commonly believed to be earning Rs. 120 or more per day; but in the absence of social protection, health benefits, and a skill-set valued in the marketplace, a ragpicker cannot be certain of earning a sustainable income and living with dignity. Third, pure income indicator did not reflect the higher expenditure needs of certain families, e.g. those having disabled, and sick family members. There was thus a need for prescribing entitlements for social protection on the basis of vulnerability, not just current income.
- There was a need for a dedicated organization that would work to simplify government procedures, increase inter-departmental coordination and information sharing, enhance effectiveness of service delivery at grass-root level, involve local communities in service delivery, and reorient strategic thinking with respect to implementation of social sector programs in order to improve quality of life of Delhi's urban poor, the most vulnerable and disadvantaged sections.
- A reliable and dynamic database of households, with beneficiaries uniquely identified with biometrics, was needed, so that it could be used and enriched by all the line departments for sanction and delivery of social services.

- A strong ICT backbone for the program was required, to check leakages, and to increase the efficiency, transparency, and accountability of service delivery.
- There was a need to put in place a reliable mechanism to identify those who were entitled but not drawing their benefits, and reach out to them in a systematic manner.

To achieve its vision of social justice and inclusive governance, the SSS has partnered with civil society, government organizations and departments, institutions, international agencies and community based organizations in implementing the Mission Convergence Programme. SSS is the interface between the government and the community.

Mission Convergence rests on two noteworthy institutional reform initiatives of GNCTD that have guided the formation of its convergence model of governance and service delivery-adoption of “Bhagidari” (Partnership) Model for ensuring Government-Citizen partnership in governance and the formulation of the project “Stree Shakti”(Empowerment of Women through government facilitated Gender Resource Centers (GRCs) run by Non Government Organizations.

Mission Convergence as a matter of principle is open to learning from the best practices of institutional reforms both from within the country and around the world. Governments cannot function in isolation and cross learning and fertilization of germane ideas and concepts often lead to successful collaborative development efforts. With a vision of contributing to international development, the Mission understands the importance of this process for successful replication of innovations as also de-duplication and unnecessary reinvention of the wheel. The Mission also looks forward to highlighting its own best practices to facilitate its replication elsewhere.

Mission Convergence was launched after a lot of consultative deliberation between the Government, Planning Commission, Social sector experts and Civil Society Organisations. Mission Convergence was formally launched on 14th August 2008 where the first District Resource Centre was inaugurated by the Chief Minister Smt. Sheila Dikshit.

The institutional structure of Samajik Suvidha Sangam has been so envisaged, as to free Mission Convergence Programme from a rigid system that brought in operational hurdles and undue delays in implementation.

It is a **reaching out** of the Government to its vulnerable citizens for their inclusion in the governance process. It is aimed at inverting the earlier process wherein people had to run from pillar to post to prove their claims to Government’s welfare schemes to which they were entitled.

However, to ensure effective delivery of Mission mandate, the State has instituted a hierarchical governing structure that plays the role of mentor and guide to the Mission. It also effectively brings in accountability into the programme design at each stage of implementation. The

Programme Management Unit of SSS headed by the Mission Director and al secretariat of support staff including technical experts and some government staff on deputation facilitates the entire process and act as the interface between the **Mission**, its various partners including the government and the nine line departments. The overall policy guidance is given by the **Governing Council of SSS** and the State Convergence Forum headed by the Chief Secretary, Government of Delhi. At the Apex is a **Policy Review committee** headed by the Chief Minister. This is the highest governing body of the Samamjik Suvidha Sangam responsible for taking all policy related decisions to facilitate effective and better implementation of the Mission Convergence Programme. The Chief Minister takes a special interest as Misssion Convergence is a programme mandated to work for welfare, uplift and social inclusion of Delhi's vulnerable.

State Convergence Forum: The State Convergence Forum is the apex body constituted at the state level under the Chairmanship of the Chief Secretary. The State Convergence Forum comprises Principal Secretaries /Secretaries of all converging departments who provide mentoring and guidance to the programme and also act as the checks and balances to ensure the programme stays on the mandated course.

District Entitlement Committee: The **District Entitlement Committee** under the chairmanship of the Area MLA, on the one hand mentors and guides the **District Convergence Forum** and on the other acts as the direct interface between the Government and community. It ensures that the programme is being implemented in the right manners and that voices of the unheard communities are being given due importance. It exercises a kind of community level 'due diligence' into the working of the programme.

The **District Convergence Forum** has been set up as an empowered committee at the district level and is headed by the Deputy Commissioners. This forum includes members from the District Council as well as Gender Resource Centre-Suvidha Kendras and the District Resource Centres. The District machinery has been strengthened to implement Mission's development programmes by bringing in administrative convergence and acts as an effective monitoring tool for delivery of social sector schemes. Nodal Officers are nominated for coordinating the operations and taking decisions at the district level.

MISSION STATEMENT: SAMAJIK SUVIDHA SANGAM

"To provide social justice in the best coordinated way to ensure that the under- privileged and the poor regularly receive welfare services for both sustainable growth and eradication of poverty through convergence of organizing, joining forces, facilitating and making communities voices heard effectively." It is an attempt to lay the foundation for the proper psychological,

physical and social development of the poor and unheard communities.”

Grant-In-Aid received by SSS

The mechanism for transfer of funds to SSS, and further from SSS to the GRCs has been laid down in two orders of the GNCTD, the first emanating from AR Dept. and the second from WCD Dept. and both have concurrence/approval of Finance Dept. The details of these orders are as under.

Administrative Reforms Dept. - SSS had been placed under the administrative control of the Administrative Reforms Dept. The grant from AR Dept. is subject to the Pattern of Assistance approved by the Finance dept. vide their UO.No.59/Expenditure-1dated 10/7/2008. The Expenditure is debited to Major Head '2052' H.1 (1)(3)-Grant-in-Aid to SSS(Plan) in Demand No.2.

Department of WCD –

An office order was issued by Pr. Secretary (AR) vide no. 4/06/08/AR/6093-6207/C dated 07.07.08 stating that

“With the setting up of Samajik Suvidha Sangam Society to facilitate convergence of various schemes run by the 9 Departments selected for the purpose, and to provide welfare services to vulnerable sections, it has been decided to provide the welfare entitlements through a Single Window System. The Gender Resource Centres attached with the Department of Women and Child Welfare will henceforth be placed under the supervision and administrative control of Samajik Suvidha Sangam Society to facilitate them to provide services in a Mission Mode through Single Window System. The GRCs will be accountable to the District Resource Centres of the respective Districts and facilitate the citizen to access services covered under the mission mode in a hassle free manner. The GRCs shall work in close liaison with the mother NGOs. The community based organizations/ NGOs would be accountable to the DCs in the district for meeting the required deliverables as mandated under the Samajik Suvidha Sangam Society.

The concerned CBOs /NGOs shall undertake skill building and training to enable the GRCs to become robust platforms for effective community outreach, with a focus on women. The Department of Women and Child Development shall make budgetary provision for meeting the running cost of the GRCs as per approved norms and release funds to the Samajik Suvidha Sangam society as Grant in Aid.

The Samajik Suvidha Sangam Society shall identify and empanel additional GRCs in vulnerable areas as per requirement keeping in view the requirement of services for implementing the Convergence Mission. The Society shall constitute a committee to assess the requirements for

opening new GRC in various districts in consultation with the respective DCs. The Administrative Reforms Department will facilitate overall co-ordination with the various Departments for operating the Mission Convergence.”

Copy of the above order was endorsed to Principal Secretary (Finance & Planning), Secretary (Women & Child Development) with reference to the decisions taken by the Chief Secretary at the meeting held on 19th June 2008 and copy of the order is also endorsed to all Pr. Secretaries / Secretaries and HODs GNCT of Delhi.

On the basis of above order dated 07.07.08 of Principal Secretary AR, Women & Child Dept. submitted a proposal dated 24.11.08 for transferring of funds to Mission Convergence/SSS for GRC project.

The proposal was examined in Planning Department and concurrence of Finance Dept. of GNCTD was obtained vide UO no. 765 dated 30.12.08. Accordingly a sum of Rs.1.37 crore was transferred to Samajik Suvidha Sangam. Further WCD is regularly issuing sanction of grant to SSS under subhead B-2(1)(5)(1) Bhagidari New Initiative in Social Development in consultation with Finance Dept. of GNCT of Delhi as every sanction is being conveyed by showing U.O. No. of Finance Dept.

The Dept of Women and Child Development makes the Budgetary provision for the GRC Project and releases the funds to SSS as GIA for meeting the running cost of the GRC Project for running approved/prescribed activities as per approved norms/sanctioned Budget for which SSS gives the UC to Dept of WCD. (Sanction order for release of 1st Installment dated 30 Jun 2008). The sanction letter of WCD states “.....The SSS may make payments to Field NGOs (FNGOs)(Existing & New) for prescribed activities as per their roles and responsibilities in the Agreement,.....”

It is thus confirmed that SSS transfers funds to the GRCs for meeting their running costs as per approved norms and as per the conditions of Grant of Dept of WCD which is released to SSS with the approval of Finance Dept.

