

EVALUATION OF THE NON-FORMAL EDUCATION  
PROGRAMME IN THE STATE OF UTTAR PRADESH  
FINAL REPORT

VOLUME II  
VOLUNTARY AGENCIES

Submitted to :

MINISTRY OF HUMAN RESOURCE DEVELOPMENT  
GOVERNMENT OF INDIA

MARCH, 1994

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**CHAPTER - I**  
**INTRODUCTION**

## CHAPTER I

## INTRODUCTION

## 1.0 BACKGROUND

At the time of independence, India inherited a system of education which was not only quantitatively small but also characterised by the persistence of large intra and inter regional as well as structural imbalances. As education is vitally linked with the totality of the development process, the reform and restructuring of educational system was recognised as an important area of state intervention.

Human Resource Development is of critical importance in the overall development of a country. The need for a literate population and universal education for all children in the age group of 6-14 was recognised as a crucial point for nation building and was given due consideration in the constitution as well as in various Five Year Plans. Towards achieving this goal, emphasis has been laid on the development and proper functioning of full time formal schools as well as on the part time non-formal centres, particularly for working children and girls. This has resulted in a manifold increase of spatial spread, infrastructural facilities and increased coverage of various social groups.

The Eighth Five Year Plan has given priority to universalisation of Elementary Education (UEE) and complete eradication of illiteracy in the age group of 15-35 years. The constitution in which UEE has been emphasised states "The State shall endeavour to provide within a period of 10 years from the commencement of the constitution free and compulsory education for all children until they complete the age of 14 years.



To achieve the goal of UEE in fulfillment of the constitutional objectives, Non-Formal Education (NFE) Programme for elementary age group children was introduced in the Sixth Five Year Plan (1975-80) and launched in 1978 as an alternative system to formal school and has envisaged to play an important role in extending the outreach of education. NFE focused on pupils in the age group of 6-14, who either cannot join regular schools or drop out prematurely.

Initially the programme was confined to the educationally backward states, but later in 1987 onwards it was extended to all urban slums, hilly, desert and tribal areas and projects for working children in all other states and union territories.

The expansion of NFE centres in the initial stages was very slow but picked up from 1983-84 onwards. The number of centres increased from 56,000 in 1982-83 to 114,000 in 1983-84 and more than 241,000 in 1988-89 registering an annual growth rate of 16 percent.

While implementing the programme, many inadequacies and limitations were recognised. It was found that the enrollment of girls in the NFE centres was extremely low. Consequently, it was decided to open separate centres for girls. During the period under consideration the share of girls' centres to the total number of centres increased from about 9% to 30%. Presently assistance is being given under the scheme to the state Government in the ratio of 50:50 and 90:10 for running general NFE centres and girls NFE centres respectively.

Considering the vital role of voluntary agencies in this sector, efforts were made to involve them in a big way to extend the out-reach of education to hitherto unexplored areas. In this regard, 100% central assistance is being given to voluntary agencies.

Having opened about 2.7 lakh NFE centres throughout the country, the **Ministry of Human Resource Development** with a view to review the scheme of Non-Formal Education approached Operations Research Group (ORG), a premier research and consultancy organisation.

The evaluation of the scheme of Non-Formal Education was undertaken by ORG for the following three states:

- i) Uttar Pradesh
- ii) Andhra Pradesh
- iii) West Bengal

In each State, the evaluation was conducted among the following two types of NFE centres

- ★ *State Run NFE Centres*
- ★ *Voluntary Agency Run NFE Centres*

The results of the evaluation of the scheme of NFE for each state is presented separately. The results for each state is presented in two volumes. **Volume I** outlines the status of state run while **Volume II** presents the status for each of the voluntary agency running the NFE centres.

This volume presents the status of the scheme of Non-Formal Education run by the Uttar Pradesh State Government.

## 1.2 OBJECTIVES OF THE STUDY

The study has been conducted with the following primary objectives :

- ✦ *Qualitative and quantitative assessment of projects and agencies implementing the programme.*
- ✦ *To assess the current status of the Project Agency vis-a-vis the information furnished through their Progress Reports.*
- ✦ *To assess the training system for supervisors and instructors.*
- ✦ *To review the existing support structures at all levels, for implementing the scheme.*
- ✦ *To assess the levels achieved by learners and to compare it with established norms.*

## 1.3 Scope of the Study

A comprehensive evaluation of the scheme of NFE necessitated contacting those involved in its implementation and the beneficiary of the scheme viz learners and the community represented by the parents and the community leaders.

The functions of the key role players involved in the implementation of the scheme are detailed below:

### **Directorate of Basic Education**

The Directorate is responsible for the implementation of the scheme for Non-Formal Education. Its responsibilities interalia includes coordination on policy matters with the State Department of Education, budgetary allocation to the District, provision of teaching/learning material to the NFE centres, and monitoring the functioning of the NFE centres.

### **District NFE Officers**

The monitoring of the scheme at the district level is undertaken by the district NFE officer, who is responsible for the implementation of the scheme in his/her district.

### **Project Officers**

In each block where the NFE scheme is being implemented, a project officer has been appointed for monitoring the scheme at the block level. Supervision and monitoring of the programme, ensuring supply of teaching and learning equipments to the NFE centres, providing guidance to the supervisors and instructors, etc. are the major functions of a project officer.

### **Supervisors**

The role of the supervisor is not only limited to supervising 20 NFE centres, but also to guide the instructor and provide feedback to the project officer.

### Instructors

The instructor has the most crucial role to play in the successful implementation of NFE scheme. His responsibility apart from teaching the student includes promotion of the scheme, enrollment of students, motivating students to attend centre regularly and also encourage them to complete the NFE course and join the formal stream of education.

### METHODOLOGY

Considering the scope and dimensions of the study and the importance of the database, the comprehensive assessment has addressed and focussed on every significant horizontal and vertical strata involved in the implementation of the project. The study has been based on analysis of both primary and secondary database.

#### .4.1 Secondary Data Base

The secondary information was generated from the following sources:

- \* *Ministry of Human Resource Development*
- \* *State Education Department*
- \* *District NFE Officers*
- \* *Project Officers*

Apart from providing details on various aspects of the scheme, the secondary sources also provided information pertaining to the planning and management of the scheme in the state.

#### 1.4.2 Primary Data Source

The primary data has been generated through individual interviews/discussions with a selected set of key respondents. The primary data has been generated using both quantitative as well as qualitative techniques. The quantitative technique used were structured interviews, while qualitative techniques were mainly indepth interviews and informal discussions using discussion guidelines.

##### 1.4.2.1 Quantitative Technique

A set of structured questionnaires were developed for the following category of respondents after preliminary discussions with the Directorate of Basic Education and with NFE officials at the mandal, district, block and village level.

- \* *Project officers*
- \* *Supervisors*
- \* *Instructors*
- \* *Learners*
- \* *Parents*
- \* *Village pradhan*

The questionnaires were pre-tested, before finally being used in the field. Care has been taken to ensure that the questionnaires were capable of generating the required data. Before finalisation of the questionnaire, discussions were held with the concerned officials of Ministry of Human Resource Development to include specific issues of interest, if any.

#### 1.4.2.2. Qualitative Technique

##### a) Indepth Interviews

Indepth interview is a qualitative technique which provides insights into attitudes and perceptions. By drawing the respondents into a dialogue, this technique allows them to respond freely on issues of interest and sub-conscious motivation. Opinions and perceptions surface which may not be articulated in a structured context. Indepth discussions with officials from the following departments/agencies were conducted.

- \* *State Department of Education*
- \* *Directorate of Basic Education*
- \* *State Council for Education, Research and Training (SCERT)*
- \* *District Institutes of Education and Training (DIETs)*
- \* *District Non-Formal Education Official*

##### b) Informal Discussions

Informal discussions were conducted with students and villagers who were resident of villages where the sample centres were located. These discussions provided insights into the functioning of the centres and provided feedback on the strengths and weaknesses of the system.

Guidelines for conducting these interviews were carefully developed to yield data to complement the quantitative data generated through the structured questionnaire. The guidelines were flexible so that new issues emerging during the progress of the exercise could be explored.

### 1.4.3 Sampling Plan

For the evaluation of the NFE Scheme being run by voluntary agencies, all the agencies were covered in the survey.

#### Selection of Centres and Respondents

In the state of U.P. 36 Voluntary Agencies (VAs) received sanction from the centre for running NFE centres. The number of centres sanctioned to each agency varied from 25 to 100. Only one agency in Sonbadhra district has 400 centres. For each agency a criteria of 5% of centres run by the agency subject to a minimum of 5 centres for each agency was applied to select the centres. Hence for each agency 5% of the centres or 5 centres whichever is high were selected on a systematic random basis.

In each of the selected centre the instructor was interviewed.

From each of the selected centre five learners were sampled.

Of the five learners sampled from two centres parents of two of these five learners were interviewed.

From each agency all the project officers (in almost all cases only one P.O. was available) and supervisors were selected.

In each agency either the secretary or the president was also interviewed to understand the organisation background of the agency and the operational aspects of the functioning of NFE scheme



**CHAPTER -II**

**STATUS AND APPRAISAL OF  
VOLUNTARY AGENCIES**

**Sarvdaliya Manav Vikas Kendra  
Bahjoi, Moradabad**

**Organisation Structure :**

This agency was established in the year 1975 and it started its NFE programme in 1988. It has got only one office which doubles as the NFE project office as well.

