

Department of Women and Child Development
Department of Health and Family Welfare
Department of Rural Development
GOVERNMENT OF ODISHA



SHAKTI VARTA RESOURCE CENTER

(including knowledge management platform, materials, evidence etc.)
established at Home Economic Training Centre (HETC)

Shakti Varta Resource Centre

The One-Stop Platform to Bridge Learning
Opportunity Access Divide



November, 2014



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List of Acronyms

AWW	Anganwadi Worker
BC	Block Coordinator
BRC	Block Resource Centre
CDPO	Child Development Project Officer
DFID	Department for International Development
DoH&FW	Department of Health and Family Welfare
DoRD	Department of Rural Development
DPC	District Project Coordinator
DWCD	Department for Women and Child Development
F&Os	Finance & Operations Officers
GoO	Government of Odisha
GP	Gram Panchayat
HETC	Home Economics Training Centre
HNWASH	Health, Nutrition, Water and Sanitation
ICDS	Integrated Child Development Services
ICT	Information and Communication Technology
IEC	Information, Education, and Communication
JCC	Joint Coordination Committee
KM	Knowledge Management
MIS	Online Monitoring Information System
NGO	Non-Governmental Organisation
NOP	Nutrition Operation Plan
PLA	Participatory Learning and Action
SHG	Self Help Group
STA	[Shakti Varta] State Technical Agency
SVRC	Shakti Varta Resource Centre
TMST	Technical and Management Support Team
WASH	Water Sanitation and Hygiene
WHO	World Health Organisation
WSHG	Women's Self Help Group

Introduction

Shakti Varta is an innovative programme of the Government of Odisha (GoO) that aims to improve health, nutrition, and water and sanitation practices and outcomes by mobilising women's Self Help Groups (WSHGs). Central to Shakti Varta is a participatory learning and action (PLA) approach that engages group members in a reflective process to assess and prioritise their health, nutrition, and water and sanitation (HNWASH) problems, develop local strategies for action, and review their achievements.

Shakti Varta has been initiated in the three districts of Bolangir, Kandhamal, and Rayagada (Wave I), and will be scaled up to another 12 high-burden districts in the state (Wave II). In total, the programme will reach

Shakti Varta delivery structure:

- 7,000 Gram Panchayat (GP) level Facilitators
- 608 Block Coordinators cum trainers
- 152 Block Finance Coordinators
- 1 state Resource Pool of 30 master trainers

approximately 24,000 villages, covering a population of more than 17.5 million. Shakti Varta is the first PLA community mobilisation programme for HNWASH to be delivered at scale. As for any large-scale programme, this requires structures, systems and processes that support implementation and management, assuring the quality of delivery. This is particularly so for the training and support to GP Facilitators that is fundamental to the success of the programme (WHO, 2014). Shakti Varta Resource Centre is a system that establishes a

support structure to the management, training, supervision and quality assurance of the programme, and its knowledge management and public dissemination.

This document sets out the rationale, objectives and design of the Shakti Varta State Resource Centre.

Section I introduces the strategies and approaches adopted to address the different information and communication needs of the programme. Section II presents the design of each information and communication platform. Section III focuses on the training and roll-out plan for operationalising the resource centre in Wave I and Wave II districts. Section IV details the management and use of each information and communication platform and sets out the way forward.

Background

Given the HNWASH priorities and socio-cultural context of the state, Shakti Varta integrates elements of health, nutrition and WASH into the PLA approach, and:

- Builds on Odisha, Indian, and international evidence of the effectiveness of PLA for improving health and nutrition outcomes, and its limitations.
- Draws on experience and expertise of how PLA can be effectively operationalised in communities in Odisha, Bihar, Madhya Pradesh and other Indian states.
- Focuses on improving family and community practices to reduce child malnutrition, and improve newborn and maternal health, and underlying water, sanitation and hygiene (WASH) practices.

Shakti Varta's HNWASH PLA cycle of meetings was designed with the technical assistance of DFID's Technical and Management Support Team (TMST) and the Shakti Varta State Technical Agency (STA), and in coordination with the Department for Women and Child Development (DWCD), Department of Health and Family Welfare (DoH&FW), Department of Rural Development (DoRD), and DFID.

PLA Process on the Ground

The PLA cycle consists of 20 meetings arranged into two mini-cycles of reflection, the first on maternal and newborn health, and the second on nutrition and WASH. In addition to the 20 SHG meetings, the Shakti Varta SHG facilitates a community meeting and participates with other Shakti Varta groups in a Gram Panchayat (GP) level meeting. The PLA meetings are planned to be conducted every fortnight. Each Shakti Varta group is estimated to cover a population of 500. The facilitators will be trained at five intervals across the span of the PLA cycle so that new information can be shared, skills developed over time, and training sessions used to discuss and solve issues coming up from the community.

Using engaging interactive tools such as story-telling, picture cards and games, the PLA meetings are delivered by local women trained to be facilitators. Two facilitators are engaged per GP and each covers a maximum of 10 SHGs. It takes approximately 12–15 months to cover the entire 20 meetings including two community meetings. The facilitators are trained at five intervals across the span of the PLA cycle so that new information can be shared, skills developed over time, and training sessions used to discuss and solve issues emerging from the community.