SSS would like to draw attention to Rule 208 (vi), an enabling provision for granting greater autonomy to certain organizations. SSS has been awarded the CAPAM Award as well as the UN Public Service Award. There exists a strong case for granting greater autonomy and increased flexibility in matters of recruitment and financial rules to SSS thereby enabling it to devise and adopt staff structures, procedures and rules suited to improving its productivity

Supreme Authority for the Management of the affairs of the Society

Governing Council of SSS comprises the HODs of all the line Depts. and the Chief Secretary, GNCTD is its Chairman. It provides overall policy guidance and approves and oversees all the activities of the SSS. Its powers/functions are as follows:

1. To approve plans and programmes for implementation of the Welfare Schemes including working of the Society and to carry on its administration and management.
2. To provide all types of resources & services like hardware, system software, power & printer peripherals, networking components etc for the establishment of the Society.
3. To approve the budget estimates of the Society for each year and to sanction expenditure within the limits of budget as approved by the Governing Council.
4. To have custody and ensure proper utilization of the funds of the Society and to manage all the resources of the Society.
5. To provide the required operating, administrative, technical, ministerial and other manpower under the Society on deputation basis, and short-term assignment contract basis or otherwise for ensuring the efficient operation and management of the projects and the affairs of the society and to prescribe the conditions for hiring of such manpower at special remuneration pay and perks so as to tap best available talent.
6. To co-ordinate with the State Agencies, Government Departments and district level functionaries in the pursuit of the objectives of the society.
7. To consider and pass such Resolutions on the Annual Report, the annual accounts and the financial estimates of the society as it thinks fit.
8. To consider the Annual Report prepared by the Society.
9. To consider the Balance Sheet and audited accounts for outgoing year.
10. To add to and amend the rules of the Society with the prior approval of the Government.
11. To review the activity wise performance report of the previous year and future action plan for next year.
12. To do all such acts as may be necessary or incidental to carrying out all the objectives of the Society or any of them, provided that nothing herein contained shall authorize the Governing Council to do any act or to pass any bye-law which may be repugnant to the provisions hereof, to the powers conferred on the Governing Council and other authorities or which may be inconsistent with the objectives of the Society.
13. To frame bye-laws not inconsistent with these rules, for the regulation of the business of the Society and in particular with special reference to the preparation and approval of the budget estimates, the sanctioning of the expenditure, re-appropriation of the funds making and the execution of the contracts, the investment of the funds of the Society, sale and alteration of such investments, and accounts and audits.

Monitoring Mechanisms for the Stree Shakti-Suvidha Kendras

A robust mechanism has been put-up in place by SSS for the monitoring of GRCs. At present there are 104 SS-SKs and 20 Extension Centers all over Delhi which are being run by NGOs and cover the vulnerable population of Delhi through different activities under the project. With such a large network it became essential that Mission Convergence keeps a track of individual NGOs and project activities implemented by them. Therefore, Mother NGOs were entrusted with the responsibility of coordination and ensuring effective implementation of the programme. The MNGOs are an interface between the GRCs and the PMU, SSS. Currently there are 3 MNGOs namely Modicare Foundation, SOSVA and Child Fund India.

Their role is not only limited to the monitoring of various activities but they also mentor newly established GRCs and facilitate them to understand concepts, establish activities, develop linkages and effectively implement the project components.

Gradually, when the Mission Convergence expanded its horizon and the Suvidha Kendra activities were added to the purview of SS-SK activities, District level machinery in the form of DMU and DRC attached to DC Office was brought in to monitor the implementation of schemes at the grass-root level. They started with the supervision of SSS vulnerability survey process and monitored the SS-SKs for facilitation of scheme activities like-identification and reaching the vulnerable people through door-to-door survey, filling the FAS forms, document verification, submission of filled application forms to departments and follow ups. District Convergence Forum meetings are also organized on monthly basis under the Chairmanship of the respective DCs to take up several issues pertaining to the responsibilities of the GRCs.

The GRCs are also being monitored and supported by the Nodal Officers of PMU. The nodal officers have been designated to coordinate the issues of SS-SKs at the PMU level. The nodal officers also conduct the monitoring visits to SS-SKs and provide necessary inputs for improvement.

Simultaneously, financial monitoring visits at SS-SKs are conducted by the MNGOs and by PMU Accounts Assistant as well. At times, surprise visits have also been made by the DD (Prog), DD (Admin) and even Mission Director, to the GRCs.

Monitoring of MNGOs – MNGOs are being monitored by SSS in the following ways

1. Team composition of MNGOs, their criteria for appointment and their roles to perform is prescribed by the PMU, SSS which is taken at the beginning of each financial year.
2. Copy of their appointment letters, their regular attendance, leave record and their approval authority is being guided by PMU, SSS.
3. Overall Coordination with MNGOs is with Deputy Director, Program, SSS and each MNGO is monitored by Specialists placed at PMU, SSS.
4. A detailed role and responsibility guideline has been prepared by PMU for MNGOs.

5. MNGOs are responsible for Training and Capacity building of GRCs. Prescribed training guidelines have to be followed and plans have to approved by Specialist Research and Training placed at PMU, SSS
6. MNGOs have to submit regular reports about their informed and surprise visits to GRCs on a monthly basis to the concerned Nodal Officer of all districts (Specialists placed at PMU are given the additional responsibility to oversee the project implementation of one allotted district and contribution of MNGO in particular district).
7. Quantitative and qualitative reports collected from MNGOs are further compiled by research section.
8. Concerned Nodal Officer attached with each MNGO visits the MNGO office and the field with them as and when required.
9. Monthly SoEs are collected from the MNGOs, checked by Account Section of PMU and verified by concerned Nodal Officer and then the payment is released.
10. Quarterly and Annual analytical report is being collected by MNGOs and analyzed by Research Analyst on a regular basis.
11. Regular meetings are conducted with MNGOs at PMU, SSS.
12. If any discrepancy is found in program implementation, show cause notices are issued.
13. In case of low performance of any GRC – the MNGO is answerable about corrective measures they have taken and whether they have reported the matter to the concerned officer or not.

Constitution of Management Committee of SS-SKs:

The Management Committee was constituted on 5.12.2008 after the approval of the Chief Secretary, GNCTD on 4.12.2008. The Committee was constituted for setting-up an institutional mechanism which would enable determination of required actions for cases where violations, irregularities, non-compliance are noticed. The Committee also considers other issues related to governance, management, activity-planning and budgetary norms related to DRC and GRC-Suvidha Kendras. This provides yet another structure for overseeing the work and activities of the SSS.

Resource Manual

A detailed manual has been prepared by SSS giving the administrative and financial guidelines to be adopted and followed by the GRCs.

Third Party Audit

The objective of the third party audit is to ensure that SSS receives adequate, independent, professional audit assurance that the funds provided by SSS to the GRCs are used for purposes intended and that the annual financial statements are free from material mis-statements. The purpose of audit of NGOs is also for SSS to understand the working effectiveness of the NGOs in

performing various functions within the scope of their agreement for the GRCS Project. It assesses the procedures and process of implementation of the projects. The scope of the audit also covers the overall management of the project implementation, monitoring and supervision. The audit includes the review of work plans, progress reports, project resources, project budgets, project expenditures, project delivery, recruitment, operational and financial effectiveness and handling of assets created in the project. Third Party audit by qualified CA firms selected by SSS on the basis of an RFP has been completed for the FY 2008-09 and that for 2009-10 is nearing completion. On the basis audit observations regarding financial irregularity, misappropriation of funds and fake documents four GRC Projects were terminated.

Grievance Redressal Cell

The Mission stands for the upliftment of the downtrodden and empowerment of women. But, at times, organizations who are assigned the GRC project deviate from the prescribed norms, thus coming under the scrutiny of the PMU-SSS.

Therefore, to enable the staff members and the community being served by the GRCs to raise their problems and grievances arising from any mis-conduct at the DRC, DMU and GRC, a Grievance Redressal Cell has been set up in the Programme Management Unit (PMU) of Samajik Suidha Sangam (SSS) and it is functional since February 2010.

This cell is chaired by Deputy Director, Programme (PMU) and there are four other people from PMU who are members of this cell. The Grievance Cell takes up complaints of the staff of the GRC every Wednesday between 2.00-4.00 pm.

Information about this cell is displayed in the office of every GRC. Till date, complaints from the employees of six organisations have been received by the Grievance Cell and have been sorted out. The cases were mainly related to the underpayments made to the staff, non-issuance of appointment letters, authenticity of vouchers, not following the prescribed financial guidelines, etc. Undertakings have also been taken up from the respective organizations that such an incidents should not be repeated in future or else Mission will take strong action in this regard.

Social Audit

A process of community led assessment is being carried out by GRC **Prayas** as a pilot to monitor the impact and efficiency of the work undertaken by the GRC. The study is basically sub divided into two parts. The GRC has attempted its self-assessment and also carried out a field study to know the perceptions of the community and various stakeholders regarding the activities and performance of the GRC. An attempt has been made to understand the different levels of community participation in various project related activities so that the foundation can be laid to make it a community owned project in the years to come. Therefore, the information and the data have been collected both from the beneficiaries as well as the non-beneficiaries and also

from the key stakeholders who make relevant contribution towards the project. A 'Jan Sunwai' is also proposed to be carried out in the study area.