The organisation has 25 employees of which 2 are employed in the NFE programme. There are also 106 volunteers working for this programme. For the overall agency, the organisational hierarchy starts with the Managing Director, Director / Project Officer, one Asst. Project Officer, head master, 5 Accountants/clerks, 9 teachers, and 5 attendants.

For the NFE programme, apart from the Project Officer and the Asst. Project Officer, there are 6 supervisors and 100 instructors.

Apart from running the NFE programme, this agency is also involved in the Total Literacy Campaign, Women Welfare Programmes, Children's Welfare Programmes and several health programmes.

Currently, there are 100 centres being run by this agency catering to a total of 2821 learners, of which 1692 are boys, 1129 girls and 1076 are SC/ST candidates. The Agency follows a criteria that if 80% of above number of learners in any centre are SC/STs, then it is declared as a SC/ST centre and if 80% of above are girls, then a girls centre.

**Manpower Specifics :**

**Project Officer :** Shree Purushotham Das Tandon, aged 62, is intermediate passed with a total experience of 15 years in related activities.

- \* No special selection procedure for the Project Officer was required as he was already handling a responsible post of the Voluntary Agency.

**Supervisors :** There are 6 supervisors who handle the 100 centres. The criteria for selection of these individuals were as follows :

- \* they have to be high school passed ;
- \* having experience in related fields is not compulsory but preferable ;
- \* their age have to be a minimum of 20 years;
- \* they will have to be residents of the same block.

Preference is given to old workers of the Voluntary Agency

- \* The supervisor was interviewed by a selection committee comprising of the B.D.O., two members of the Voluntary Agency, and the principal of the school run by the agency.

**Instructors :** The selection criteria used for the instructors are as follows :

- \* high school passed for males and middle school passed for females ;
- \* experience is not compulsory but teaching experience is preferred ;
- \* age has to be at least of 20 years ;
- \* they have to be residents of the same village where the centres are running.

Special preference have been given to those individuals who had some prior experience in adult education and has shown some devotion towards voluntary work.

- \* The instructors are selected after giving interviews to the voluntary agency officials in consultation with the village pradhan.

**Learners :** The selection criteria that has been employed for learners are as follows :

- \* age of the learners have to be between 9 and 14 years;
- \* children should not be already enrolled in formal schools;
- \* preference is given to children with a poor family background

The process starts off with the potential learners being selected, then motivated for the programme and then finally enrolled in the NFE centres.

There is no reservation policy for centres being followed by this agency and new learners are only admitted in the month of April

#### **Funds And Honorarium**

**Instructors :** The instructors are paid an honorarium of Rs.105/- p.m. and payment is always made in cash. They usually get a consolidated amount once in 3 months.

**Supervisor :** They get a monthly honorarium of Rs.500/- and they receive the payment in cash. Their payment is regular.

**Project Officer :** The Project Officer gets Rs.2800/- p.m. while the Asst.Project Officer gets 1300/-. Their mode of payment is again cash and payment is regular.

This agency receives grants twice a year. The due date of receipt of grant from the centre is in the first week of January and the first week of August. But, due to delay in processing the grants have always been coming 5 to 6 months late.

### **Training**

**Project Officer :** The project officer received his first training within 3 months of joining. The source of training was NCERT and the duration was for 15 days.

He has also received a refresher training every year from the Literacy House, Lucknow of 7 days duration. The aspects that were covered during this training programmes are information on NFE programmes, teaching methods, subject related information and information on sanitation practices.

**Supervisors :** All the 6 supervisors received their first training within the first 3 months of joining. The Voluntary Agency was responsible for the training and duration were of 10 days.

The supervisors also receive a refresher training every year of 10 days duration, again given by the Voluntary Agency. The topics covered are the same as for the project officer.

**Instructors :** All the instructors have received training from the voluntary agency within 3 months of joining. Duration of training has been for 12 days. The instructors also receive a refresher training every year of the same duration.

The functionaries felt that the trainings were quite adequate

### **Equipments**

The prescribed books are all ordered from the Literacy House in Lucknow. The rest of the T/L materials are all bought from the local market. All the materials are handed over to the instructors during their monthly meetings with the rest of the project staff. The teachers' guidebooks are purchased from the Literacy House but the students' exercise copies are purchased locally. The supply of T/L materials to the individual centre and learners seem to be quite regular and in adequate numbers. No particular teaching model has been adopted by any of these centres.

### **Output**

**Supervision :** The criteria of evaluation used by Project Officer are the number of learners at the NFE centres, and the general awareness regarding NFE among the local people.

The Project Officer and the Asst. Project Officer monitor about 15 centres per month. The Project Officer receives monthly reports from the supervisors and the instructors. He himself sends a monthly report to the Ministry of Human Resource Development.

The supervisors check on the number of learners in each centre, the level of knowledge of the learners regarding the NFE course, etc. They monitor centres twice a week and send in a monthly report to the Project Officer.

The instructors are in charge of monitoring the level of knowledge attained by the learners. They also report on enrollment.

**Evaluation :**

The final examination/evaluation is conducted by the supervisors. The papers are set by the agency themselves with the help of the school teachers.

This agency issues Transfer certificates to the learners who pass exams, which are recognised by in formal system, but marksheets are not issued.

**Observation :**

The single major constraints towards the smooth functioning of these centres is the untimely release of grants from the Government.

The officials all feel that there must be better coordination among the various sectors, so that it can streamline the financial aspects of the programme.

**Amethi Mahila Swachhik Seva Samiti**

This voluntary agency is based in the Amethi block of Sultanpur district. The agency is involved in the implementation of NFE since 1988. The other activities of the agency include women and child welfare programmes. The NFE programme run by the agency is implemented by a team of 3 supervisors and 25 instructors. The agency has 25 approved primary centres consisting of about 238 female learners and 336 male learners. The agency has appointed two supervisors each of whom monitors 8 centres. However, no project officer was appointed for the implementation of NFE programme.

**Selection of Staff :**

Applications received in response to the advertisement are scrutinised and the eligible candidates are called for the interviews. Then the suitable candidates are selected for the supervisor's post by the selection committee comprising of officials of the voluntary agency and the District NFE officer. The selection criteria adopted for the selection of supervisors was, minimum age of 20 years, should be a graduate and should belong to the same block. Past experience was not a criteria for selection but candidates who have been instructors in NFE programme were preferred.

The researching team could meet two of the supervisors for the purpose of the study. Both of them were satisfying the eligibility criteria and were devoted to voluntary service.



While conducting the survey prior to opening the centres, the supervisors collect the applications from villages for the post of instructors. The supervisor checks the credentials of the applicants with the village Pradhan. Then, the candidates satisfying the eligibility criteria of 18 years of age and having achieved a minimum of high school education and belonging to the same village, are interviewed by the selection committee comprising of the voluntary agency officials, supervisor and District NFE officer. Preference is given to harijan candidates.

The selection committee had selected 12 male instructors and 13 female instructors. Out of these, contact could be established with 5 instructors. All the 5 of them were satisfying the eligibility criteria.

#### **Training of Manpower :**

Training, as required by the NFE scheme was imparted to the volunteers of this voluntary agency. The supervisors were trained by the District NFE officer and a senior supervisor at the V.A headquarter for ten days. Both the supervisors contacted felt that the training programme was good but they suggested that the programme should include supervision methods of centres.

All the 25 instructors were trained by the voluntary agency officials for ten days. The instructors contacted reported that they were satisfied with the quality of training.

Honorarium to the instructors and supervisors was disbursed once in 3-4 months depending on the receipt of grant.

**Admission of learners :**

Learners were admitted once a year. The supervisors and instructors motivate the parents to send their eligible children between 6-14 years to the NFE centre. Though no seats were reserved for the girls or SC/ST learners, preference was given to backward classes.

The popular centre timings were found to be 3-5 p.m. as fixed by the agency and most of the centres were located at the instructors residence. For the remaining centres, space was provided with the help of the elders of the village.

**Teaching & Learning Material :**

All the material which are required to run the centres were supplied to the centres while learning material such as text books given to the learners were inadequate. The V.A. official said that books were purchased by Literacy House and the rest were bought locally. All these material were handed over to the instructors during the monthly meetings who inturn distributes to the learners as and when required. The instructors found the quality of the equipment to be average.

**Learners Evaluation :**

Learners were continuously evaluated by conducting monthly tests and the final exam was conducted after two years. The examination papers were set by the District NFE officer and the procedure of the exams were supervised by the supervisors. The exams were conducted for two days at one place for 4-5 centres. The papers were scrutinised by the instructor. However, no mark sheets were issued to the learners.

**Centres Evaluation :**

The supervisors stated that they visit the centres every month in order to inspect the functioning of the centres, sitting arrangement of learners, attendance of learners and knowledge level of learners. All the reports like enrolment status report, attendance registers, supervisors report, evaluation report were found to be maintained regularly. The V.A. official indicated that the Quarterly progress reports were sent to the Ministry of Human Resource Development.

**Suggestions :**

Though the NFE programme was rated to be good by all concerned people, they had a few suggestions to incorporate in order to improve the implementation. One common suggestion was increase in honorarium and the other was timely receipt of grant. The V.A. official indicated lack of guidelines to implement the programme.