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The fortnightly Shakti Varta meetings are of 1.5 to 2 hours in duration. SHG members, and other women and men in the community, particularly pregnant and lactating women, women with children below two years, and adolescent girls are informed about the time and venue of the meeting one day prior to the meeting by the Shakti Varta facilitator, and encouraged to attend.

Need and Challenge

The scale and nature of Shakti Varta requires a multipronged, responsive and rapid information and communication system that can provide timely information to multiple stakeholders for management, training and supervision, village meeting implementation, quality assurance and knowledge management purposes.

The work at scale brings about certain challenging factors such as equipping learners with skills that empower them to become full actors of the knowledge society of PLA, bridge the Learning Opportunity Access

Divide within literate and non-literate, technical and non-technical, and cross-sharing of game-changing experiences, lessons learnt while building a network of social capital.

Training and Supervision

One of the challenges of working at the scale of Shakti Varta and with a diverse set of human resources from state to village level with varying capacities, experiences and exposure, is how to build HNWASH knowledge and standardise understanding and skills to deliver the PLA cycle. In Shakti Varta, unlike in research-driven PLA projects that have much greater control over the training process, a cascading model of training was adopted. In addition, the very nature of the capacity-building task creates significant demands for knowledge enhancement and skill-building support. The five phases of training spread over the PLA cycle, and the interactive and action learning nature of the training process itself, require timely support and feedback in culturally and technologically appropriate ways so that Block Coordinators can effectively support GP Facilitators.

Village Meetings

The resources available to the Facilitator (Facilitator Handbook and picture cards) provide basic support and guidance to her, but experience shows that Facilitators require continuous support to clarify doubts that may

According to SHG facilitator of Bolangir district, Patnagarh block, "The GP calls a Block Coordinator from a village meeting and reports that all sticks taken as a prop got broken while demonstrating the concept of unity; what to do next and how to move forward?" The Block Coordinator in turn calls the Resource Pool team, who in turn elicits support of the state PLA experts.

arise during PLA village meetings. Block Coordinators are the first line of support to Facilitators but experience shows that they often need access to up-to-date information and guidance to respond to Facilitators' questions. Given that doubts or questions can be raised during village meetings across 24,000

villages, the response mechanism or helpline needs to have wide penetration and be available 24x7.

Technical and Content Improvements

Timely content updates and adaptations to the PLA cycle of meetings are on-going. Take for example the fact that the meeting sequence in Wave I districts is out of sync with the seasons, and that with winter approaching, information on hypothermia and wrapping of newborn babies needs to be disseminated now rather than in the spring when the Shakti Varta reaches meeting nine. Such instances illustrate how technical experts need prompt mechanisms through which to communicate with Facilitators and Block Coordinators.

Management Information and Communication System

A management information system (MIS), to track progress and monitor implementation across 15 districts and trigger corrective action, is critical to the overall management of the programme. Furthermore, course corrections taken at the state level need to be passed on to all 7,000 Facilitators without any time or content loss. This requires a communication system through which the state-level implementation team is in constant touch with the entire Shakti Varta workforce.

And the communication system will also act as an information sharing and dissemination platform for external audiences.

Payment of Shakti Varta Facilitators

GoO decided to compensate Facilitators via e-payment through Block SHG federations. This requires all Facilitators to have an active bank account, and that federations open a separate bank account for Shakti Varta. Furthermore, payment is linked to Facilitator performance on submission of village meeting reports that are reviewed by the Block Coordinator and uploaded into the MIS.

Strategy for Managing Information and Communication

Based on an assessment of the information and communication needs of the programme, a detailed study on the capacities of GP, block and district federations, and a series of consultations with government officials and technical and facilitating agencies, TMST developed a two-pronged strategy.

Choice of technology and tools

Given the information challenge and increasing access to digital media in Odisha, it was decided to adopt both traditional methods and modern information and communication technology (ICT) tools to support implementation and monitoring of the programme.

This includes traditional tools for:

- Capacity building: training manuals, handbooks, handouts, power point presentations.
- Documenting PLA village meetings: formats and registers.
- Monitoring and progress tracking: structured and periodic review meetings.
- Profiling: process documentation, progress reports, case study booklets.

Plus modern ICT tools to minimise the time in information flow, optimise time for reference, promote self- and cross-learning, and support programme monitoring. This includes web-enabled ICT tools such as a management information system (MIS), an online resource centre, information and resource kiosks, and a knowledge website. The ICT tools have been designed to reinforce and complement the use of traditional tools, and be fit for purpose and fit for user.

The Information and Communication Structure

The second strand of the strategy addresses the structures required to deliver responsive information and communication tools. Given GoO's commitment to Shak? Varta and the scope of the implementation structure, it was decided that the information and communication system needed to be equally scalable and embedded within government structures, and so facilitate sustainability and government monitoring and oversight of the programme.

It was therefore agreed with Government that a Shak? Varta Resource Centre would be established to spearhead information management, manage the traditional and ICT tools and platforms created for Shak? Varta, and lead knowledge management and communication with internal and external stakeholders from state to blocks.

Emergence of Integrated Shak? Varta Resource Centre

The Shak? Varta Resource Centre (SVRC) is an integrated system wherein a combination of traditional and modern information and communication tools that enable capacity building, self- and cross-learning, management and monitoring, have been brought together to ensure programme quality. SVRC has varied facets ranging from facilitating two-way communication processes between blocks, districts and the state to oversight of branding and positioning of Shak?