Programme under the GRC Project

Gender Resource Centres-Suvidha Kendras serve as first point of contact for the community. These structures have been set up by the government in partnership with the civil society organizations (CSOs) to reach out to people and take government programmes to communities. GRCs have been setup in areas having vulnerable families based on poverty mapping exercise with a mandate to cater to 15000-20000 households (approx. population of 100000). Starting from just 4 in number, a quantum jump has been made in the last 3 years to have 104 such centers and 17 extension centres all over Delhi. Besides assisting in availing entitlements, these centers work towards Social, Economic and Legal empowerment of women by interventions in the area of Legal Rights, Economic initiatives-skill building, microenterprises and entrepreneurship development and health.

In the institutional set up for Mission Convergence, the significance of setting up structures and delivery points closer to the community was realized from the outset. The need for making women the focus to facilitate the process of change and empowerment was a learning borne out of previous experience of successful public private partnership programmes for community outreach. The GRCs today act as a single window and first point of contact for information and facilitation for improved access to the welfare services/ entitlements to the vulnerable and needy.

Women Empowerment Component - Women are central to Mission Convergence Programme with focused interventions designed for their economic, social and psychological empowerment. The programmes are developed on the universal premise that Women are central to any development agenda for true and lasting development. Women form the nucleus of the family, community, society and nation. An empowered and enlightened woman will ensure that her family benefits from her, and will unleash a chain reaction that would push development agenda up the scale to encompass all in its entirety. The Woman Empowerment Component of the Mission Convergence Programme is being implemented through the Gender Resource Centres that function in the community and are the operational arms of the Mission. The Family Focused interventions are simultaneously being implemented through the Suvidha Kendras that were appended to the GRCs as a restructuring process under the Mission Convergence Programme redefining the scope of work of these community-based organizations.

The Woman Empowerment Component is aimed at holistic development of the marginalized vulnerable women through interventions in the areas including Literacy, Health, Livelihood. Under a well structured programme, the GRCs provide Non-Formal Education, Vocational

Training and Skill Development, Health and Nutrition through camps and clinics and are also instilling virtues of thrift and micro credit through formation of Self-Help Groups (SHGs). The SHGs play a much wider role ranging from that of community peer groups to pressure groups. The journey of women's empowerment starts from the individual to the family, from there to the community then to society and finally to the nation. Individual and family are the major challenging areas to address the issues of women and girls. Promoting community participation to hammer in gender equality and to bring about positive attitudinal and behavioral changes towards issues of women and girls is thus fundamental to Mission Convergence Programme. Following are the activities being undertaken by the GRCs under the women empowerment component.

Health Component

As a consequence of living in downtrodden conditions and insufficient access to health care, the urban poor especially women and children are highly vulnerable to health risks, which further gets aggravated due to their lack of negotiating ability to demand better services. Mission Convergence in its commitment to improve health status of women and children living in urban slums reaches out through the Stree Shakti Suvidha Kendras (GRCs), community structures that are nearer to the community. Various health initiatives are being taken to sensitize women towards their health needs and to promote health seeking behavior in them so as to gradually bring them in the mainstream of health interventions. Mission Convergence has been continuously working on devising ways and means to bring an improvement in availability and access of health services already existing in the community by strengthening capacities of GRCs, who in turn provide awareness generation on primary care at the community level and to link them with existing government services for primary, secondary and tertiary health care. Following approaches are adopted:

1. Demand side mobilization of vulnerable population for increased access to health care

The Primary health care need of the community members is addressed through regular health camps and health/OPD clinics. Nutrition camps are conducted once in a month for promoting nutritional awareness in different locations of catchment areas of the GRCs focusing adolescent girls, pregnant, lactating women and elderly women.

2. Demand side mobilization of vulnerable population for reduced high out-of-pocket expenditure to mitigate its impoverishing impact-

For addressing secondary health needs of the community, Mission Convergence as an implementation agency mobilizes vulnerable community for enrolment under Rashtriya Swasthya Bima Yojna (RSBY) through its network of GRCs.

This is being done through collaborative partnerships with departments, specialized agencies, international and private organizations working in the sector of Health.

1. Scheme on 'Menstrual Hygiene Management' for women and adolescent girls from vulnerable population being implemented through the Stree Shakti Suvidha Kendras (GRCs)

Objective: To bring an improvement in the menstrual hygiene status among women and girls from vulnerable population.

Background: The Government of Delhi is committed to health and hygiene of women and adolescent girls and several initiatives are being taken up to ensure that the girls and in general women from weaker strata of society are empowered to take care of their health needs. Of all the health issues, Menstrual Hygiene is an issue that every girl and woman has to directly deal with in her life. Due to lack of information on managing menstruation and absence of affordable sanitary napkins, poor women are forced to use rags during menstrual cycle. Public health experts say this practice, and the resultant poor hygiene, are one of the reasons for the high incidence of reproductive tract infections in India. With the approval of the Hon'ble Chief Minister, a committee was constituted via F.No. F2 (3)/MD/SSS/Prog/Plant/09-10/3136-3147 dated 20/7/10 under the Chairmanship of Hon'ble Health Minister, Dr. Kiran Walia comprising of Mission Director, SSS; Sp. Secretary, Finance; Mission Director, Delhi State Health Mission; Secretary/Director, Women & Child Welfare; Special Commissioner, VAT and Joint Secretary to C.M to provide direction for effective implementation of this intervention in Delhi for the urban poor women and girls. The Committee looked into various models of public-private partnership in the meetings held on 22nd and 26th July, 10, to ensure that women and adolescent girls from the vulnerable population are provided with knowledge and skills for menstrual hygiene management and are given an uninterrupted supply chain of sanitary napkins at highly subsidized/affordable rates.

Launch of the Menstrual Hygiene Scheme: The scheme on Menstrual Hygiene was launched by Hon'ble C.M on 4th Sept., 2010 in Delhi through Stree Shakti-Suvidha Kendras of Samajik Suvidha Sangam.

After the initial round of free distribution of 62,000 packs through the GRCs across 9 districts of Delhi, the scheme has slowly moved into commercial mode. A 'User Pay Model' is being followed for the mainstream supply where the orders are placed with the selected agencies by the GRCs. Each pack of sanitary napkin (8 pads) is being made available for Rs. 10/- (same cost at which it is procured from the agencies after waiver on VAT from Delhi Government).

The sale distribution is being managed at the GRC centre with its existing resources. At this stage no separate manpower or incentive money is being proposed as the GRCS staff are able to handle the distribution.

Target Population: The Centres sell the sanitary napkins to Women/Girls enrolled with the GRC activities, Women/Girls attending OPD clinics and health camps and any women/girl who comes into the Centre from the respective catchment area.

Progress on Sale

It has been quite a challenge for GRCs to break the myths, taboos and barriers surrounding the issue within the community wherein Menstruation is seen as a private issue and not to be discussed publicly or taught openly. These women and girls come from families where menstruation is perceived as an appropriate time to withdraw the girls from school for reasons of early marriage, and household chores. Hence, firstly the grass-root staff at GRCs were oriented and sensitized on the Menstrual Hygiene issue to tackle it at community level. They were equipped with knowledge on physiological process of menstruation, ill-effect of using cloth/rags and importance of good menstrual hygiene. The staff was also informed about the correct disposal practices.

So far 1, 50,000 women from the vulnerable community have been reached out through the initiative. Bringing a change in Menstrual Hygiene Practices is a difficult challenge for the grass-root functionaries as the barriers need to be broken first on individual level and then the community. Since it being a socially prohibited issue, it needs to be handled sensitively and gently, the process of change and habit formation takes time. The number of users/ buyers is expected to rise with word of mouth publicity and regular counselling sessions undertaken by experts during the health clinics/Nutrition Camps and OPDs etc. at the GRCs and community meetings held by the community organizers from time to time.

Based on the lessons learned, the issue cannot be tackled in isolation and there is a greater need to integrate the menstrual hygiene issue in overall water, sanitation and reproductive health programmes. Mission Convergence is committed to the cause and plans to intensify its awareness generation efforts through sustained information, education, communication campaigns at local level with a focus on women who have been “Non-users” and “Infrequent-users”. The barriers and challenges are many but SSS shall continue to overcome them.