**Observations :**

The project officer plays a major role in the implementation of the scheme. This voluntary Agency hasn't appointed a project officer at all.

None of the centres were found to be functioning during their specified timings as the centres were no longer operating. One of the instructors indicated that the centre was not functioning since July 1992.

**Jan Chetna Shikshan Sansthan  
Kaushambi, Allahabad**

**Organisational Structure :**

The Voluntary Agency was established in the year 1984. and it started its NFE programme in the year 1989.

It has two offices of which one is a head office and one a branch office. Both are within the same State. For NFE activities, one school in the block acts as the project office.

This agency employs 138 persons of which 3 have been recruited for the NFE programme. Apart from this, there are 27 volunteer, 25 of whom are instructors in the various NFE centres and 2 are supervisors.

As far as organisational structure is concerned, the management committee consists of the president, Vice president, secretary, first secretary, cashier and 7 members. The same committee looks after the NFE activities, along with the gram pradhans, social workers, the project officer and the supervisors.

At the time of undertaking NFE activities, there were 575 learner in the 25 centres.

This agency has found that girl teachers recruited work more seriously and hence the committee prefers girl instructors. In occasions when they have to go on leave, they give prior notice to the committee and depute some of their relatives to work.

Apart from NFE activities, this agency is also involved in a number of other projects. For the work done in adult education, they have got an award from the Directorate of Adult education. Apart from this, they also run 5 schools, all of which are recognised by the Board. One of them is Govt. aided while one is likely to be declared as Higher Secondary

**Manpower Specifics :**

**Supervisor :-** The 2 supervisors look after all the 25 centres run by this agency. The criteria used for selecting these supervisors were as follows :

- \* the persons should at least be graduates;
- \* they would have at least 2 to 3 yrs of working experience and should have undergone some form of teachers training;
- \* they should be at least 18 years of age;
- \* they should be of a nearby village or locality

The process of selecting these supervisors is initiated when the agency advertises for the post. The agency functionaries do the first round of scrutiny and sends the applications to the committee who makes the final choice. To accept a person's candidature, the minimum number of members to be present in the committee are seven.

During the selection procedure, maximum preference is given to experience. Inexperienced candidates are not taken at all.

**Instructors :** The process for selecting instructors is more or less the same. Preference is given to those who reside in the same village where a centre is located. Household background is also taken into consideration. The other selection criteria used for instructors are as follows :

- \* The candidate should not be too highly qualified as it was found that such people don't take the job seriously; ( Of the current lot of instructors, one is highschool passed, 4 are intermediate levels, passed while the rest are 8th passed);
- \* all the instructors have to be at least 18 years of age;

#### **Learners :**

The age of the learners range between 5 and 14 years. Those children who are already enrolled in a formal schooling system have not been admitted.

The process for recruiting learners start when the supervisors, through the Gram Pradhans, stick posters giving the details of these centres in the different villages. Subsequently, meetings are held almost every month in some village or the other in order to consult the villagers and carry out the enrollment process.

The agency does not have any reservation policy and do not enroll students any time of the year as they firmly believe that by doing so, the importance of these centres will go down. Recruitment is done in the months of July and August.

#### **Funds And Honorariums**

- \* The instructors are paid a monthly honorarium of Rs.105 and payment is done in the centres in the presence of the supervisor and the respective gram pradhan.

- \* The supervisors are paid Rs.450/- p.m. and they receive the payment from the Gram Pradhan

The receipt of grants at the onset of the programme had been quite prompt but there-after, payments have been delayed by 3 to 4 months. To tide over these shortcomings, the committee gives a loan to the programme so that there is no delay in payment of honorariums to the supervisors and instructors.

#### **Ttraining of Project Officials**

The project officer has not received any formal training through this programme

**Supervisors :** Both the supervisors have received their first training before starting work. This training was for 30 days and it took place in the training college at the District Headquarters.

The aspects that were covered during these training programmes were information, on NFE programme, teaching methods, subject related information, how to monitor the functioning of different centres and how to conduct exams. There has been no refresher training for the supervisors.

#### **Instructors :**

All the 25 instructors have received their first training within 3 months of joining. The training duration had been for 30 days. The supervisors were their training instructors. The training covered aspects like information on NFE programme, teaching methods and subject related information.

Every year these instructors receive a refresher training of 30 days which covers teaching methods, subjects information, and training on how to conduct exams.

Most of the NFE functionaries felt that more training is required for better functioning of the programme.

#### **Equipments :**

The equipments required for the NFE programme are purchased directly. The supervisors distribute the materials to the different centres in proportion to the number of learners in each.

Purchasing and distribution of equipment for learners and centres have been quite regular and in adequate numbers

Training manuals were supplied by the Directorate of Basic Education.

#### **Supervision**

**Project Officer :** The project officer doesn't have any set criteria for supervision. He visits each centre at least twice a month, and his report is placed in front of the management committee for evaluation

**Supervisors :** The supervisors check on mainly three things :

- \* whether the centres are running on time ;
- \* attendance level of the learners ;
- \* whether the teachers are carrying out the jobs properly or not ;
- \* any other problems specific to each centre.

The supervisors carry out daily monitoring of the centres and reports are sent to the project officer. Frequency of reporting is twice a month.



**Instructors :**

They report on attendance and each centre's running times. They sent a monthly report to the supervisor.

It is interesting to note that the number of learners have increased in the different centres since the inception. It started off with 636 learners while in March '92, number of learners were 661, out of which 132 are SC/ST (62-boys, 71-Girls) After passing out from these centres, these learners do not enter into any formal schooling system because there is no formal schools in the vicinity of those centres and it is too difficult for these children to travel great distances.

For the final evaluation, the supervisor divides the children into 3 groups and give a different. question paper to each group. Exams are held over a span of one month. This agency issues marksheets but not Transfer Certificates.

The response towards these centres have been very positive. Learners tend to treat it with more respect than a formal school. What the Govt. needs to do as a follow-up is to sanction money to build permanent structures for these centres.

**Observations :**

Honorariums for the instructors were considered to be very less. The functionaries felt that the poorer children needed to be given some form of scholarships so that the parents don't think that it is a waste of time. The children need to be given certificates which are countersigned by the NFE District office. There needs to a at least one building per block where the exams can be held.

Sports, Republic day, etc. needs to be celebrated so that the learners don't think that this is just a school. For this, some additional money needs to be sanctioned by the Government.

### **Bal Kvan Mahila Kalyan Samiti**

Bal Kvan Mahila Kalyan Samiti is a voluntary agency operating in the Malwa block of Fathepur. It was established in July 1982 but NFE programme was started only in July 1991. True to its name, the agency is involved in various women and child welfare activities and health programmes apart from NFE programme.

All the members/employees are involved in the monitoring/implementation of the NFE programme. As such the agency is run by a chairman, a secretary (who is also the project officer for the NFE scheme), a joint secretary and two supervisors. Also, there are 25 instructors to run the centres of the agency. This voluntary agency has 25 approved primary centres. A survey was conducted prior to opening the centres in order to identify a suitable location, interested eligible learners and convenient centre timings. While selecting areas where centres were to be opened, care was taken to select backward areas where harijan, uneducated population was high. However, these centres were not reserved for SC/ST learners only.

#### **Selection of Staff :**

##### **Project Officer :**

The current project officer is a graduate with ten years of experience in a social service centre and he was also involved in the Adult Education Programme.

##### **Supervisors :**

The agency's criteria for the selection of supervisors were that the candidate should be a graduate with some teaching experience and with more than 20 years of age, which are in line with the scheme guidelines. An

advertisement is given in the local newspapers and the application are scrutinised and then interviews are held. The interviews are held by the BDO, the M.D of the agency, a member of the agency and the project officer. Candidates with background in social work are given preference as they get used to local conditions and serve the people better.

#### **Instructors :**

All the villages are informed about the requirement of instructors. Then a meeting is held at the village in the presence of the village Pradhan in order to select the instructors. The BDO, District NFE officer and a member of the agency will be present at the meeting. The criteria followed for the selection of instructors were that the person should be above 18 years of age, should be educated at least upto middle school, should have some experience in the teaching line and should belong to the same village. The agency prefers popular persons as it will be easier to motivate children/parents. Preference is given to female candidates as the agency opines that females are more conscientious towards their work. However, the M.D of the voluntary agency indicated that as it is difficult to get female candidates, the agency could select only 13 female instructors inspite of their efforts to select female candidates only. The remaining 12 are male instructors.

The project officer was asked to indicate the number of instructors leaving the NFE programme in order to analyse the instructors dropout rate. The project officer indicated that 4 out of 25 instructors left the scheme due to personal problems and availability of employment elsewhere

**Training of Manpower :**

Both the supervisors and all the instructors of this voluntary agency received training within one month of joining the agency. The training was imparted by the District NFE officer and the Project officer at the voluntary agency for one week. The refresher training was also imparted to some of the volunteers for 5 days by the Literacy House.

Although the project officer was involved in training the supervisors and instructors, he was not given any training.

The major aspects covered in both the training programmes for the supervisors include information on NFE programme, teaching methods to be used and some subject related information.

The instructors contacted for the purpose of the study indicated that the training imparted was good and adequate. However, the Managing Director of the agency felt that the duration of the training programme should be increased.