The Shak? Varta Resource Centre blends the intervention's internal and external information and turns it into actionable knowledge via a technology platform. It is a knowledge repository to handle data and document field experiences to facilitate both internal communication and collaboration across sites.

What are the benefits of SVRC?

- Provides a valuable vehicle for developing, sharing and managing knowledge
- Avoids 'reinventing the wheel'
- Cuts across departmental boundaries and promotes the sharing of information
- More flexible than traditional organisational units
- Generates new knowledge in response to problems and opportunities
- Provides an early warning of potential opportunities and threats
- Creates a knowledge-sharing culture
- Creates social capital
- Offers real-time reporting and monitoring

Section 2

The Design of the State Resource Centre

There are two broad components of the SRC: the physical resource centres and the ICT package. This section describes the architecture of the different ICT platforms developed under the SRC.

Physical Resource Centres at State and Block Level

Resource centres are established to serve as hubs for learning and dissemination on Shak? Varta, and to support capacity building and management at the state, district and block levels. One state-level resource centre or kiosk is being set up at the Home Economics Training Centre (HETC – AWW state-level training centre) while all the block ICDS offices in 15 districts (which are also transit offices for Block SHG federations) will house block resource centres (BRCs).



Design and layout of the state level resource centre has been kept in sync with the overall Shak? Varta branding, and has both static and dynamic resource elements. While one wall depicts static project-related information such as programme evolution and design, the second wall is dynamic in nature, with cost-effective and creatively displayed colour prints of voices from the field, profiles of GP Facilitators that change periodically. The third wall is allocated for SHG handicrafts and presentation of skills, for the federations to create their own space and show with pride their sense of ownership and involvement in the programme, while the fourth wall showcases project progress.

All Shak? Varta resource materials such as training manuals, handbooks, training aids, brochures, IEC materials, technical videos, panels describing the 20-meeting cycle, and programme coverage maps are kept at the resource centre for display. The State-level Resource Centre houses a touch-screen kiosk to access the 24x7

helpline that addresses questions raised during training or village meetings. This touch-screen can be used by visitors at the resource centre to browse through the Shak? Varta website.

The BRCs are to be used for conducting review meetings and serve as a platform for dissemination of materials developed not only for Shak? Varta but also for other community process interventions. These centres are to be set up in ICDS offices at the block headquarters, providing knowledge and handholding support to the Shak? Varta Facilitators, block federation members and Block Coordinators on a continuous basis, through various materials and meetings. The centres will also act as information kiosks where information pertaining to the Shak? Varta programme such as Facilitator details, block and GP profiles, file registers, and payments made to Facilitators are maintained.

(Refer to Annexure 1 for checklist for blocks regarding files and documents to be maintained)

Design of ICT Package

The ICT package developed to support the programme has five different platforms or tools addressing different needs.

(a) Online resource centre – learning, reference and management tool

(<http://src.shaktivarta.org/login.php>)

The online resource centre is a single platform that acts as a self- and cross-learning tool, reference tool, management tool, and 24x7 online support tool as well as an information source. The online resource centre is divided into different components serving various purposes:

- Training material, FAQs, government schemes and services, and reference videos serve the purpose of minimising transmission loss of the cascade training mode by providing additional information in different formats.
- Monthly planner and training calendar as a management tool.
- Ask Your Questions' page provides users 24x7 information support through which questions or



doubts coming from the community or GP Facilitators are answered by the capacity-building team within 24 hours of posing the query.

- An announcements scroll bar wherein latest meetings, reviews (state and district), schedules of training programmes in different parts are announced to update staff members on overall programme progress.
- Mass mailers to inform internal audiences on project activities and also communicate any real-time changes/plans with relevant staff. The mass mailer categorises email groups in order to ensure that only those for whom the notifications and information is required are sent a particular email rather than everyone in the email database. This way emails are customised.

The main users of this tool will be the district and block teams comprising SHG PLA Coordinators, NOP District Team, DPCs and Quality Managers, BCs from NGOs and Federations, and ICDS Department functionaries. Each one of them is provided login user IDs and passwords (which can be changed at individual level). This repository essentially serves as a capacity-building mechanism for the Shakti Varta team and provides a bridge between the state, district and block teams as an online support centre. It has been developed in both English and Odiya, keeping in mind the audience and making it user-friendly. It has been ensured that BCs can send their queries through 'Ask Your Questions' in Odiya.

Before finalising the pagination and navigation of the online SRC, a pretest was conducted with the BCs in Rayagada during phase II Shakti Varta training. Different cadres of BCs opined that this platform would be very useful for them for cross-verifying information before passing on to Shakti Varta Facilitators during training and supervision. The ICDS BCs confirmed that they would request their CDPOs to enable their access to the

computer so that they may visit the centre frequently.

(b) Online Monitoring Information System (MIS)

(<http://shaktivarta.org/mis/login.php>)

The online MIS provides accurate information data to support effective programme management and decision-making. The MIS helps to:

- Monitor progress of training programmes and meetings sessions and provide continuous feedback to Shakti Varta project implementation agencies to take immediate corrective action, where required.
- Make optimal use of available resources (human resources and funds) to identify bottlenecks and take corrective action.
- Enable concerned government departments (DWCD, DoH&FW and DoRD) DFID and TMST to track progress of the intervention in periodic intervals.