So far there has not been any financial implication on Mission Convergence for this new initiative

2) Building partnerships and linkages with various agencies on Health and Nutrition

a) Technical Assistance to Mission Convergence through the USAID-Health Systems 20/20 Program

USAID's Health Systems 20/20 program supports Mission Convergence in its initiatives to improve access and utilization of primary and secondary health services at grass root levels and to facilitate utilization of secondary and tertiary services covered by the RSBY insurance scheme and other health care schemes provided by the government. **This support emphasizes on strengthening capacities of GRCs in generating demand and utilizing health care services being offered by the Government.**

HS 20/20 program is assisting following schemes through Mission Convergence:

- Pilot Program with 4 select GRCs to build their capacity to facilitate utilisation and access to quality primary health care services through technical partners
 - Swasth India Foundation
 - Hindustan Latex & Family Planning Promotion Trust (HLFPPT)
- Aapka Swasthya Bima Yojna-I under Apka Swasthya Bima Trust (ASBT) – Department of Health
- Rashtriya Swasthya Bima Yojna (RSBY) – Department of Labor

Highlights of proposed intervention

Program intends to enable improved, affordable and quality health care services for the slum dwellers by assisting GRCs through:

Building individual capacities: Comprehensive trainings for GRC team on Maternal and Child health (MCH) issues

- Developing BCC/IEC material for community mobilisation and behaviour change & communication
- Establishing a model of primary healthcare delivery at grass root level

Some of the initiatives that were undertaken by Mission Convergence with technical assistance from USAID during 2010-11 were:

- Developed and distributed Guidebooks on:
 - Rashtriya Swasthya Bima Yojna (RSBY)
 - Basic Health for Gender Resource Centres

The above activity had no financial implication on Mission Convergence infact under the pilot supported by USAID, 8 additional people (2 each at 4 SS-SKs- 1 Project coordinator and 1 Mobilizer) were deputed to undertake focused interventions on health for 1 year. Regular reviews have been conducted by PMU, SSS along-with the team of USAID. The pilot shall end in the month of September 2011. The recommendations will be made by USAID on the basis of the learning of the Pilot.

b) Linkage with Indian Dietetic Association

As per the mandate of Mission, the SS-SKs are supposed to conduct a Nutrition Camp every month with the objective to sensitize women and their families regarding their nutritional needs and inculcate healthy eating habits through easy to cook, tasty, affordable recipes and to address the issue of malnutrition in the community. However over a period of time these camps have become too mechanical and need is felt to re-vamp the camps. Mission Convergence is tying up with Indian Dietetic Association (IDA) for enhancing Nutrition Camp activities across the SS-SK Network to initiate a targeted and structured Nutritional Program which will be conducted by trained Nutritionist from Indian Dietetic Association (IDA), Delhi Chapter. A strategy has been formulated for designing and conducting Nutritional Awareness Program targeting the under-privileged sections of the society specially women as follows:

1). GRCs network being utilized for awareness generation on HIV/AIDS through the Training of 2000 SHG women

Delhi State AIDS Control Society (DSACs), GNCTD, in collaboration with Mission Convergence is initiating a Campaign for the Prevention and Awareness of HIV/AIDS issues. In this regard, DSACs has proposed to conduct training of 2000 Self Help Group (SHGs) Members formulated by GRCs of Mission Convergence in 2011-12. The initiative is expected to integrate HIV/AIDS prevention and management into GRCs existing health activities and would facilitate reaching out to affected households.

Similar linkages are being established with other agencies such as Dr. Shroff Charity Eye Hospital, Chinmaya Mission, Indraprastha Apollo Hospitals etc.

Education Component

Samajik Suvidha Sangam, Mission Convergence, has also been working towards raising educational status of vulnerable population of Delhi. Under Education component, members of vulnerable communities are provided educational opportunities.

Currently 8,000-11,000 learners are being provided educational opportunities each year.

Mainstreaming of OUT-OF-SCHOOL CHILDREN in formal schools between age of 6-14 years:

The Right of Children to Free and Compulsory Education Act, 2009, the consequential legislation envisaged under Article 21-A of Constitution of India, means that every child has a right to full time elementary education of satisfactory and equitable quality in formal school which satisfies certain essential norms and standards. UEE is also one of the key components of Delhi Development Goals. GRCs under Mission Convergence have been playing a significant role in the UEE goal through its educational component. Each year hundreds of out-of-school children from vulnerable families are identified and given a bridge course by GRCs with the aim of enrolling them in formal schools. This year (2011-12), a systematic process was launched

through PMU (SSS) to encourage and facilitate mainstreaming of out-of school children through GRCs.

Under the goal of Universalization of Elementary Education (UEE) and improving educational status of vulnerable population of Delhi, 1526 children were mainstreamed into formal schools during the academic year 2011-12. Most of these children were part of NFE component (bridge course) provided through GRCs. Among the children mainstreamed into formal schooling system 65% were girls.

Regular Monitoring and Mentoring of Education Component of GRCs through PMU:

Specialist Social Development from PMU is regularly conducting monitoring and mentoring visits to GRCs to further strengthen the education component with an overall aim to improve the educational status of vulnerable population of Delhi. An analysis of data collected on out-of-children was also conducted to understand the cause of drop out of children with the aim to further improve the effectiveness of educational component of Mission Convergence.

II) REMEDIAL EDUCATION

Remedial Education is provided to school going children to enable them to attain learning levels at par with other children in their corresponding classes and encourage retention of children in formal school system.

III) ADULT LITERACY:

Under adult literacy component, adult illiterate women belonging to poor families are imparted literacy skills to empower them to reduce gender gap in education. In this context, Mission Convergence has established linkage with State Resource Centre (Jamia) which provides literacy books to GRCs. State Resource Centre Jamia has also provided trainings to NFE teachers to enable them to perform their role more effectively.

IV: EFFORTS TO STRENGTHEN LINKAGE WITH DEPARTMENT OF EDUCATION:

A soft copy of SSS database on out-of-school children has been sent to Department of Education for reference and its use. The data has been collated from the three phases of SSS survey. The database contains details of 2, 26,424 cases of out-of-school children belonging to 1, 62,465 families. The Dept. Of Education and U.E.E. has also been asked

- To recognize GRCs as key provider of bridge courses/special trainings to children for mainstreaming them into formal schools.
- To provide approved teaching-learning material and guidelines to enable instructors of GRCs to fulfill their role more effectively.
- To provide capacity building support to GRCS's NFE instructors through specialized government agencies to enable them to fulfill their role more effectively. The prescribed

qualification for the NFE instructors is graduation or intermediate having two years teaching experience.

Legal Awareness & Assistance

Legal awareness and legal aid form important components of the gender empowerment intervention programme under GRCS. We are well aware of the fact that women in the vulnerable communities are open to the worst forms of deprivations and rights abuse in absence of either knowledge or access to redressal mechanism. Mission firmly believes that legal awareness facilitates women's march towards an enlightened and aware existence and so, this component was incorporated in the integrated set of activities under GRCS Project in year 2008.

It was mandated that the GRCs must focus on inclusion of community women in the programme by encouraging them to come out of their homes and report cases of atrocities, violence, discrimination and other crimes against women rampant in the community.

The Mission is collaborating with the Delhi Legal Services Authority (DLSA) in rendering services to the poor on legal issues as providing free legal aid to the needy is one of the components under GRCS project, which is similar to DLSA objectives and collaboration is expected to provide services to the community in a more effective manner.

A Memorandum of Understanding (MOU) was therefore signed between the Mission & the DLSA. The purpose of this partnership is to create legal awareness, provide legal counseling, help in entitlement validation and legal cases, grievance redressal and holding of Lok Adalat for the vulnerable population of Delhi.

This partnership has enabled Mission Convergence to reach out to the vulnerable population especially women in difficult circumstances in a wider manner and to help them sort out their legal matters with great convenience. Currently six legal sessions are being organized by each GRCs on monthly basis. Three of these are facilitated by the legal counselors whereas remaining three by the lawyers or advocates because the ultimate focus is to first try to make the client feel free to discuss the problems in detail and provide counseling to the grieved. The efforts for out of court settlements are being made but in case of critical matters the cases are also referred to the court with the help of advocates. The GRCs also conduct follow up visits to the ongoing and completed cases where they provide emotional and moral support to the victim and their families as per the need. The DLSA has placed their lawyers and counsellors to the GRCs wherever required and have also checked the credentials of privately hired resource persons by the GRCs for legal component.

Till March 2011 approximately 960 cases had been referred to DLSA and out of those around 320 have already been provided with the legal help and near 50 cases were transferred to the legal counselors and have been properly dealt with. The action is going on, on the remaining cases.

In addition to this, 109 Para-legals were trained by DLSA in the year 2010-11 on the topics such as Fundamental Rights, Criminal Law, Right to Information, Working of Constitution, Matrimonial Laws, Domestic Violence, Female Foeticide and Child Labour Laws etc. The trainees were also taken to District Legal Services Authority, Family Courts and Mediation Centre at Rohini Court Complex, to know more about the legal aid and general setup and working of Courts. These Para-legals have been entrusted with the task to spread the basic information in the community and also to identify vulnerable people especially women who are in need of legal / counseling services and facilitate them to avail the benefits of free legal assistance provided by DLSA.

The GRCs are also free to request DLSA to hold Lok Adalats in their areas of operation in case of such a need.

Water and Sanitation Intervention

Water, sanitation and hygiene (WASH) are key elements in ensuring the health, development and welfare of women and children. Inadequate access to safe water and sanitation services, coupled with poor hygiene practices, is the cause of at least one quarter of all child deaths and one fifth of the total childhood disease burden globally. Water, sanitation and hygiene are also linked to school attendance and performance (particularly among girls), safety and security of women and girls, and the economic and social development of communities and nations.

Water and Sanitation is one area of intervention where awareness generation through IEC activities should be supported by infrastructure facilities and vice-versa. It is not possible to get success if either of the components are lacking. Therefore SSS is undertaking intervention at two levels through its large network of SS-SKs:

1. Awareness generation in the community about water, sanitation and health & hygiene (WASH) practices.
2. Creation/upgradation of water and sanitation infrastructure wherever required on the basis of need assessment through resource mapping involving Urban Local Bodies.

So far the infrastructure mapping related to water and sanitation, a two-day training for the master trainers and user manual on water and sanitation for self-learning and use by all the stakeholders has been completed.