**Admission of Learners :**

As laid down by the NFE scheme, this agency admits children aged between 6-14 years. Learners are admitted only in July but if they leave in between, some are admitted in January also. Due to agricultural activities, learners leave the centres in between. However, the instructors do some follow up to get them back. Preference is given to girls, SC/ST, handicapped and school dropouts though no reservation system is followed by the agency. Of the 5 learners contacted 3 of them indicated that they are studying in formal schools also as against the agency's claim that formal school students are not admitted.

**Timings and Location of the Centre :**

The voluntary agency fixes the timings of the centres based mostly on the learners convenience. The popular centre timings were from 4 P.M. to 6 P.M. according to the learners. But the M.D. of the agency said that the centres run between 3 to 5 P.M. on week days and from 4-6 p.m. on Sundays.

Most of the centres were functioning at the instructors residence only. However, all the learners contacted indicated that the timings and location of the centre were convenient for them.

**Facilities Available at Centre :**

All the 5 learners contacted said that the centres were well lit and drinking water was available. However, most of them said that there is no proper sitting arrangement though there is sufficient place to accommodate all the children.

**Teaching Methods :**

The voluntary agency gives a specific syllabus to the instructors to be taught during that month. Then the instructors divide the children into different groups according to their level of knowledge and teach the learners.

**Teaching and Learning Equipment :**

As required by the scheme, the agency's official project officer and instructors indicated that learning equipments like books, exercise books, pencils and rubbers were supplied to the learners. On the other hand, 3 out of the 5 learners contacted said that they were not in receipt of any equipment.

However, the 3 instructors with who contact could be established for the study said that they had received essential equipment like registers, roller boards, chalks, dusters, teachers guide books etc. to run the centres Teacher guide book and the students text books were obtained from the SCERR. The instructors opined that the quality of the equipment supplied was average.

#### **Learners evaluation :**

The M.D of the agency said that final evaluation of the learners is done by conducting an examination at the end of two years. The project officer and the supervisors set the paper and conduct the examination at the respective centres with he help of the instructors. Apart from this, the instructors said that regular monitoring is done by conducting monthly tests and exams after each semester and some give regular assignments also.

Transfer certificate and mark sheets are issued by the agency which are counter signed by the District NFE officials.

#### **Centres Evaluation**

The project officer and supervisors undertook inspection of the centres run by the agency. The supervisors visited every month while the project officer visited once a years. The aspects covered during the inspection of the centres were educational level of children, maintenance of attendance register availability of teaching and learning equipment etc. Also, they will attend to individual complaints, if any. Moreover, the P.O. will attend the class and observe the method of teaching of the instructor and coverage of the subject.

**Suggestions :**

All the people involved opined that the NFE scheme is very good. However, they had the following suggestions to be incorporated in order to make the scheme a success :

1. Adequate and timely availability of teaching and learning equipment
2. Honorarium of the supervisors and instructors to be incased
3. Timely availability of funds
4. Provision of funds for the implementation of sports and cultural programmes as required by the scheme
5. Provision for incentives to intelligent learners in order to motivate them.

**Observations/ Recommendations :**

One very impressive aspect the investigating team observed was that every centre of the agency had an identification in the form of a display board prominently displayed outside the centre. The interest and sincerity of the people involved in the implementation of the scheme in the work came across while talking to them. All of them were aware of the activities even though they may not fall directly under their domain. All the centres visited were observed to functioning regularly. However certain discrepancies between agency's claim and the actual situation were noted with regard to receipt of T/L material.



**Jan Kalyan Shiksha Samity**  
**Rampur, Deoria**

**Organisation Structure :**

This Voluntary Agency was established in the year 1980 and it started its NFE programme in July, 1988. It has 2 offices, one of which looks after the NFE activities. The agency also has 8 employees (4 for NFE) and 264 volunteers, out of which 108 are for the NFE programme.

Apart from the NFE this agency also conducts primary level (condensed) education course for women, early childhood education programmes, and also special nutrition programmes.

The organisation structure of the voluntary agency consists of the president, secretary, accountant, clerk and peon. Its management committee has 8 ex-officio members. For running the NFE project office the project officer, is helped by an accountant, LDC and peon.

There is no fixed criteria being used by the agency to declare a centre as SC/ST or girls centre but as of present, there are 11 centres having more than 80% SC/ST learners and 50 centres having more than 80% girl learners. The agency runs 100 centres in all with a total of 2554 students, of which 954 are boys and 1600 are girls. Among the 100 instructors teaching in the centres 71 are females and 29 are males.

**INPUTS :****Manpower Specifics :****i) Project Officer**

Mr. Subhas Tripathi apart from being the project officer, is also the President of the voluntary Agency. He is 34 years old and has a diploma in Mechanical Engineering. He has been running this programme since the beginning.

**ii) Supervisors :**

There are 8 supervisors in all engaged in the programme. The criteria used for selecting these supervisors were as follows :

- \* the candidates must be qualified at least upto the intermediate level;
- \* the candidates should have some experience in related fields;
- \* the age of the candidates has to be at least 18 years;
- \* the candidates should be a local person

Special preference is given to those individuals who own a cycle so that mobility is not a problem.

As far as the selection process is concerned, it is fairly simple. The selection committee receives all the applications along with a reference letter from the gram pradhans. The candidates are chosen after conducting interviews at the project office.

**iii) Instructors**

The selection criteria used for the instructors were as follows:

- \* the candidates will have to be high school passed. For girls, the eligibility is Jr. high school;
- \* they need not have any years of experience;
- \* their age will have to be at least 18 years;
- \* they must belong to the same village where a centre located;

Special preference is given to those candidates who have a good image in the village.

For selecting instructors, the voluntary agency call for applications from interested candidates. For unknown candidates, they take reference from the village pradhan or ask the supervisors to verify the credentials. If there is deadlock between 2 candidates, then each is asked to make a list of 25 learners to be enrolled and make arrangement for a place for running the centre. The successful candidate is taken in and asked to run the centre.

**Learners**

For learners, the eligibility criteria are two :

- i. Age has to be within 9 to 14 years;
- ii They should not be enrolled in any formal school.

There is no reservation policy being used by this agency for SC/ST or girl learners and students are only admitted in the month of July.

**FUNDS AND HONORARIUMS**

The project officer receives Rs.2600.00 p.m. as honorarium. The supervisors get Rs.417 p.m. while the instructors get Rs.105. Periodicity of payment seems to be quite regular. All payment is done in cash during the meeting of the project staff. There is some delay in receiving grants from the centre but the agency pitches in with its own funds to tide over the difficulties.

**TRAINING :**

- \* The project officer has not received any formal training
- \* The supervisors have got their initial training within the first 3 months of joining the programme. The training was conducted by the officials of the Literacy House in Lucknow and duration was for 10 days. The venue was the Voluntary Agency's office. They have not received any refresher training subsequently.
- \* All the 100 instructors have received their first training within three months of joining. The Voluntary Agency itself was responsible for their training and duration of the course was for 20 days. All the instructors have received refresher training from the NFE officer of the voluntary agency. Duration of these trainings were again for 20 days.

For the supervisors, the training consisted of general information about the NFE programme, teaching methods and subject related information. Instructors were also taught how to conduct examinations. All the project staff felt that the training imparted was inadequate, both in its content well as duration.

**EQUIPMENTS :**

All the books for teachers as well as learners are purchased from the Literacy House at Lucknow. The rest of the materials are all purchased locally after calling for quotations. The purchased materials are handed over to the supervisors during the meetings with the P.O. and they are asked to distribute to the respective centres.

The quantity of materials supplied to the centres and to the individual learners seem to be according to the norms set in the programme guidelines and this was verified with the learners also. Centres however have not been given lanterns as classes start at 2.p.m. and finish, at the latest, by 5.p.m.

- \* Though no particular model for teaching has been adopted, the instructors are asked to treat all the students at the same level irrespective of age as they are to be taught together for 2 years.

**OUTPUT :**

**Supervision :** The Project Officer, in order to evaluate each centre, interacts directly with the children in so as to evaluate their changing level of awareness. He monitors at least 3 times a week and sends in monthly reports to the Ministry, District NFE official and Directorate, NFE. The supervisor monitors around 13 centres a month and reports the status of the centres and levels of attendance in each to the Project Officer every week. They also interact with the children to assess their progress. The instructors report on to the supervisors at their monthly meetings.

It is interesting to note that out of the 100 instructors with which this programme started off with, only about 60 are left from the original batch. One primary reason was the low pay offered to them as honorariums.

Although no data was available on the number of students joining the formal stream after completing NFE, it was however observed that about 20% of the passouts take Transfer Certificates. The Project Officer, despite being a signatory to these transfer certificates, did not know whether or not these Transfer Certificates were accepted by the formal system.

**Weaknesses :** Most of the officials felt that the State Government, BDOs and of course, the Ministry should co-ordinate more among themselves and sanction grants on time. In lots of cases, funds are delayed and newly sanctioned centres start functioning without any funds. It was proposed that the training courses be taken over by NCERT for better substance. For instructors to stay, it was felt that the honorarium amount has to increase and some funds should be allowed for such activities as drawings and games.