As per the PLA design for Shakti Varta, regular analysis of MIS data shows progress of the meetings and can provide pointers for more in-depth analysis and for capturing progress and community change. Some of the basic information that the MIS captures includes:

- Progress of meetings at district/blocks/GPs.
- Participation of pregnant women and mothers of children below three years, as well as adolescent girls and male members.
- Participation of different social groups.
- Coverage of outlying hamlets and villages.



- Engagement of frontline workers.
- Signs of change at community level (in practices, initiatives, mobilisation, etc.) as perceived or witnessed.
- Participation of SHGs/Non-SHGs

Managers at the district level, BCs and CDPO at the block level. Provision for exporting reports to Excel or to print them has been kept, considering the fact that team members may have to support CDPOs at block level and DSWO at the district level, to share programme progress with block-level Joint Coordination Committee (JCC) and district-level JCC. At the state

Village meeting report: summary details	Facilitator report	Training and review meeting report
<ul style="list-style-type: none"> • All participants • Stakeholder-wise participants • The way meeting was conducted • Methods used by Facilitator • Communication skills of Facilitator • Level of engagement with the participants 	<ul style="list-style-type: none"> • Facilitator profiles • Payments made and not made • Meeting-wise payments made 	<ul style="list-style-type: none"> • Number of batches completed • Number of BCs, Facilitators who attended each training and review of meeting, • Number of Facilitators who dropped out • Key decisions taken at review meetings to track the quality assurance mechanisms being followed by the district and block teams

The online MIS includes PLA village meeting details, individual facilitator details and details of training and review meetings. It also has the capacity to extract information for policy makers and programme managers in the form a dashboard facility, and scope to extract meeting and facilitator reports categorised by different levels and areas.

The dashboard comprises certain important reports (including both meeting and facilitator reports) that are accessible at different levels – block, district and state. While individual block teams can view their block's performance in terms of meetings and facilitator payments, the district team can view the district progress (with details of all its blocks). The state-level dashboard gives an overall picture of district-wise performance, with information on progress by different blocks and districts.

From state to block level, access to the online MIS is given with user ID and password to each team member, especially the SHG PLA Coordinators, DPCs and Quality

level, the Director, Social Welfare, and the Commissioner cum Secretary of the three implementing Departments (DWCD, DoH&FW and DoRD) have direct access to the online MIS for up-to date information on programme progress. Wall-mounted tablet displays will also be given to the four departmental heads at the state level to keep them abreast of progress.

(c) Design of Offline MIS

The offline MIS is part of online MIS but designed to integrate those blocks not having good and continuous internet connectivity. Offline MIS feeds into the online MIS to generate various aggregated progress reports periodically at state and district level, and also allows reports at the block level to be generated for tracking progress and for programme monitoring.

Following consultations between the STA and TMST, it has been decided to develop a block-specific offline software programme, which can be installed in the computer systems of ICDS offices to overcome software compatibility issues. The programming of the offline



MIS is designed with drop down data entry and the selection of one item from a list. Provision of a drop down list was made considering the capacities of Block Finance Coordinators (recruited by NGO partners) and more importantly to minimise data entry errors. This software programme consists of a huge backend database of individual blocks including village and SHG codes, bank details and Shakti Varta Facilitator details.

The offline MIS is programmed in such a way that after the entry of the second village format, the data will be imported and emailed to the STA who then will link the same in online MIS, enabling the generation of complete district and state wide reports. At the block level, certain reports will be generated automatically for the benefit of the block-level implementation team. This offline MIS also generates Facilitator payment details (to be made, already made – meeting-wise) that enable the block federations to process the fees for meetings conducted.

(d) Shakti Varta knowledge website

(www.shaktivarta.org)

The Shakti Varta knowledge website engages with both internal and external audiences such as government departments, development partners, universities and institutions, academicians and members of the public who are interested to learn about Shakti Varta and the real-time impact of the process.

The concept behind the design of the knowledge website is the 20 PLA meeting cycle, therefore the homepage opens up with related illustrations. While the online repository assists the internal project staff at different levels, a website meant for external audiences has also been created. In this website, all information about the project, its coverage, outreach, contact details, voices from the field, significant change stories, web and photo stories, features on Shakti Varta facilitators and much more are showcased.

Features of the KM website include:

- About the project – information on the PLA process, coverage, outreach, contact details.
- Information from the field – videos, testimonials, images, experiences (short case studies).
- Volunteering – details provided to engage external audiences in contributing to the project and bringing their skills and knowledge to the documentation process.



(e) Social media networks

(<https://www.facebook.com/pages/Shakti-Varta-Odisha>)

Social media networks such as YouTube and Facebook are used to promote and popularise the Shakti Varta programme as participatory learning and action at scale. These social media networks, along with the knowledge website, help in profiling the programme by taking it to bigger platforms of debate and discussions. These social media platforms are used to promote discussions around the progress and ripples Shakti Varta is creating across 15 districts. The Facebook page and YouTube channel are constantly uploaded with videos/photos of events, PLA village meetings and training programmes across various project locations.