Formation & Strengthening of Self Help Groups

Self help groups (SHGs) have emerged as a popular method of working with people in recent years. Self – help emphasizes self-reliance, self production and self-employment by mobilizing internal resources of the persons, the group or the community.

In India, Self Help Groups or SHGs represent a unique approach to financial intermediation. The approach combines access to low-cost financial services with a process of self management and development for the women who are SHG members. SHGs are formed and supported usually by NGOs or (increasingly) by Government agencies. Linked not only to banks but also to wider development programmes, SHGs are seen to confer many benefits, both economic and social. SHGs enable women to raise their savings and to access the credit which banks are increasingly willing to lend. SHGs can also be community platforms from which women become active in rural or urban community affairs, stand for local election or take action to address social or community issues (the abuse of women, alcohol, the dowry system, schools, and water supply, etc).

Self Help Groups worldwide have become symbols of the collective power of women. Strong and active SHGs become strong advocacy groups for taking up issues of the individual and the community and are the voice of the unheard and silent communities. SHGs have also evolved into successful micro-enterprise groups. SHGs are powerful agents of change, as proved successfully by the experiments of the Delhi Government with the International Award winning Stree Shakti Suvidha Programme. Delhi had already successfully harnessed the power of the collective woman strength in its various programmes and the utilization of the Gender Resource Centres for Mission Convergence Programme was a logical step in the right direction. Formation and strengthening of SHGs was a natural step towards empowering women in the marginalized communities.

Since beginning Mission has always worked in synchronization with the Delhi Developmental Goals and has focused its efforts on the holistic development and empowerment of women for which, self-help groups have been seen as a vehicle. Due to this reason, ever since the inception of GRCs formation of SHGs has been one of the major components of the Project since it provides a holistic growth opportunity for the community women by organizing them in to groups, providing a platform to share their concerns, building their capacities and supporting them financially.

Aims and objectives of SHGs

- Members help each other in solving their problems.
- Members work together to uplift their living conditions.
- Mobilisation of individual resources for collective economic development.
- Inculcate the habit of saving among poor women & facilitate the process of interloaning.

Over 1000 SHGs have been formed by the 104 GRCs all over Delhi till date and it is good to see that women have started coming out from their confined territories. They are now openly participating in various developmental activities meant for them and are taking up income generating activities also, though it is of their household level only but their efforts are praiseworthy.

Seeing the unlimited potential of these self-help groups, Mission Convergence has also taken their issues and interest forward and have been very active in developing meaningful partnerships. Some of the SHGs have also been supported through the SJSRY scheme wherein they have got loans for their economic activities.

There have been regular capacity building programmes for the field staff working on SHG issues and simultaneously master trainers have also been developed for the filtration of information.

The GRCs are also provided with a fixed budget for SHGs through which they regularly take the SHG members for exposure trips to areas like, Delhi Haat, production houses, etc. They are also being provided with marketing support for their products by facilitating them to put up their stalls at various events, programmes and celebrations like, during the celebration of International women's day, programme at Ashoka Hotel, etc. Efforts have also been made by Mission Convergence to provide them some permanent sources of marketing their products like tying up with Bapu Dham where they are already exhibiting their products. Getting the space at Delhi Haat Pitampura is also in the pipeline.

In order to make them economically empowered, Mission is in the process of partnering with SEWA so that the women in the community could be imparted financial literacy through trainings and the process of credit linkages could be smoothened by providing them their own bank in the form of Cooperative. This would not only provide them the benefit of thrift and credit but they themselves would become the members of that cooperative and would run its activities.

This activity is actually an initiative towards ensuring the community participation in its own development process.

The Mission is also making efforts to streamline various activities conducted by the GRCs through SHGs so that their proper involvement in various agendas of social and economic development could be ensured and uniformity could be maintained among GRCs all over.

Training and Capacity Building

Mission Convergence is spreading its wings day by day. Initially, it started with a few GRCs and now it has reached the mark of 104 GRCs and 20 Extension Centers all over Delhi. The reach has been expanded to ensure the presence of GRCs in all the vulnerable pockets of Delhi so that the poor and the down trodden can avail the benefits of its services. At present more than 1250

human resource has been actively engaged by the GRCs directly under Mission’s programme to ensure the effective implementation of its goals and objectives.

Though at the outset, there was a **challenge** to build up a common understanding through common messages and another **Challenge** was to cover the whole cadre of Human Resource involved in it. Hence, in this direction, a short term assignment was given to Centre for Advocacy and Research (CFAR) to develop a module on Mission Convergence by using innovative ways to communicate and to train 50 master trainers to take the trainings forward. Nine Key facilitators were also identified who were very much part of module development.

Over a period of last two years major change has been brought in the approach and strategy of training and capacity building process. From this year onwards the focus is on building the capacities of MNGOs on various issues that are adding value to the Mission’s program like: Self Help Groups, Health, Promoting Gender Equality-to end Violence against Women, Water and Sanitation, Computer training to use SSK application module etc. Regular trainings have been planned with the monitoring officers of the MNGOs so that they in turn can train the GRCS teams and Community based groups. The efforts are towards making a chain in transferring the knowledge and enhancing their skills since Mission firmly believes that MNGOs and DMU/DRCs are working as extended arms of PMU, SSS.

Details of financial year wise trainings are as follows:

Financial Year wise details	Trainings conducted by various stakeholders							Outside agencies		Total no. of days
	PMU	Modi Care Foundation	SOSVA (N)	DMU/D RC	CFAR	DLSA	CCU	ISTM	NIPCCD	
2008 – 2009	----- --	21 days training	28 days training	----- ---	----- ---	----- -	----- ---	----- -	----- -	49
2009 - 2010	----- ----- -	23 days training	17 days training	60 days training	16 days training	-----	----- ---	11 days training	9 days training	136
2010 - 2011	34 days training	22 days training	15 days training	56 days training	-----	29 days training	65 days training	----- -	----- -	221
2011 – 2012 (April 11 to 12 th Aug 11)	41 days training	----- ---	-----	Status not collected yet	Not on board	Plan not shared yet	No information	Not in link	Not in link	41
Total	75 days	66 days	60 days	116 days	16 days	29 days	65 days	11 days	9 days	447

Note: Total 4995 participants covered in year 2010 - -2011

Details of the trainings conducted in F.Y. 2011 – 2012 (April 11 to 12th Aug 11)

- 8 days training conducted in April 11 and May 11 on Mother and Child Health (MCH) and Communication strategies in collaboration with HLLFPPT – under HS 20/20 program of USAID with 250 participants covering all Project Coordinators and Community Mobilizers of SSS and Extension Centers.
- 16 sessions conducted in May and June 11 for GRCS module application by IT section of PMU, SSS with the support of VTL covering 267 participants from GRCs of all districts.
- 8 orientation sessions conducted in June 11 on RTI in partnership with Administrative Reform department of GNCTD covering 256 PIOs and APIOs of all GRCs, DRCs and MNGOs.
- 2 days training was coordinated April 11 with Women and Child Development department of GNCTD for Women’s Collectives. This was done with 150 community members and GRC representatives from 15 selected GRCs of all districts.
- A session was conducted in July 11 as SWOT analysis by Specialist Community Mobilization with randomly selected GRCs on the basis of in depth analysis of current status of SHG component formed by all GRCs. This was the milestone to move towards the strategic plan for the component.
- A session was conducted in August 11 on various schemes of 3 line departments of GNCTD – Deptt. of Health, Social Welfare and WCD of GNCTD. Representatives of all 3 departments made the presentations for the audience comprising of representatives of Program Management Unit (PMU), District Mission Unit (DMU), District Resource Unit (DRC), and Mother NGOs (MNGOs).
- 2 days workshop was conducted in August 11 on Water and Sanitation issue in partnership of Population Foundation of India (PFI) with representatives of Program Management Unit (PMU), District Mission Unit (DMU), District Resource Unit (DRC), and Mother NGOs (MNGOs).

Planned trainings are:

- 12 days training on SHGs covering the whole GRCs network
- 12 days training on Health Issues
- 1 days workshop on - to strengthen the legal component of the project
- 12 days training will be conducted by each MNGO

I E C Material is in Process

The module on SHGs, Gender based violence, Water and Sanitation plus posters and leaflets on Health issues and health related schemes are in the process.

Vulnerability Survey

Mission Convergence, GNCTD, represents a paradigm shift in Governance. The outcome of a process of deep introspection on the part of the Government, the basket of initiatives undertaken by the Mission Convergence is a fine balance of demand side interventions and institutional reforms. The guiding philosophy of the Mission is to “bring Government to the Citizen Doorstep”, specifically the poor and the vulnerable.

The emphasis of Mission Convergence has been on improving targeting and outreach of social protection programmes in the National Capital Territory of Delhi. The targeting methodology envisaged by Mission Convergence is premised on the enumeration and identification of prospective beneficiaries based on a survey of localities and sites which house ‘vulnerable’ populations in the National Capital Territory (NCT) of Delhi.

Reaching out to the Unreached

One of the notable and talked about initiatives of the Mission has been its reflection on the BPL norms, and walking a new path both in terms of the idea parameters of thinking about the vulnerable and the process through which the extremely needy should be included in the system.