### ADARSH SEVA SAMITI

Adarsh Seva Samiti was established in 1975 but was registered in 1978. It is based in Muzaffarnagar. Apart from education, the agency is involved in a wide range of activities, viz. women and child welfare programmes, health related programmes, vocational training for men etc. In the field of education, apart from Non-Formal Education (NFE), the agency is involved in total literacy campaign in Shahpur block. The agency's involvement in non-formal education scheme started in 1990, when the agency received a sanction for running 50 centres for two years. But the centres have been closed since 31st August 1992 as the two year course has been completed, and no further sanction was received.

Since the centres are not functioning the evaluation of these centres cannot be carried out. The following paragraphs indicate the mode of operations of the centres when they were functioning. The information provided is based on the discussions with the chairman of the agency.

#### **Organisation Structure :**

Adarsh Seva Samiti has 50 approved primary centres out of which 27 are general centres and 23 centres for girls. The agency is run by 70 employees, out of which 9 employees were involved in the implementation of NFE scheme. The NFE programme is implemented by the chairman who is assisted by a project officer, an assistant project officer and four supervisors. Also, there are 50 instructors/volunteers to run the centres spread across 20 villages in the Purkaji block.

## **Selection of Staff**

### **Project officer:**

The agency's criteria for the selection of project officer is that the candidate should be a graduate and at least 18 years of age. The second criteria observed is that the candidate should have at least two years of experience and some knowledge about the NFE programme. The agency believes that a candidate residing in another village will be more sincere. Moreover, preference is given to female candidates as the agency is more involved in women and child related activities.

The project officer is a post graduate with 3 years of experience in a similar position and is in-charge of all the 50 NFE centres run by the agency.

### **Supervisors:**

In the case of supervisors, the minimum educational qualification required by the agency is Intermediate level and the minimum age requirement is 18 years. Preference is given to local residents. Though the agency doesn't lay emphasis on the experience, preference is given to candidates with some teaching experience or at least some interest in the teaching profession. The selection of the supervisor was done by the President of the agency with the help of a selection committee comprising of two members of the Executive Board, Adult Education Officer, Welfare Officer and a Social Worker. An advertisement was given and the applications received thereof were scrutinised and then the interviews are conducted by the selection committee.



Currently, the agency has four supervisors. One of the supervisor was contacted for the purpose of the study. This supervisor is educated upto 12th class and has two years supervisory experience. This supervisor is in-charge of 17 centres.

**Instructors:**

The criteria followed by the agency for the selection of instructors are more or less in line with the scheme guidelines. The agency gives preference to local candidates who are connected to the field of education. The agency has kept the required minimum educational qualification as High School and at least 18 years of age. A meeting was held in the village to identify suitable candidates. A selection committee comprising of two members from the agency, one social worker and the chairman of the Boy's Scout & Guide conducted interviews and selected the suitable candidates. The recommendations of the village pradhan was also taken into consideration.

The agency had 27 male instructors and 23 female instructors to run the 50 centres of the agency.

**Training of Manpower:**

Training was imparted to the project officer, supervisors and instructors within three months of joining the centre by the SCERT at the State Resource Centre at Lucknow. The

project officer was trained for ten days. The project officer's training is important as they are instrumental in the implementation of the scheme and they train the instructors and supervisors and guide them to function efficiently and effectively. The project officer of this agency was involved in training the instructors. The training programme covered details on the NFE programme, the measures to improve the functioning of the centre, methods to be used for teaching and motivating eligible, illiterate children to join the centre. However, this P.O did not receive any refresher training.

All the four supervisors of this agency were imparted training for 5 days within 3 months of joining. Apart from informing the supervisors about the NFE scheme, they were trained regarding the selection of instructors and how to train them, methods to be used for teaching, information related to subjects, how to educate learners and procedures to conduct examinations. The training programme was considered to be very good by the supervisor with whom contact was established for the purpose of the study. However, she did not receive any refresher training.

The project officer indicated that all the instructors of the agency were given training. The instructors received both the initial and refresher training at the office of the project officer for ten days. The instructors were trained by the project officers and supervisors. The major aspects covered in NFE were programme, subject related information and methods to be used for teaching. The agency officials indicated that the training imparted to them was adequate.

**Admission of Learners:**

Children in the age group of 6-14 years and not going to formal schools are eligible to take admission into the NFE centre according to the scheme guidelines. Adarsh Seva Samiti was found to be following the age restrictions but almost half of the learners contacted were studying in formal schools also. A meeting was held in the village with the parents and they are briefed about the benefits of the scheme and are motivated to send their children to the centre. Surprisingly, village pradhan has no involvement in the admission of learners. No system of reservation of seats for girls or SC/ST learners was followed in this agency. The admission of learners is done only once in a year i.e. in the month of September. If the students are not working and are free to go to school, they are advised to join formal schools. All the instructors contacted indicated that they have enrolled 25 learners and almost 92 percent of the learners were attending the classes regularly.

**Centre timing and location :** The centres timings have to be fixed according to the convenience of the learners attending the centres. However, it was the instructors convenience that is considered before fixing the centre timings. The popular timings were from 6 p.m. to 8 p.m.

**Teaching and Learning Equipment :**

In order to encourage the learners to attend classes, the NFE scheme provides for free distribution of teaching and learning equipments among the students. All the learners contacted indicated that they had received learning materials like books, slates, slate chalks etc. Teaching and learning material are given to the instructors during the monthly meetings who in turn distribute them to the learners every day. All the material is kept in the instructors possession to facilitate supply of material to the learners. Majority of the instructors found the quality of the material to be good and it was being used quite often. Except for two centres, all the remaining centres of this agency were adequately supplied with all the basic equipment that is required to conduct classes, such as roller boards, chalks, dusters, charts, maps, etc. With respect to teacher's guide book only one instructor indicated that he has received the teacher's guide book.

**Learner Evaluation:**

An examination is conducted to evaluate the performance of the learners after two years by the project officer at the primary school or at the centre. The president of the agency issues the transfer certificates to the learners on the recommendation of the instructors which will enable them to join the formal schools. Most of the learners contacted felt that they can keep accounts when they go to the market.

**Evaluation of NFE Centres :**

The project officer undertook inspection of all the centres with some variations in the frequency of visits. She visits most of the centres atleast once a month but some centres were inspected only twice a year. This may be due to the distance to be travelled as the project officer has indicated that she has to travel more than 35 kms. to visit 37 centres out of 50 centres. On the other hand, the supervisor has indicated visiting each centre twice a month.

The major aspects inspected by the project officer during her visits to the centres were functioning of centre, progress of learners problems faced by learners, syllabus covered, sitting arrangements, availability of teaching and learning material and adequate lighting. The supervision looks into the methods of teaching ,strength of the centre, whether the learners are eligible and the maintenance of registers. Both the project officer and the supervision indicated that all the required reports were maintained regularly.

### **Samaj Uthan Evam Anusandhan Sansthan**

The non-formal Education programme in Samaj Uthan Evam Anusandhan Sansthan started in 1981. This voluntary agency is based in Dhanupur block of Allahabad district. Apart from the NFE programme, the agency is involved in various women and child welfare programmes.

One project officer and two supervisors are in the implementation of the NFE scheme. The president of the agency is functioning as the P.O of the NFE programme. This agency has 25 approved primary centres. Initially, no centres were reserved for girls or SC/ST learners. But due to the pressure from some orthodox parents, some centres had to be reserved for girls. The project officer is incharge of all the 25 centres and all of them are within 15 kms. distance. The supervisors handle 12-13 centres.

#### **Selection of Staff :**

The eligibility criteria adopted for the selection of supervisors were that the candidate should be atleast a graduate, should belong to the same block and some experience in the field of education is preferred. The selection of supervisors is done by the member of the Board and sometimes on the recommendations of the village pradhan. Generally, retired people are preferred by the agency for the supervisors post.

In the case of instructors, candidates educated upto High School with minimum age of 20 years and residing in the same village are selected. However, some middle school candidates were also selected where High

school candidates were not available. Experience was not considered as a criteria as people with experience were not available in villages . The village pradhan will collect the applications and he short lists the eligible candidates. The selection committee selects the instructors on the recommendation of the village Pradhan . The committee has selected 14 males and 11 female instructors.

#### **Training of Manpower :**

The NFE scheme underlines the need for the training of manpower involved in the implementation of the scheme. In spite of this the project officer and the supervisors of this agency hadn't received any training. However, the project officer said that all the 25 instructors had received training. The training for the instructors was imparted by the project officer, gram pradhan and ex-official of NCERT who resides in the same block. The training programme included information on NFE and methods to be used for teaching. All the instructors received refresher training also for 15 days.

#### **Admission of Learners :**

A survey was conducted by the supervisor in order to identify the eligible, interested learners, According to the scheme guidelines, children between 6-14 years of age are eligible to take admission into NFE centre. The project officer of this agency indicated that the eligible age group is 5-10 years. Formal school students are not admitted in this agency and generally the admissions are done in April only. But if there is vacancy, children are admitted in between. No centre is reserved for girls or SC/ST children as such, but if the number of applicants exceeds 25, girls are given preference.

**Facilities Available at the Centre :**

The project officer said that the space for running the NFE centres is provided with the help of the local committee and village pradhan. Moreover, he also mentioned that all the centres were given petromax lanterns.