Section 3

Training and Roll-out Plan of the State Resource Centre

For the ICT package, a detailed training and roll-out plan has been developed. As Wave I and Wave II districts are at different stages of implementation, the training and roll-out plan has been developed for the three Wave I districts, and a common blueprint has been designed for adaptation by Wave II districts.

Training and roll-out plan for online SRC

During the third phase of training, the State Resource Pool (SRP) were introduced to SVRC as an inbuilt system of the programme. They were also trained on how to design the session plan on the online SRC to be introduced to Block Coordinators during their step-down training.

During the four-day training period they were encouraged to post their questions online and answers were provided by the capacity-building team of the STA. During the training, online SRC was demonstrated as a platform through which all the material and aids can be downloaded and used for training. Quick updates and announcements were made during the four-day interaction with SRP, encouraging participants to visit the centre to access the latest information on training plans, materials and guidance.

Training and roll-out plan of MIS (offline and online)

While a detailed training and roll-out plan has been put in place by the STA in consultation with TMST for offline MIS, orientation on online MIS is still being planned for the district and block training teams by integrating it with the existing training plan. District TMST will take it forward in implementing the plan.

Training and installation of offline software in Wave I districts

Good progress has been made in training and installation of the offline MIS in Wave I districts. After cross-verification of backend data of each of the blocks

from the Wave I districts was done by the STA, Quality Managers and the Finance & Operations Officer of TMST were trained on the different components of offline MIS and then the MIS was installed. The quality managers, F&Os and the SHG PLA coordinators were thus trained on aspects such as components of offline MIS, data entry of format II, restrictions put in place in case of wrong entry, and were taken through different reports that get generated upon data entry.

The Quality Managers, after thorough training on installation of the offline MIS, were asked to prepare a roll-out plan for its installation for their respective districts, in consultation with the SHG PLA Coordinators. The STA, in consultation with TMST, reviewed and supported the roll-out plans to help the district teams in installation of MIS at the block level. The district teams also mapped the availability of computers in different blocks and the configuration of available computers as per the software requirements and this was shared with the STA. It has been decided that for blocks where computers with required configuration are not available, a specific system will be provisioned in which access to offline software of multiple blocks will be made. Thus, a full-fledged roll-out plan has been designed and executed by the district team in the wave I districts.

The same procedure will be followed in the wave II districts wherein the village and SHG codes will be verified, independent offline software for different blocks will be developed, roll-out plans will be prepared and executed. And just before the roll out of the MIS installation plan at block level, a refresher training on MIS data entry and offline programme installation will be organised for the respective Quality Managers and SHG PLA Coordinators. Thus, training and roll-out plans have been designed in synergy to minimise loss in transmission.

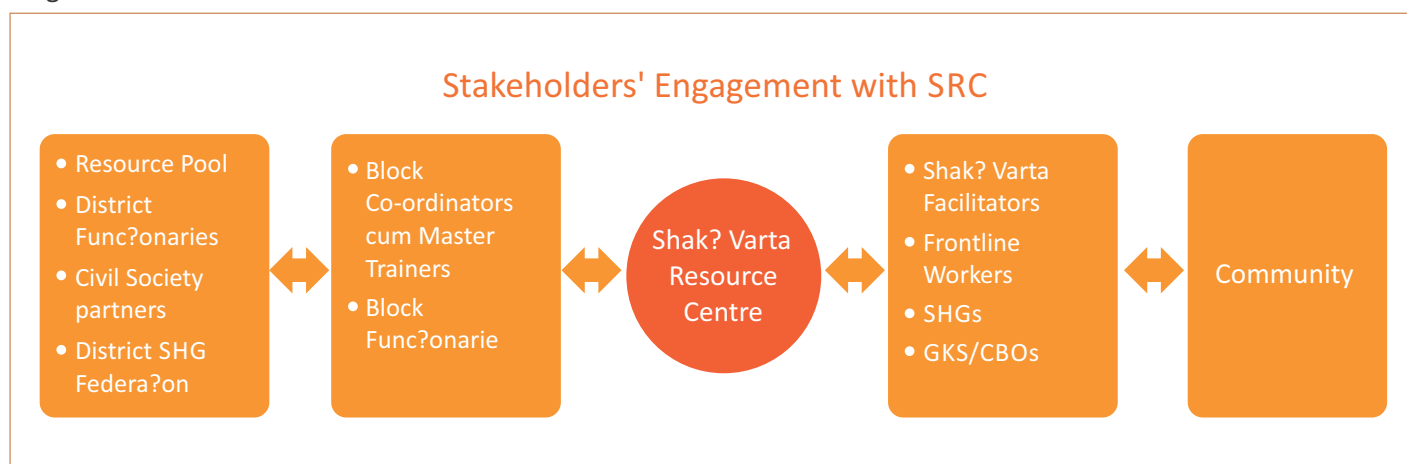
Management and Usability Plan for the ICT Platforms

This section presents the management and usability plan that has been conceived and introduced for making best use of information and knowledge generated at the village level across the programme. The integrated system and ICT platforms are designed and have been put in place. Significant effort is being and will continue to be invested in ensuring that these platforms are well-maintained and utilised by different stakeholders to fulfil the core purpose of the integrated system. Different stakeholders responsible for managing and using these platforms are charted out in the diagram below:

been prepared and shared with users. These include: detailed operational and user manuals, installation manual, roll-out plans, guidelines and content management plans for online resource centre, knowledge website and social media accounts.