Targeting Methodology and Outcomes

“Vulnerability” as a more inclusive way of locating the poor: Influenced by the *Kudumbashree* model in Kerala, income proxy indicators for identifying poor based on their vulnerability have been developed. The first level is a geographical parameter for identification of vulnerability- the place of residence. People living in notified slums, non-notified slums, resettlement colonies and homeless are identified as vulnerable were covered in a census measure. The second step involves looking at socially deprived groups, including women or children headed households, households and families having old people, differently-abled persons and those suffering from debilitating illness. The occupationally vulnerable includes among others people earning their livelihood as rag pickers, construction workers, street vendors, casual domestic workers and cycle rickshaw drivers.

Thus, three thematic indicators – type of residential locality, social deprivation and occupation are used to define vulnerability and classify target vulnerable households as distinct from other households through survey data.

The selection of sites and localities for the survey are guided by the types of localities mentioned in the first targeting filter. Thus, the sampling strategy and survey frame are meant to reflect the residence related targeting indicator, as only sites which house potentially vulnerable groups are included in the final sample universe of areas to be surveyed. Analysis to assess vulnerability is completed through data on the two remaining indicators, gathered by GRCs within selected localities through a household census approach.

One of the main objectives of the Mission has been

- Generating a comprehensive beneficiary database, that could be used by all the nine converging departments, based on revised targeting methodology.
- Facilitating linkage between the identified target population and state government machinery in relation to scheme enrolment.

Introduction: SSS Vulnerability Survey

Thus, through a cabinet decision followed by an order from the AR (number 1421, dated 27.8.08) the Mission/SSS was directed to undertake the exercise of identification of the vulnerable population based on the approved criteria.

The Order from AR dated 27th August 2008 providing guidelines for the Mission directed that the first level of identification of entitlement holders for various social protection schemes of the Government would be based on location of residence of individuals / families. In this regard, following categories were identified:

- Shelter-less and precariously housed,
- Residents of notified slums,
- Residents of non-notified slums,
- Residents of resettlement colonies of F, G and H categories,

The Order further stated that in respect of other category colonies, the identification of the urban vulnerable would be done on a case to case basis. The order also noted that the large majority of city's poor and vulnerable would either be homeless or would be residing in slums [notified or otherwise] and resettlement colonies.

In order to give effect to the above directive, the Mission carried out three rounds of surveys during September-October, 2008; April-August 2009 and March-Dec, 11 respectively. These surveys were targeted at notified slums, non-notified slums, residents of settlement colonies of F,G and H categories as well as some other parts of F, G and H [i.e. other than resettlement colonies].

Through these three phases of survey the Mission has been able to generate a data base of about 11.98 lakh households covering 54.79 lakh persons so far. The collected data is further segregated on the different vulnerability categories and the count of the persons and households under each of the vulnerable and most vulnerable categories has been calculated.

The table below shows a brief summary of the vulnerable and most vulnerable.

Type of Vulnerability	No. of HHs	No. of Persons
Most Vulnerable (Socially Vulnerable Households including old age, disabled, diseased, single women, women headed and child headed Households)	139478	Figures available but not mutually exclusive
Vulnerable (Occupationally Vulnerable Households)	145205	629639

The survey data collected is used by the GRCs to prioritize the selection of vulnerable people for Vocational Training component.

In July 2009, Mission Convergence was identified as the implementing agency under RSBY by Government of India. In September 2009 an order was issued by Chief Secretary, GNCTD for treating vulnerable in the BPL category as a result of the Cabinet Decision No. 1511 (dated 02/03/2009) wherein the proposal to include the identified vulnerable groups on the basis of "Social Vulnerability Factor" by Samajik Suvidha Sangam was approved. Mission Convergence was assigned to enroll the beneficiaries through GRCs. It was acknowledged that enrollment in RSBY increased substantially due to involvement of Mission Convergence and around 2.12 lakh families were enrolled in 2009-10, representing 49% of target beneficiaries. The performance of GRCs in RSBY enrolment during 2010-11 was maintained because 75.8% of enrolments has been contributed by Mission Convergence (Out of total of 1,45,222 enrolments, 1,10,048 families were vulnerable families enrolled by the network of GRC-SKs). "

The Vulnerability data of Mission Convergence is also the universe for filtering potential eligible households for the CCT scheme benefit being piloted by Delhi Govt. in East Delhi with the technical support of UNDP.

Homeless Survey

Mission Convergence realizes that the Homeless Citizens are most needy and vulnerable among the urban poor. Hence as per its mandate the mission is carrying out a survey of Homeless to cover entire Delhi. The main objectives of the homeless survey are -

Identification and Enumeration of Homeless Citizens of Delhi to develop baseline database for Management Information System for Mission Convergence, Government of NCT Delhi and for Issuing the UID numbers

To understand the demographic and socioeconomic profile of Homeless Citizens, for better planning and delivery of health and social services to the Homeless Citizens

For identifying all the homeless population in the state a mapping exercise was also carried out to identify locations where they can be found for enumeration and enrolment. This exercise used information gathered during house-listing operations for the survey of vulnerable in homes and was also based on the field based identification by CCU/DRCs.

The survey not only identified but also recorded the characteristics of the homeless respondents. Hence, the present homeless survey is not a mere headcount but first of its kind initiative to capture the demographic, social and occupational profile of the homeless people, so that appropriate and suitable interventions could be designed for them.

The funds for undertaking the exercise were met from the UNDP-CCT project. About 67151 homeless were mapped and 55955 were surveyed during the exercise.

Mega Camps

Mega Camps are an alternate service delivery strategy aiming to bring all converging departments on a single platform with the objective of converging and integrating the services offered by different departments. It is envisaged that such an initiative will help generate awareness in the vulnerable communities living in slums, JJ clusters and resettlement colonies about the various welfare entitlement schemes and services of the government, and encourage their optimum utilization, besides delivering these services closer to the community whereby actual status of pending applications could be traced, grievances could be redressed, bottlenecks removed and solutions provided in an efficient and effective manner. These camps would link poor and needy people to government sponsored welfare schemes by providing them information on the schemes applicable to individuals, helping them to fill up the forms since many of them are non-literates, submitting the forms to concerned department/authority, and following up on the pending status once they are submitted.

It was initially suggested by Hon'ble C.M to restructure and revamp the health camps at the SS-SKs on the lines of the Stree Shakti Camps so that more people can be reached out and impact can be seen on a much wider scale. As suggested, a "Plan for revamping of Health Camps" was developed by PMU, SSS in August, 2010. Suggestions were invited on 'Plan for revamping health camps' from Dept. of Health and Family Welfare, Social welfare/WCD, all the DCs and MNGOs. A

meeting of all the stakeholders was called on 30th November, 2010 under the Chairmanship of Chief Secretary, GNCTD and it was decided that the Mega Camps will be held under leadership and supervision of Deputy Commissioners. Plan for these camps were invited by the respective districts, however the focus of these camps remained Health.

Further Francis Ayala's report on "Strategic Considerations for Delhi Mission Convergence" emphasized that Health camps should be used as a platform for integration of other services. Significant progress has been made in this regard since then. State Convergence Forum Meeting was held on 16th December, 2010 in which the Chief Secretary, GNCTD had also stressed on the need to have inclusive Health camps involving other converging departments so that they are taken on board to facilitate enrolment/ registration of other welfare schemes. As a follow-up to this decision, meetings were held by M.D, SSS with DCs to work out the modalities of the Mega Camps. A Format for Mega Camp was developed and circulated to gather information on name of District, proposed dates of Mega camps, venue, proposed budget, name of participating departments and Illustrative list of Activities to be taken up.

As per the Minutes of the Meeting held on 11th March, 2011 under the Chairmanship of Chief Secretary, it was decided that these Mega camps involving all the converging departments are to be conducted on a quarterly basis in each District in different locations during the year. The Camp will be organized on one common day quarterly preferably on a public holiday/Sunday across all the districts for wider outreach, publicity and greater impact. The Budgetary implications for holding these Camps were also discussed against a specific agenda-item. Based on the inputs from various districts, it was suggested by all the DCs that the budget for the Mega Camp should be at least Rs. 2 lakhs per mega camp. Chief Secretary directed that Mission Convergence should factor in the same in their budgetary provisions for the coming financial year (2011-12). The total budgetary implication would be Rs. 72 Lakhs for holding 36 Mega Camps across all the 9 districts (i.e 4 in a year/district).

The total budgetary requirement of Rs. 72 lakh for holding 36 Mega Camps across all the 9 districts (i.e. 4 in a year/district) was approved in the 9th Meeting of Governing Council, SSS held on 16th June,11.

Following is the break-up of approved budget

S.No.	Items	Proposed Budget	Remarks
1.	a) Pre-camp Meetings b) Pre-camp Information Education Communication (IEC) activities (Printing & distribution of Posters, banners, leaflets, pamphlets, flex banner, Street plays, local	Rs. 40,000	

	announcements/munadi, cable network, etc) c) At the Camp IEC (Camp day publicity/sensitization/Audio-Video etc.)		
2.	Tentage (Furniture, Tables, chair, carpet, Table covers, dari, shamiyana, kanat etc.)	Rs. 60,000	
3.	Refreshments for volunteers, doctors, organizing staff etc.(150 @ Rs. 150/-)	Rs. 22,500	
4.	Local Transport (Staff and Voulnteers) 150 @ Rs. 150/-	Rs. 22,500	
5.	Administrative Cost (Sound arrangement, generator, photography, transport of medical equipments and other miscellaneous administrative expenses etc.)	Rs. 30,000	
6.	Contingency	Rs. 25,000	
TOTAL:		Rs. 200,000/-	

Note: The funds of one head may be utilized for another head in case the funds in one head fall short of requirement while in another head some funds are available for diversion. The re-appropriation of funds is allowed up to 10% only. This would enable the DCs to manage the expenditure of Mega Camps within the prescribed ceiling with desirable flexibility in breakup under different heads. However, it would be prudent to mention that the overall ceiling of Rs. 2 Lakhs is final and codal formalities wherever required be completely followed as per GFR.