**Location and timings of the Centre :**

The location and timings of the centres are fixed after consulting the village pradhan, parents of the learners and the instructors. Generally centres are located where most of the learners reside. The popular centre timings were found to be 3-5 p.m.

**Teaching and learning equipment :**

The NFE scheme provides for free distribution of learning materials to the learners in order to attract them. The project officer of this agency said that books, exercise books, pencils, rubbers, slates and slate chinks were provided to the learners and other essential equipments like roller boards, registers, chinks, dusters, teachers guide books etc. were supplied to the centres. All the equipments are purchased by the supervisor once a year and are distributed to the village pradhans who will in turn give them to the instructors. The instructor distributes them to the learners as and when required. The P.O. said that teachers guide books were obtained from the Literacy House and K.G. books of formal schools were used for students as Literacy House books were expensive.



**Learners evaluation :**

The final evaluation of the learners was conducted by the instructors under the supervision of the supervisor. Transfer certificates and Mark sheets were issued to the learners which were generally accepted by the formal system.

**Centres evaluation :**

The project officer and the supervisors visit the centres and evaluate the centres performance. Both of them look in to the weekly report of the instructor, attendance registers, syllabus covered, progress of the children etc. The project officer indicated that he meets the villagers/parents of learners to get feedback about the centre's performance.

**Suggestions :**

The project officer rated the programme to be good as the scheme provides free education. However, he suggested that the implementation of the scheme will be more efficient and effective.

**Recommendations / Observations :**

1. The researching team visited three centres of this agency and they found that all three centres were not functioning and the instructors were not available for comment. Proper monitoring of the centres is required to be done.

2. The project officer plays a major role in the implementation of the scheme and he is also involved in training the supervisors and instructors. In this case, the P.O. did not receive any training and the training of the supervisors and instructors seems to be inadequate.
3. About 7-8 instructors of this agency leave in between to work some where else. This problem could be avoided if the honorarium is increased.

The project officer of this agency owns two primary schools. Therefore children passing out of NFE centres are admitted into these schools. The agency is involved in other social activities. Therefore, a little supervision and encouragement will help the agency in fulfilling the objectives of the NFE programme.

**U.P. Rana Beni Madhav Jan Kalyan Samiti**

This voluntary agency was established in 1970 at Salon in Rai Baichi district. The agency is involved in various activities like running adult education centre, women and child welfare programmes and total literacy campaign. The agency's involvement in the Non-Formal Education programme started in 1989 with 100 approved primary centres.

The NFE programme in the agency is implemented by a project officer, an assistant project officer and 13 supervisors. However, the entire staff is involved in the implementation of other activities of the agency also.

**Selection of Staff :**

The current project officer is a post graduate. He had been associated with the agency for 14 years and he has been involved in implementation of the TLC and adult education programmes. He has been functioning as the project officer for the past 3 years and he is incharge of all the 100 centres being run by the agency.

The agency's criteria for the selection of supervisors is that the candidate should be more than 18 years of age, educated atleast upto intermediate and should be a resident of the same block. Candidates with some experience are given preference. (The supervisors are selected by a selection committee). All the selected supervisors seem to be satisfying the selection criteria and all of them are males. The agency gives preference to males as the job involves travelling. All the supervisors are provided with bicycles to visit the centres.

The agency prefers to appoint female instructors since they feel that they are more sincere and regular. The other aspects looked into while appointing instructors are that the candidates should be atleast 18 years old, should have studied upto high school and should reside in the same village. However, the agency is flexible with regard to educational qualification where candidates with high school background are not available. During the block meetings, applications are invited from eligible candidates and then they are verified by the Gram Pradhan. Candidates are then selected by the selection committee consisting of the project officer, District NFE officer and Gram Pradhan after conducting interviews.

Contact could be established with only two instructors for the purpose of the study. Both the instructors satisfy the agency's selection criteria.

#### **Training :**

The project officer, supervisors and instructors of this agency received both initial and refresher training imparted by the Literacy House. The duration of the programmes for project officer and the supervisors was 7 days and it was two weeks for the instructors. However, the two instructors with whom contact could be established stated that they had not received any training. The V.A. officials indicated that those who received training, were informed about the NFE programme, about the subjects and the methods to be used for teaching. The project officer said that he was trained about the procedure to conduct the survey prior to opening the centres.

**Admission of Learners :**

The NFE Scheme is aimed at children between 6-14 years who are not attending formal schools. This voluntary agency seems to be following the age restrictions but the V.A. official and the P.O. were not aware of the actual age limit. However, both the instructors were aware of the age limit.

No seats or centres are reserved for girls and SC/ST children. However, priority is given to harijans/backward classes. Learners are admitted in July every year.

**Timings and Location of Centre :**

Most of the centres of this voluntary agency are operating in public places and premises of formal schools. Running the centre at the instructor's residence is generally avoided for the fear that the centre may not function properly. The village Pradhan generally provides space for the centres.

The timings of the centres are decided by the supervisors. The popular timings of the centres were found to be 3-5 in the evening.

**Teaching and Learning Equipment :**

Teaching and learning material are required to be supplied to the centres/learners in the beginning of the session. The project officer of this agency indicated that material was supplied to the centres directly with the help of the supervisors. The instructors in turn distribute to the learners.

Material are provided to the centres from time to time depending upon the extent of usage. During his inspection, the project officer ensures that all the learners are in receipt of learning material

The voluntary agency official indicated that they obtained the teachers guide book and students text books from the Literacy House and distributed to the centres

However, both the instructors contacted said that they haven't received any teaching or learning material.

#### **Learners evaluation :**

Learners are divided into groups according to the levels of knowledge and then taught with the help of Sakshita Niketan and other practical methods. One of the instructors contacted said that apart from monthly tests, a final examination is conducted after 2 years. This exam is conducted in the primary schools of the respective villages. The examination papers are set by the V.A. officials. Transfer certificates and mark sheets are issued on request to the learners which are accepted by the formal schools. The project officer opined that generally the knowledge level of NFE centre learners is as good as that of formal school students.

#### **Evaluation of NFE Centres :**

Supervision of the various NFE centres is required by the scheme for the effective implementation of the scheme and in order to ensure smooth functioning of the centres. The centres of this voluntary agency are visited by the project officer at least once in a year. However, the supervisors visit their respective centres atleast twice a month. The V.A. officials also inspect the centres once a while.

All the officials in general ensure the regular functioning of the centres. Apart from this, the P.O. inspects the regularity of the supervisors and instructors, availability of teaching and learning material and the extent of usage of the material.

The supervisor looks into the teaching methods used by the instructor and attendance of the learners.

Both the P.O. and the supervisor meet the villager, parents of learners and learners during their inspection.

**Suggestions :**

Both the instructors and the P.O. contacted indicated that honorarium should be increased and disbrussed in time, and adequate and timely supply of teaching and learning material.

The V.A official opined that the population of illiterates in the blocks is very high as compared to the number of centres sanctioned. Moreover, he felt that the training by NCERT which is now imparted to P.O's only should be extended to supervisors also. He also mentioned that provision of a jeep will help in regular monitoring of the centres.

**Observations :**

This V.A official seems to be a very influential person and he raised funds for the construction of the building and maintenance of the agency. However, the awareness of the official about the NFE scheme was found to be very limited. The records of this voluntary agency were observed to be well maintained. Regular and improvised training programmes to the volunteers and regular monitoring of the centres will help in successful implementation of the scheme.

**Tilak Thailishik Samiti**  
**Nevodha, Allahabad**

**Organisation Structure :**

This agency was established in the year 1977 and subsequently started its NFE programme in Sept,1989.

It has only one office which also acts as the NFE project office. This agency employs 37 people out of which 2 are engaged for NFE work. The programme also has 25 volunteers as instructors and 2 as supervisors.

Currently there are 25 NFE centres being run by the agency of which 10 are general centres while 15 are girls centres. The criteria used by the Voluntary Agency to declare a centre as a girl's centre is that only girls will be admitted as learners and the instructor will be a female. Out of a total learner strength of 628, 245 are boys and 383 are girls.

Apart from NFE activities, This organisation is also involved in running balwadis, Jr.High Schools, and CAPART funded handpump projects.

As far as the organisational structure is concerned, agency has a chairman and a president/manager. For the NFE, the president/manager functions as the project officer who has 2 supervisors and 25 instructors working under him.

The total number of volunteers who work in the NFE programme are 27 out of which 25 are instructors and 2 are supervisors. The project officer is a permanent employee of this Voluntary Agency.



Apart from NFE, this agency is also involved in several other activities. They run 8 Jr.High School with funds received from the Pradhans and others prominent people, along with women's welfare programme, installation of hand pumps (CAPART) as well as construction of houses for EWS and SC/ST population. The total number of employees in this agency is 112.

As far as the organisational structure of this agency is concerned the management committee consists of the president, vice president, secretary, Jt.secretary, and treasurer. Apart from these 5 member, independent donors are also invited to join the committee.

For NFE, apart from the project officer, there is an accountant, one LDC and the P.O. has 2 supervisors and instructors under his charge.

**Manpower Specifies :**

Mr. Chawinath Shukla, is an advocate and was an automatic selection for this programme.

**Supervisor :** The 2 supervisors between them take care of all the 25 centres. The selection criteria used for these supervisors have been as follows;

- \* they have to be intermediate qualified;
- \* they have to have 3 to 4 years of experience in similar kinds of activities, but not necessarily in NFE;
- \* the candidates age has to be near about twenty five ;
- \* he or she should be a resident of the same Block

Preference is given experienced candidates as well as those from the backward and Harijan community.