Maintenance of Physical SRC

The physical SRC, to be housed in the HETC (as decided by DWCD), is an information kiosk where all the documents of Shakti Varta are displayed. This also includes the entire database of different stakeholders



As depicted in the diagram, management of the system is a cyclic process whereby Shakti Varta Facilitators feed in information at one end (through the MIS) while at the other end they themselves are the ultimate users of the information once it appears as standardised messages.

At the state level, a full-time SRC Coordinator, trained specifically for maintaining and monitoring different ICT platforms, has been positioned. The Coordinator manages the physical SRC at the state level, and is also responsible for managing the various ICT platforms. The online resource centre being bilingual, care has been taken to recruit such a person who has skills not only in management of these platforms but is also facile in Odiya with flair for organising kiosks in such a way that they are easily accessible and navigable.

For better management and usability of these platforms, various standard operating procedures have

working in and for the programme. The wall-mounted tablet will display the latest updates of the programme and the visitors will be provided a guided tour by the SRC Coordinator. With the HETC currently being under renovation, and in the absence of space, the physical resource is temporarily set up at the STA project office.

At the block level, while the Quality Manager, in consultation with the respective SHG PLA Coordinators, initiated the setting up and maintaining of different files; ultimately the BCs of their respective blocks are responsible for the maintenance of the BRC. Around INR 1,000 is provisioned under the FA fund by DWCD for maintaining BRC and its files, and the federation is made responsible for supervising the functioning of BRC. This responsibility is expected to enhance the capacities of federations and its members in maintaining an information kiosk.

Online SRC

The online resource centre will be maintained by a team of experts. The role of the SRC Coordinator is to ensure that the online resource centre is being used by all its users working across the 15 intervention districts.

The management and usability plan of the online SRC is discussed below.

Ask Your Questions (24x7 support): While BCs will be



trained on how to post their questions using SRC, the SRC Coordinator will make sure that these questions are answered by the capacity building (CB) team of the STA and answers are mailed, and concerned BCs are informed to check their mails for answers.

FAQs: Once a month, the knowledge management team reviews the questions posted under 'Ask Your Questions' from BCs across 15 districts, compiles and sends the listed questions with answers to CB team for review. At the end of every month, the FAQ page in the SRC will be updated with a new set of questions and answers, which may have been raised in other places but left unasked and unanswered in the SRC.

Training material (Videos/Handouts): Depending on the field requirement and based on the CB team's suggestion, periodically certain videos, especially on technical aspects, will be shot and posted. Videos on the power walk game, the bridge game, different meetings, demonstration videos, etc. are being regularly produced and uploaded in the SRC for enhancing and consolidating knowledge on the PLA cycle and use of these training aids.

For instance, when winter was approaching, the CB team felt that introducing wrapping as neonatal care during village meetings may help in controlling neonatal illness and mortality. Though not part of the structured meetings, TMST decided to introduce it as a demonstration and immediately asked the technical agency to develop a video and handout on wrapping, and gave it guidelines on demonstration and making videos with dolls. These videos, with handouts and guidelines, were immediately produced and uploaded in the SRC and the district teams were instructed to download and use them during Shakti Varta Facilitator training. And during the training, Shakti Varta Facilitators were instructed to introduce wrapping in their village meetings as a demonstration. The timely intervention in villages spread over half the state would not have been possible without the backing of the online platform.

Reference Videos: From the beginning, the need was felt to provide BCs and Facilitators with more information on certain technical aspects on HNWASH, to supplement what they learn during training. To address this need, a repository of technical videos on HNWASH has been created by listing and searching for relevant videos from authentic sources such as UNICEF, USAID, WHO and other development partner websites. These identified videos are reviewed and selected by the CB team to check whether the content and presentation in the videos match the requirements of Shakti Varta PLA Facilitators. The SRC coordinator uploads only those videos that are approved by the CB team.

Government Schemes and Services: To keep the Shakti Varta team abreast of the latest information on different schemes, programmes and entitlements, a page has been specifically allocated to provide such information. The SRC Coordinator will regularly review the three department websites and scrutinise information on programmes related to HNWASH, and

through the SRC inform users of latest updates.

Monthly Planner is a management tool, which all the BCs, SHG PLA Coordinators and Quality Managers will be using to plan their month ahead, noting all the important dates and commitments. In the last week of every month, when the district teams prepare their integrated action plans, an email alert to fill in their planners will be sent by the SRC Coordinator. By the end of the month, the coordinator presents the individual plans of the district teams to the STA and TMST for review and inputs. Additionally, alerts will be sent to individuals till the plan is filled online. The state team reviews and instructs the district teams to revise, if need be, to match the monthly deliverables with the entire programme.

Similarly, at the end of every month, the SRC Coordinator sends compiled plans of BCs to the district team along with a list of BCs who have not filled in their monthly plan. This will help the district teams to review and revise the plans of BCs and instruct other BCs to prepare their plans according to the district deliverables set for that month. This tool is expected to translate programme deliverables set at the state level with corresponding actions planned at the district and block level.