A standard manual on Mega Camps was developed by PMU, SSS outlining the minimum interventions that is expected from different departments, at these Mega Camps. Standard Manual was finalized after incorporating feedback received from various Departments and DMU/DRCs

In order to utilize the services of converging departments in a meaningful manner, the DMUs/DRCs are also directed to follow-up with the concerned GRCs of their district to list out department –wise issues/problems/ bottle-necks/ grievances that they face with the concerned

departments pertaining to various schemes so that these problems/ grievances are redressed properly during the mega camps. The exercise is supposed to be undertaken prior to holding of Mega Camps in the district so that it is ensured that Responsible Officer from the participating department is present to efficiently and effectively redress the problems/ grievances during the mega camps.

The first series of Mega Camps for the Financial Year 2011-12 have been successfully conducted across all the districts of Delhi under the dynamic leadership and supervision of Deputy Commissioners (DCs). It is encouraging to see that the Mega Camps are generating a lot of curiosity amongst public as is seen in the large number of footfalls of people at these camps. As far as the participation of government departments is concerned, Health is definitely one department wherein some tangible, visible services are getting delivered. At present participation of other government department is limited and restricted mainly to sharing information. However, even an opportunity of this limited extent may have long term significance for the community as it may contribute towards improving help-seeking behavior of community people and improve their willingness to access to available services. There is a lot of scope for further improvement in the quality of services that are rendered at these camps to maximize benefits to the community for which an advisory dated 1/8/11 has been issued. The next series of Mega Camps are scheduled to be held in the month of September 2011.

UID- Aadhaar

In Delhi the Unique Identification Project (Aadhaar) was launched on 2nd October 2010 with the Hon'ble Chief Minister handing out the first Beghar Card to the Homeless, with the help of which they were able to enrol for Aadhaar.

For the remaining vulnerable population residing in the vulnerable pockets of Delhi, Mission Convergence took a conscious decision of once again taking the services to the doorstep of the community. Therefore the 104 Gender Resource Centre-Suvidha Kendras (GRCSs) were identified as the locations where enrolments for UID would happen. To make enrolment for Aadhaar even simpler, Mission has enrolled the GRCS staff as "introducer" so that those living in the catchment area but without any Proof of Identity or Proof of Address could be easily brought within the ambit of the universal identity system. Since these centres cover almost all clusters of vulnerable pockets they are the coefficient of expansion. Till date over 2.3 lakh vulnerable have been enrolled and approximately 48000 Aadhaars generated. IL&FS is carrying out enrolment for the Homeless in entire Delhi. The stations are deployed in various localities depending on the mobilisation of Homeless.

The number of stations deployed at each of these centres is in proportion to the space available to accommodate the same which depends on the size of the GRCS. The UID enrolments in the

GRCs began on 4 March with just two centres in North West District. As of date over 45 centres spread across Delhi are live and enrolments are in progress. The data correction exercise has also been integrated with the UID enrolment process. This opportunity is being utilised to allow those in the Mission's database to correct their information if any so that it results in a cleaner and more accurate database.

Livelihood Generation- An innovative initiative was undertaken by the Mission to give an opportunity to NGOs and their Women SHGs/other women groups to operate the Canteen at the Delhi Secretariat. The canteen caters to about 1000 persons on an average. Though the primary objective was to provide wholesome, hygienic food at reasonable costs, the focus of the initiative is also on empowering women in the process by means of training and employment opportunities. Samajik Suvidha Sangam selected an NGO associated with the Gender Resource Centre-Suvidha Kendra (GRC) for running the canteen at the Delhi Secretariat on the basis of a 'Request for Proposal'. The proposals were evaluated on the basis of the past experience of the NGO and its core team, its plan for the Delhi Secretariat and its plan for providing training and employment opportunities for empowering vulnerable women/SHGs.

The canteen is being successfully operated by Stri Shakti NGO for the last two years and has been greatly appreciated. 40 vulnerable women have been organized into 4 groups who look after the four main functions of cutting /preparation, cooking, cleaning and serving at counters and at meetings/conferences. The NGO has also tied up with other women groups for procurement of 'masalas' and paper bags for packing. 'Chewda and wafers are being purchased from Tihar Jail and uniforms including salwar-kurta, headgear and aprons are being stitched by women who have learned stitching at the vocational course offered at the GRC.

The model has been very successful. Requests have been received from other Govt. organizations to associate NGOs in a similar manner. These demands present a big opportunity to SSS and the associated NGOs to scale up this model of running canteens by women self help groups which has been very successfully demonstrated at the Delhi Secretariat) to other Govt. organizations and also to the private sector.. Women in large numbers can be empowered and it has the potential to reach proportions such as those seen in the case of the 'dabbawalla' system of Mumbai. This is an extremely good opportunity to provide training and livelihood to a large no. of vulnerable women who could run canteens at various government offices and also the corporate sector. Under SJSRY, the Mission could take up this opportunity and challenge further.

Accreditation/Rating Unit

SSS is working in close partnership with NGOs at the community level. The Gender Resource Centres (GRC) set up by SSS at the community level form the arm of the government to reach out to the people for service delivery. The GRC is the main interface between the community and the government. These are run by NGOs thus making strong Govt. – NGO Partnership as the core of the programme.

Presently 125 GRCs are being managed by NGOs. Certain criteria and processes have been put into place by SSS for the selection of NGOs and monitoring their work. However it is now proposed to make a comprehensive assessment of the NGOs as partners. Grading of NGOs would determine the ability of the NGOs to effectively deliver the programme and ensure that the funds are sourced legally and used for the purposes intended. It would provide a comprehensive assessment of the key risk factors affecting sustainability & operational viability of an NGO which would reduce information gap and provide reliable information of the competence and performance of NGOs. It would also enable SSS to take informed decisions, enhance trust and enable filtering out of undesirable NGOs if any. With the technical assistance of World Bank Consultant, accreditation tools are being finalized and the Unit is expected to be operational by September 2011.

Microfinance Program support to reach out to urban poor in Delhi

SSS is collaborating in an innovative project of SEWA Delhi Trust to facilitate access of urban poor women to microfinance services through a cooperative, that is, Mahila SEWA Urban Cooperative Thrift and Credit Society Limited.

Self Employed Women Association (SEWA) has a remarkable history of developing microfinance services for poor women in India. SEWA started its activities in Delhi in 1999. The membership grew over the years and so did the need for various programmes. Currently, SEWA is providing its services to the community through the Microfinance Programme, Street Vendor's Campaign, Home-Based Workers' campaign and Employment-Generation, Construction Workers' Campaign, Education Programme, Vocational training programmes, and the Health Programme.

This proposed project provides an institutional framework for financial inclusion of poor women. The proposed channel/project utilizes innovative system of checks and balances to ensure financial health of the whole system. For instance, 'Bank Sathis' who are the grassroots level agents of the cooperative work on commission basis which keeps them motivated to maintain financial discipline at member level. In addition use of innovative methods like inculcation of financial discipline, use of guarantors, compulsory savings, member pressure etc are used for ensuring financial health of the whole system. Each new member has to provide a share capital of Rs 100 and a monthly deposited of Rs 50. A range of micro-finance services such as saving and credit services and micro pension is provided at a relatively reasonable cost. The interest charged for loans is 1.5% per month which is much lower than the market rate. Loans are repaid through monthly installment.

At initial stage, the project will be initiated from eight different parts of Delhi, namely Jahangirpuri (North Delhi), Raghbir Nagar (West Delhi), Sundernagri (East Delhi), Gokulpuri (East Delhi), Rajiv Nagar (East Delhi), Anand Vihar (North-East Delhi), Mulla Colony (East Delhi) and New Ashok Nagar (East Delhi), where currently the cooperative has a presence. The project activities entail ToT (Training of Trainers) for 150 trainers and conducting of 1800 Financial

Literacy trainings for cooperative and/or community members over a period of five years. Through a systematic process of facilitative and financial support of SSS , financial trainings, and use of IT systems, technical experience of SEWA, the project aims to achieve the objective of financial inclusion of over 1,00,000 (1 Lakh) urban poor women of Delhi over a period of five years.

The 8th meeting of the Governing council had approved the proposal of the Self Employed Women's Association (SEWA), Delhi for financial inclusion and empowerment of vulnerable women in Delhi by providing them with integrated financial services. SEWA, Delhi is already running a Thrift and Credit Co-operative known as the Mahila SEWA Urban Co-operative Thrift and Credit Society. The project proposes a co-operative model in partnership with Mission Convergence and Delhi govt. to scale up the outreach to 100000 vulnerable women over a period of 5 years. This would require a Budget from Delhi govt. for training and capacity building of co-operative members and management, hardware, software and operations manual amounting to Rs. 1, 01, 82,400 over a period of 5 years with a release of Rs. 27, 95,750 for the first year i.e. 2011-12.