**Instructors** : There are 25 instructors in all. Eligibility criteria used for selection of these instructors were as follows :

- \* the candidate has to be at least high school passed ;
- \* he or she will have to be associated previously with some form of teaching ;
- \* the candidates age has to be a minimum of 18 years ;
- \* the person has to be a local resident.

Special preference is given to a local person, preferably residing in the same village where the centre is also located.

As far as the selection procedure goes, it is the same as for supervisors. Applications are invited against a notification and the final selection is done by a committee comprising of the BDO, village pradhan and the manager / Project Officer.

**Learners** : The children who qualify to be a learner have to be in the age group of 5-11 and cannot be enrolled in any formal institution. Although no reservation policy exists in these centres, preference is given to those students belonging to backward classes.

Learners are not admitted all the year through. The time of admission usually ranges from September to November. Recruitment of children is the responsibility of individual instructors who conducts surveys in the villages to identify eligible learners.

**Funds And Honorariums :**

- \* The instructors are each given an honorarium of Rs.105 and payment is made to them by the supervisors, who are paid Rs.425/- p.m. by the project officer.
  
- \* As far as receiving grants is concerned, records show that receiving of payment has always been 3 months later than the due date.

The project officer insisted that all the reports are sent to the Ministry on time and the delay occurs at the Ministry.

**Training of Project Officials :**

**Project Officer :** He has not received any training as such because of his earlier qualifications.

**Supervisors :** Both the supervisors have received formal training within 3 months of recruitment. This have been imparted by the Literacy House of the district and the duration of training has been for 5 days. They themselves have not received any refresher training thereafter but are present during the instructors' training every year.

**Instructors :** They have all received their first training from the principal of the Jr.High School. The duration of training has been for 10 days. Each instructor is given a refresher training every year by the same person.

The training given to instructors and supervisors are more or less the same, comprising of basic information about the NFE programme, teaching methods and subject related information. Instructors are specially trained on imparting knowledge regarding health, hygiene and nutrition

The NFE officials did not express satisfaction about the content or duration of these training courses.

**Equipments :** The purchase of textbooks are all done from the District Literacy House. The rest of the equipments are purchased locally. The supervisors personally distribute all materials to the different centres. As books are expensive, the cost is partially met by taking about 25% from the organisations own funds.

As far as equipments are concerned, most of the purchasing is done once a year and distribution is also the same. Equipments supplied to the learners seem to be quite adequate and provision is there for local purchasing of materials on request from the instructor if and when required.

A few notable things that have not been supplied to the centres are storage facilities namely boxes and trunks, locks and teachers' guide books.

The instructors do not follow any standardised teaching model to instruct the learners.

#### **OUTPUT :**

**Supervision :** Each centre is supervised and monitored by a number of people, viz the BDO (Thrice a year), the Gram Pradhan (2-3 visits a month), supervisors (2 visits a week), and the Project Officer (about twice a month).

The project officer specially checks on stocks of learning and teaching materials and orders new purchases based on his findings.

The supervisors maintain registers whereby the centres' timings, attendance of children, etc. are recorded. They also take tests to see if the teaching imparted to the children are increasing their knowledge base or not. They send in a monthly report to the Project Officer or manager.

The instructors prepare three reports, the inspection report, the attendance timings report and finally a report which gives information on the number of children attending the course. The reports are sent to the supervisor every month.

This agency, along with the contributions from the Gram Pradhan, provides breakfast to the children also as classes start at 10 a.m.

The total number of children undertaking this NFE programme have increased over the years. In sept'89 to Aug'9, total strength was 628, which remained the same the following year. But in Sept'91 to Aug'92, this number has increased to 648. A lot of these students have joined the formal stream after having passed out from this course.

The final evaluation is done by the instructors under the supervisors guidance. The supervisors themselves set the papers and correct them also.

Transfer certificates and marksheets are also issued by the agency, which are valid in the formal system as they are endorsed by the Distt. NFE Official.

As most of the centres are located in the locality of the backward and economically deprived classes, one positive aspect of this programme is that deprived children get a chance to study.

**Weaknesses**

The NFE functionaries felt that if provision is made within the programme to provide for breakfast to the children, then it would be easier to attract more children.

It was observed that further stress needs to be given on learning through cultural programmes and sports because these are readily accepted mediums.

The honorarium paid to the instructors seem to be a point of major concern and it was unanimously stated that the sum is too less to motivate the instructors.

The voluntary agency faces a lot of problem when the grant comes from the centre 2-3 months late. Sometimes, money comes in after the programme is finished and payment of salaries to the project staff becomes a major problem.

### Bal Kalyan Kendra

Bal Kalyan Kendra has been operating NFE centres in the district of Deoria. The agency run 95 centres of which 78 are for primary and the next for upper primary level. This agency has been carrying on the NFE satisfactorily with 95 instructors and 9 supervisors.

As far as administrative set-up is concerned it follow a Jtilr System viz Manager -Sabha - Management Committee. The management Committee itself consists of 4 members, are cashier, the manager, the Vice President and finally, the president. There is a fresh election every years.

The Manager is the person is charge of NFE who has 9 supervisors working under him. The office staff consists of an accountant, one assistant and a peon. Though the agency is involved in other child welfare activities, NFE is the since largest activity of the agency.

The centres run by the agency provide 15% reservation to girls and 1% to SC/ST. There is a fair representation of learners belonging to these sections.

The 95 centres cater 2500 students out of which 275 boys and 125 girls belong to SC.

Among the instructors also there are 7 SC male instructors and 3 SC female instructors.

#### **Manpower Specifies :**

- (1) **Project Officer** : Mr. Naval Kishore Singh, aged 33 years has been involved in this programme for a period of 2 years. He is a graduate and extends confidence and deep interest in the programme.

- (2) **Supervisor** : There are 2 supervisors looking after the NFE centres. Most of them are intermediate more or less it seems to be a group of energetic people motivated for this kind of work. The selection criteria for the supervisors are as follows :

The minimum education should be upto the intermediate level. The minimum age limit should be 22 years. The place of residence should be in the same block.

The mode of selection is through holding interviews. Most of them are selected from the workers of the agency. Certain other requirements like possession of bicycle for mobility are also taken into consideration.

- (3) **Instructors** : The selection within for the instructors are as follows :

The minimum age limit is 15 years.

The minimum educational qualification is high school for general candidates and middle for SC.

The place of residence must be in the same village in which the centre is located. Preference is given to female instructors SC/ST are also given preference. The standard process of selection is that the names of the candidates are given to the village pradhan who hands the list to the management committee after giving his opinion.



- (4) **Learners** : There are 2500 learners enrolled with the centres of the agency. The selection criteria are as follows :

The age group of learners is between 9 and 14. Those enrolled in formal schools are strictly not admitted.

There is an 15% reservation of seats for girls and 10% for SC/ST candidates. Learners are admitted in January, but there is a provision for replacement in between. The final evaluation of the learners has not been done as yet.

**Funds and Honorariums :**

The instructors are given an honorarium of 100 Rs. in cash. The supervisors are given an honorarium of Rs.350. There is usually a delay in the disbursement of honorarium as reported by the project officers. This dampens the motivational spirit of the supervisors and the instructors.

**Training of Project Officials :**

**Project Officer** : The project officer has received training for 5 days. The training institution is SCERT.

**Supervisors** : The supervisors have received training for 8 days from the voluntary agency officials only.

**Instructors** : All the 100 instructors have received training for 20 days. The various aspects covered as information on NFE programme, teaching methods, subject related information, motivating children to study and related issue of family planning are covered by the training.

The respondent's impression was that the training is more or less adequate but there is always a scope for improvement which may enhance the quality of performance.

**Equipments :** The procurement of the equipment and teaching material for the centres is done by the supervisors during monthly meetings, the information about the adequacy of the equipment and L/T material is gathered from the supervisors and it is supplied accordingly.

The respondent's impression of the quality of equipment and material supplied to the centre was very good. Most of the purchasing is done once in a year. Supply of equipment to learners have been consistent with norms.

**Teaching Methodology :** The agency uses the conventional teaching methodology of using examples, charts and pictures etc.

### **Output**

**Supervision :** The supervisors make surprise visits to the centres to check the attendance, the supply of T/L material, level of knowledge etc. They make the visit more than once a week.

**The instructors of each Centre :** They take attendance each day and frequently take tests and conduct games etc. They report regularly to the supervisor.

**Conclusions :** Though the NFE receives motivational support from the village people in general and village pradhan in particular yet the functioning of NFE requires more than what it receives.

There is a lack of support from the zilla parishad.

The honorarium paid to the instructors and supervisors is not just enough. It should be made Rs.300 per month for the instructor and Rs.800 for the supervisor. There is no arrangement for lighting and the centres depend on natural light. The interviewer felt that if the participation, which is voluntary, is encouraged by the govt. agencies by making literacy a requirement for loan etc. it can be far more successful. The overall performance of the Voluntary Agency is very good.

### **Jan - Jati Vikas Samiti**

Jan Jati Vikas Samiti is based in Nagwa block of Sonbhadra district. It was established in 1988 and non-formal education programme started in 1989. The agency is involved in Total Literacy campaign, women welfare programmes, children Welfare programmes, health programmes and non-formal education.