Training Calendar is another management tool put in place to comprehend the scale and spread of training in different districts across Odisha. This calendar unfolds the training picture on where and how many batches in different phases of Shakti Varta are planned. While the SRP training calendar is updated by the SRC Coordinator, the SHG PLA Coordinator updates the BCs and Facilitators training. The SRC Coordinator will again be responsible to send alerts to the district teams in case they miss updating the calendar. This calendar will help the district teams in better resource allocation and in planning sufficiently in advance for the preparation of each training batch.

Important Announcements is an information update corner where all the users of SRC will get alerted to quick updates of happenings in other districts and at the state level. The district teams will be encouraged to share with the SRC Coordinator the events and important announcements such as 'district administration allocated office space for the Shakti

Varta team', 'district JCC held', media coverage, and so on.

Management and usability plan of offline MIS

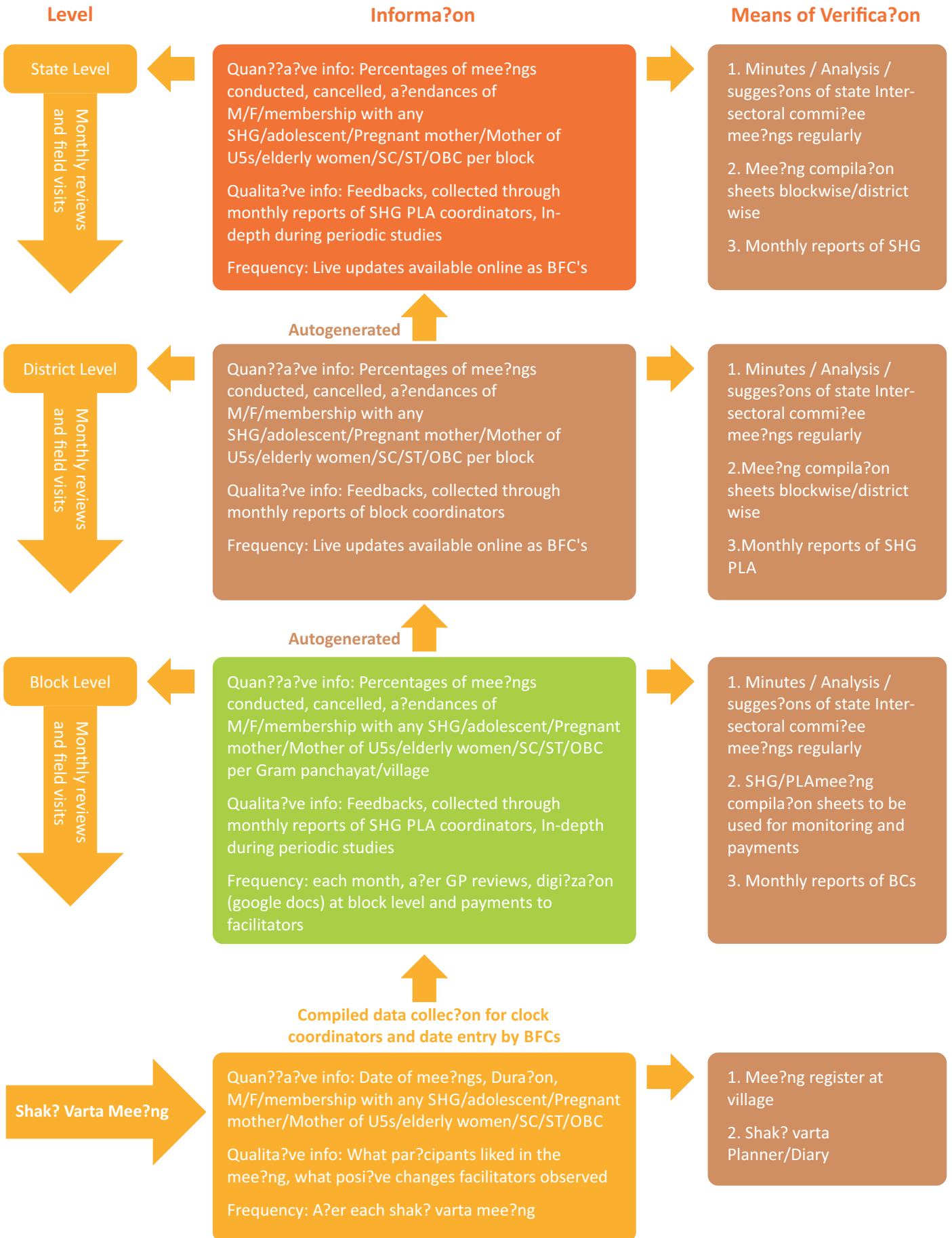
Offline MIS loaded into the computer system of CDPO office will be regularly maintained and managed by the Block Finance Coordinators trained by the state technical team that includes TMST and STA. The flow diagram below depicts the generation, flow and management of information generated during the PLA meetings from the village level up to the state level. Though the diagram is self-explanatory, a brief narrative is provided for ease of understanding.

The GP Facilitator fills in the village register provided to her with information on the village meeting and submits the same to the BCs in-charge during the review meetings. BCs review the format I, cross verify it during the review meetings (in case of wrong entry) and then compile format II. BFCs review format II and enter the data in offline MIS, which is then imported, saved and sent to STA for updating the same in online MIS.