The outcomes expected out of the project are the following:

1. A sustainable Micro Finance Co-operative of the vulnerable women of Delhi gets pioneered.
2. Integrated financial services are provided at the doorstep of members – including micro finance, micro insurance and micro pension.
3. Thrift and credit facilities are provided to the vulnerable women.
4. A cadre of local Customer Service Agents (CSA) is built within the community to provide basic financial services at the doorstep of the members.
5. Savings habit is promoted so that women are able to come out of the vicious cycle of poverty.
6. The capacity of women to use, own and manage their microfinance institute is built and improved.

It is now proposed to sign a MOU with SEWA Delhi Trust.

Implementation and Achievements under SJSRY scheme.

The Government of India has launched the Poverty Alleviation Scheme Swarn Jayanti Shahri Rojgar Yojna (SJSRY) on 1.12.97 after replacing the then existing Centrally Sponsored Schemes UBSP, NRY & PMIUPEP. The key objective of the scheme is to provide gainful employment to the urban unemployed or underemployed urban youth through the setting up of gainful self-employment ventures.

From April, 09 onwards the scheme SJSRY is being implemented through Samajik Suvidha Sangam, Mission Convergence. The major components of SJSRY are as under:

Skill Training for Employment Promotion amongst Urban Poor (STEP-UP)- This component focuses on providing assistance for skill up gradation of urban poor to enhance their capacity to undertake self employment and access better salary, the programme intends to provide training in variety of service, business and manufacturing activities from institutions. Skill training is linked with accreditation and certification on Public Private Partnership mode with involvement of institutions.

Under STEP-UP component, a Training program on Beauty and Wellness for 120 girls with VLCC Healthcare Ltd. had been conducted in three Districts (South, East and North West) wherein the beneficiaries were given vast knowledge and practical trainings in the field of skin care, body care and hair care in their own established centers. 112 trainees have successfully completed the training and are employed in various locations.

Besides the above, a training program was conducted by ITI-Jijabai Training Institute for Women in providing basic skills to the beneficiaries from GRCs in getting them employability. The training was meant to be imparted to the trainees who have passed out from the vocational classes or are currently undergoing the classes of vocational trade at GRCS. The content of the program was personality development course, English fluency, Understanding of Business Organisations, Work Ethics etc. 159 trainees have successfully completed the course.

For the implementation of the trainings under STEP-Component as a full-fledged program, it was decided to empanel the training agencies under SJSRY to give a boost to the Vocational Training Program across districts. In this regard, an initiative was taken to engage a Technical Skill and Program Support Agency (TSPSA), CAP-WDI Foundation was selected as the TSPSA (on the basis of an RFP) who would undertake the monitoring and evaluation activities like building coordination and facilitate execution of work of the program implementation agencies (PIA's) selected to implement livelihoods promotion and skills development program by conducting livelihood survey, training needs assessment among the community. Of the proposals received, 25 PIAs were shortlisted who were responsible for imparting vocational trainings in different trades to the identified beneficiaries. Out of 25 agencies, 11 agencies were selected on the basis of their established ready infrastructure and ability to kickstart the trainings. However, the program couldn't be taken up in the FY 2010-11 due to the non-release of sufficient funds from the Urban Development Department.

However, the emphasis has been given to the training component of the SJSRY scheme as it guarantees placement to the beneficiaries along with the potential trainings. 1000 potential beneficiaries from the community would be given trainings in various trades by these PIAs and further be placed in different organizations. To mobilize the beneficiaries, the PIAs have ensured to hold Career Melas during the month of August, 11 so that beneficiaries can be given the chance to select the courses on the basis of their interest and capability.

The pilot phase of the Vocational Training and Employability Program is expected to begin in the month of Sep, 11 - Dec, 11(3 months course) in variety of trades. Further the beneficiaries will be placed in different organizations with a 75% placement guarantee along with a post-placement survey being conducted by CAP-WDI Foundation.

In view of the above, it is anticipated that after the successful completion of the pilot phase of the Vocational Training and Employability Program, more beneficiaries be involved in the next Training Program scheduled to begin by the beginning of the next year 2012-13 with the engagement of several new Implementation Training Agencies for imparting trainings in variety of existing as well as innovative trades.

E-Governance initiative

1. IT is the backbone of the SSS program, enabling us to:

- Identify the unreached so that they can be approached and extended their entitlements.
- Collate the benefits given by different departments/organs of the government to the vulnerable sections for better targeting of the schemes.

Some of the entitlements are legal rights (e.g. education for children in 6-14 age group), whereas others are required to achieve the government objectives toward poverty alleviation. Therefore, proper implementation of the System Integration project will immensely help the government in meeting its legal obligations and social commitment.

2. The **System Integration project** is being implemented by the Mission Convergence on behalf of the GNCTD with a view to carry out the necessary GPR (Government Process Restructuring) of the institutional processes and mechanisms deployed in sanction and disbursement of various welfare schemes, and implement a robust web-based application to be used by all line departments, so as to make the processes citizen friendly, transparent, and efficient. The integration will create a dynamic data-base of all beneficiaries – all the participating departments will add-to and draw-from the common database of the beneficiaries, thereby avoiding duplication of efforts, checking leakages, and increasing the speed of delivery of social services. The System Integration project also provides for automating processing of applications and providing application tracking, thereby increasing transparency, efficiency, and objectivity of departments' internal operations (leading to a higher public satisfaction).

To implement and facilitate the process workflow, the database of all beneficiaries has been created based on extensive field surveys carried out in association with community based organizations in three phases, during 2008-11. All scheme implementation points (GRC, DRC, and DC) would be IT enabled and connected to a central server to facilitate the flow of

information for MIS reporting purposes. This would also give the scheme delivery points, instant access to the beneficiaries' socioeconomic data, thus making verification easier and eliminating hassles related to submission of various forms and documentation for availing these schemes. The beneficiaries' unique biometric based identity, being captured under the UID ('Aadhaar') program would be linked with this database.

3. Progress in the implementation of System Integration Project: M/s Vayam Technologies Ltd. was awarded work in October 2009, wherein the vendor is responsible for developing the various software/applications for about 45 social welfare schemes implemented by 9 line Departments (including Social Welfare, Women & Child Development, Food & Civil Supplies, Urban Development, Health & Family, and Revenue Department etc). The project's present status of implementation is briefly as follows:

(i) GRCs and DRCs computerized and connected to central database through web-based applications:

104 GRCs have been equipped with 3 computers, 2 printers, 2 scanners, 1 router and a UPS each. The following GRC activities have been computerized and made web-based:

- Community outreach program
- Health clinics & camps
- Legal awareness programs
- Visitor query resolution
- Protection Security and legal rights of women
- Education batches
- Nutrition camps
- Self help group management
- Vocational training in batches
- Grievance logging and tracking
- Query beneficiary and family details
- Logging of expenditure
- MIS for activities and expenditure

(ii) 446 staff from GRCs, DRCs and MNGOs trained in usage of the web-based application. Technical support is being provided to staff on day-to-day basis in using the application in terms of answering queries and resolving any issues. A query resolution and technical-support system has been configured in-house, wherein a ticket is generated on receipt of a 'query'/'support request', and the same is channelized to the appropriate resolving authority and tracked till its disposal.

(iii) Each DRC has been equipped with 5 computers, 1 UPS, 2 printers and 2 scanners, whereas each DC office has been provided 1 computer, 1 printer and 1 UPS.

(iv) Each partner department is equipped with 1PC, 1 printer and 1 UPS.

(v) Data Centre at NICS, Laxmi Nagar was partly set up by the vendor M/s Vayam Technologies Ltd. However, due to shortage of space there, NICS has suggested to install the project's servers at NICS's newly constructed data centre at Shastri Park, Delhi. A disaster recovery site will also be set up at NIC, Hyderabad.

(vi) The Workflow for welfare schemes being implemented by the partner line departments has been designed by M/s Vayam Technologies Ltd. and for its approval and the integration with the departments/automation of the departments, the consultation process is going on with the departments. Also, the Governing Council has constituted a joint steering committee of HoDs/senior officers of stakeholder departments and the vendor, under the chairmanship of Secretary (IT) to monitor the implementation of the project and remove any difficulties. The first meeting of the Committee took place on 16/08/2011. It is expected to roll out the system integration project by December, 2011.

The ultimate objective of the program is to improve the quality of the life of citizens, especially the most vulnerable and economically disadvantaged sections of the society, Govt. of NCT of Delhi is running a range of welfare services and schemes. Some of the implementation challenges which are common to all the schemes/implementing departments include low transparency of internal operations; little or no community participation; duplication in processing and in application; duplication of efforts of line departments; and most importantly, the schemes are unable to reach the most disadvantaged sections of the society.

In conclusion, Mission Convergence functions in a flexible manner to meet the needs of a dynamic and changing society. Its strength lies in its agility in addressing the demands and needs of people at the cusp. The use of this channel available to Govt. Depts. for routing their schemes and better targeting their beneficiaries should be optimised. The presence of the GRCs in the heart of the targeted community is an advantage to be further leveraged by the nine line depts.