The data entered by BFCs generates different reports, which are then shared with federation and CDPO for further action such as initiating the process of payments to Facilitators, sharing the progress of Shakti Varta with DSWO.. Similarly, using online MIS, the district teams can track the progress of programmes in each block and also share the progress reports with district administration during Joint Coordination Committee meetings.

At the state level, after the data from each of the block is uploaded in online MIS, the state team will get all the reports that indicate progress, as well as glitches and insights on specific places where intervention is required in terms of technical or management support. These reports also become triggers during the review of district teams and inter-sectoral meetings.

The SRC coordinator, in coordination with quality managers, tracks the progress of data entry in every block and updates the implementation team and nodal agencies while alerting them on the block-level constraints in data entry.



Management of knowledge website and social media accounts

The content management of the social media profiling tools is the responsibility of the knowledge management team comprising documenters, writers, editors, designers, illustrators and knowledge experts.

The information and knowledge that gets generated in different forms such as minutes of meetings, presentations, case stories and snippets, bytes, interviews, periodic monthly reports, photos and short videos, event reports, and Facilitator diary will be reviewed, packaged and uploaded to different components of the website. The periodic MIS reports will be converted to infographics and updated in the coverage component of the website to inform the external audience on the progress and performance of Shak? Varta at the ground level. While voices from the field, interviews and testimonials, and photos tell of the qualitative aspects of the programme, these infographics, linked with online MIS, present the facts and figures of the programme. The online platform also provides feedback on the assessment reports (both qualitative and quantitative) to the programme implementers.

Succeeding steps

The Shak? Varta programme links the digital world with traditional communication tools and integrates a web-MIS, e-repository and a website into a Shak? Varta Resource Centre. The Shak? Varta Resource Centres, housed at the state and block levels with both physical and digital connect, function as a platform, bridging the resource and knowledge transfer gap with exchange of information and using a digital mode of operation, which enhances both cost and time efficiencies. The resource centres are expected to maximise the reach, minimise the loss in transmission and optimum use of resources of a large-scale government programme, and if proven effective will provide an innovative and Odisha-specific model for other government programmes.

The next steps, especially for TMST and STA, is to develop a plan for taking SRC to the next level of ownership, maximising audience reach and the capacity enhancement of SHG federations and members.

The SRC forges the synergy of ICT and traditional methods to continuously build the capacities of the district and block SHG federations. The adoption of technology and use of ICT will help not only the project move forward in terms of its own needs, but will also help the federations become technology-friendly, equipping them with the wherewithal to use digital technology. SRC, while opening up new communication mechanisms to the federations, has to now enable them to plan, implement and assess their own work, ensuring transparent ways of managing their finances. And interested members of the block SHG federation will be provided on-the-job training by the BFC in data entry, report generation, and analysis and maintenance of accounts using computers, which will equip the federations to become computer- and technology-friendly.

Till date the SRC reaches only up to the block level. By transforming the technology to a mobile application, even Facilitators would be able to directly access information. The next step for the Shak? Varta team is to support Government in enabling the information and communication system to be accessible directly to the Facilitator.

The systems, structures and processes created by Shak? Varta will also be available for the state of Odisha for implementing PLA approaches in other development programmes such as Odisha Livelihood Mission, Water and Sanitation Mission, or any other programme using participatory techniques.

Annexure 1

S.No.	Items/Documents	Descriptions
1	F& O Guidelines	Hard copy to be kept at the resource centre
2	Block Profile	It is a ready handbook which reflects updated information about the block as well as the Shakti Varta programme
3	GP Facilitator's Profile	It is a file which represents the CVs of GP Facilitators and their bank account details
4	Training Report File	It will represent the report of GP Facilitators' training in phase-wise steps at the block level
5	Resolution File	It will represent the GPF and BLF selection resolution with abstract
6	File Index	It will represent the GPF and BLF selection resolution
7	Inflow and outflow letter file	It will represent the inward and outward letters from CDPO office to DSWO office and vice versa and any other official letters related to the Shakti Varta programme
8	Individual BC action plan and progress report file	It will represent the action plan and progress report of BCs from partner NGO.
9	Cluster-level review meeting register	It will represent the minutes of Cluster review meeting.
10	Village meeting micro-plan file	It will represent the monthly/fortnightly village-level Shakti Varta meeting plans of the GP facilitators
11	Village meeting form collection file (Guard file)	It will consist of the hard copy of Form-1 and the consolidated form by BCs (partner NGO), i.e. Form-2 – meeting-wise and also GP Facilitator-wise.
12	Block federation resolution register and file	It will record the points of discussion on ODF and other payment-related discussions on behalf of Shakti Varta
13	Federation Sanitation Activities file	-
14	Display of district, block and GP map in Block Resource Centre	-
15	Display of 2/2 Shakti Varta Logo in (Flex) BRC	-
16	Photo Display Board	It will be prepared from a thermocol (Styrofoam) or drawing sheet board and display photos of training activities of various levels and types of meetings, activities, etc.
17	Maintenance of Cash Book and Ledger Book	It will contain all receipt- and payment-related information on behalf of Shakti Varta.
18	Maintenance of Stock Register	It will keep records of the Stock and issue of SV manuals, Photo Cards and bags and form-1 register
19	Maintenance of Bill and Voucher file	It will represent the bill and vouchers against each and every payment on behalf of the Shakti Varta programme