#### **Organisation Structure :**

Jan Jati Vikas Samiti has 50 approved primary centres out of which 10 are general centres and 40 are SC/ST centres. The NFE programme in this agency is implemented by one project officer, four supervisors and 50 instructors out of the 50 instructors, 48 are male and 2 are female instructors

#### **Selection of Staff**

##### **Project Officer :**

The secretary of the agency functions as the project officer for NFE programme. He is functioning as the P.O. for NFE programme since its inception in the agency. He is a graduate with four years experience in a similar position i.e. since 1989.

##### **Supervisors :**

The agency invites applications for the supervisors and suitable candidates are selected by the project officer after interviews. However, all the selected supervisors are devoted workers of this voluntary agency since its inception.

That the minimum age required is 25 years and minimum educational qualification is High School. He also indicated that the supervisor should either belong to the same block or a neighbouring block. However, he did not mention any requirement of previous work experience to become a supervisor. One of the supervisors contacted for the purpose of the study had studied upto 12th class and is involved in the implementation of NFE since its inception in the agency. This supervisor is incharge of 14 centres.

#### **Instructors :**

The NFE scheme underlines the need for essentially selecting a local person as an instructor who is motivated to serve the community, particularly the weaker sections. The selection of instructors is done through interviews by village level Siksha Samiti. The criteria followed for the selection of instructors are that the candidate should be educated at least up to middle school with minimum age of 18 years and should belong to the same village.

Currently 48 male instructors and 2 female instructors are running the 50 centres of the agency. Amongst these, 7 instructors were contacted for the purpose of the study. All of them were residents of the same Village.

All the instructors received both the initial and refresher training. The major aspects covered in the training programmes for the instructors were information on the NFE programme, subject related information and methods to be used for teaching. The instructors contacted were satisfied with the training programme.

The project officers training is very important as they have a major role to play in the implementation of the scheme, and they train the supervisors and instructors in turn and guide them in achieving the objectives of the scheme. The project officer of this agency received training for a period of five days within one year of joining. He was trained by the Literacy House, Lucknow regarding NFE programme, teaching methods to be used and information related to subjects.

#### **Admission of Learners :**

Illiterate children between 6 to 14 years are eligible to take admission into NFE centres. But the project officer and the instructors of this agency seem to be unaware of the age limits. Moreover most of the learners contacted were between 8 and 10 years. The agency failed to meet the requirement of atleast 25 learners per centre in case of two centres. However, there were more than 30 learners in 41 centres. Only interested learners who can spare 2 hours a day are admitted into the centre. Almost 80 percent of the centres are reserved for SC/ST students and the admission of learners is done only once in a year i.e. in the month of August. All the learners contacted (10) said that they attend classes regularly.

#### **Facilities Available at the Centre :**

The project officer and the supervisor have indicated that a lantern and Kerosene oil are provided to the centres. All the learners contacted said that the centres are well lit but 60 percent said that there is no proper sitting arrangement. Majority of children opined that the space provided is not sufficient to accommodate all the learners. Moreover, all of them indicated that drinking water facilities were not available

**Centre Timing and Location :**

The NFE scheme underlines the need to fix the timings and location of the centre according to the convenience of the learners. The timings of the centres of this agency are fixed by the voluntary agency and the popular timings are 6-8 in the evening. All the learners contacted said that the centre timings were convenient for them.

The project officer indicated that most of the centres were operating at public places and it was also observed that some centres were functioning under the tree. However, all the learners said that they face no problems in going to the centres as they were located nearby.

**Teaching and Learning Equipment :**

The NFE programme provides for free teaching and learning equipment in order to attract children to attend classes. All the children contacted indicated that they have received books, exercise books, slates and slate chinks but none of them received pencils and rubbers. Whereas, most of the instructors interviewed said that they have distributed pencils among the students. All the equipment supplied was of average quality.

All the seven instructors said that they had received registers, chalk, lander and Tatpathi. However, most of them hadn't received roller board or duster.

**Learner Evaluation :**

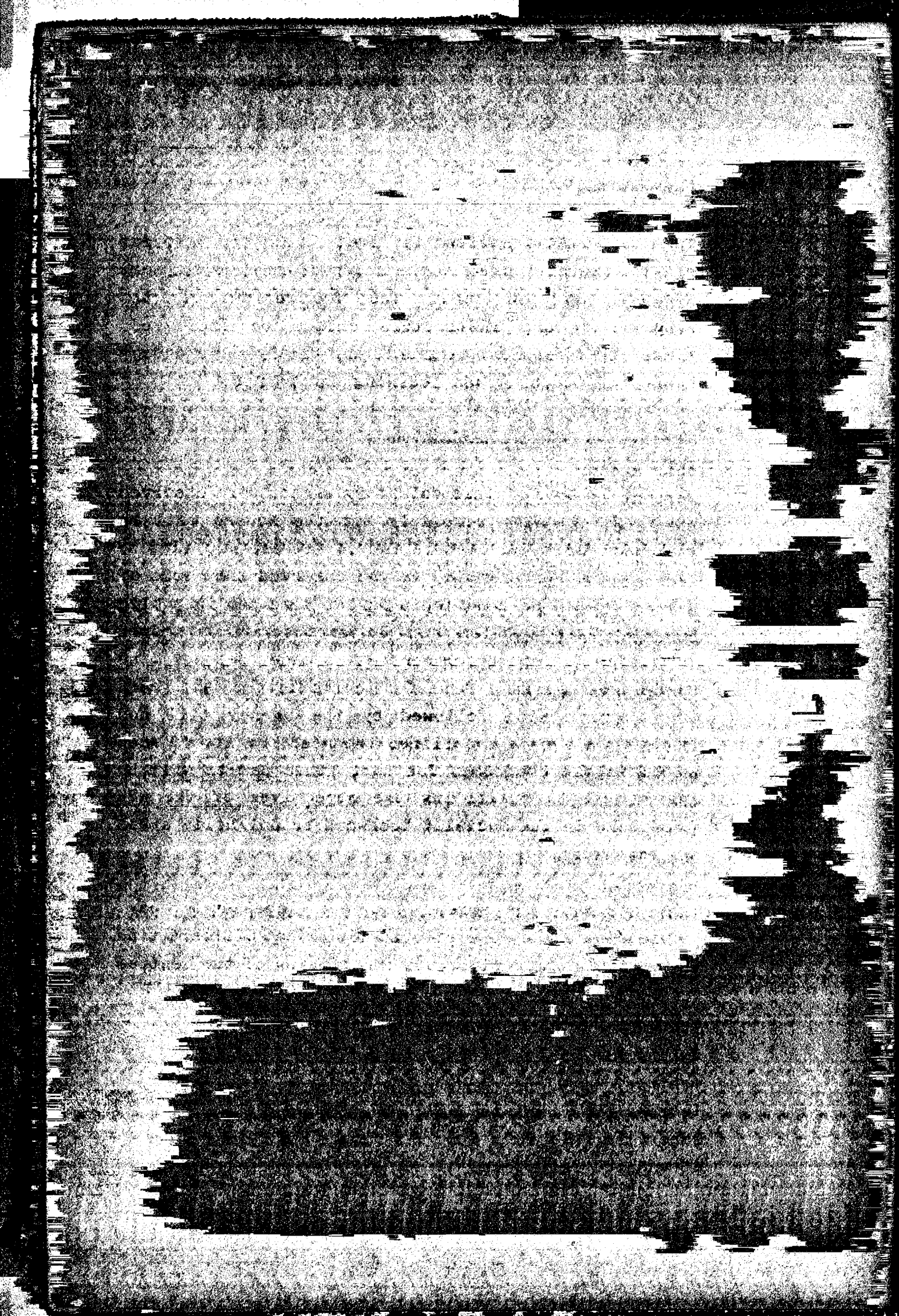
In some centres monthly tests are conducted but one final examination is conducted after two years in order to evaluate the learners knowledge level. The project officer of the agency sets the examination paper within the syllabus covered by the centres. The supervisor conducts the examination at the centre with the assistance of the instructors. There is no system of issuing transfer certificates or mark sheets in this agency. The project officer said that nearly 70 percent of the students pass out and he opined that the level of scholastic achievement of the learners is as good as that of formal school students. The learners contacted said that going to the centre helped them in helping their parents to manage household activities.

**Centre Evaluation :**

The project officer does the evaluation of the centre on the basis of the supervisors report, the results of the final examination and the knowledge level of the learners. He visits all the centres of the agency only once in a year. This may be due to the distance to be travelled and hilly area. The supervisor also indicated that he visits all his centres only once in a month. Even the supervisor has to travel more than 10 kms. to visit his centres.

The major aspects inspected by the project officer during his visits to the centre were : regularity of centres, knowledge level of learners, Attendance of learners and maintenance of registers, while, the supervisor looks into the teaching methods and attendance registers.





**Suggestions :**

All the functionaries involved i.e. the project officer, supervisors and the instructors made the same suggestions i.e. that the honorarium of the supervisors and instructors should be increased, timely disbursement of grants and timely and adequate supply of teaching and learning equipments.

**Observations/Recommendations :**

The NFE centres of this voluntary agency were observed to be functioning regularly but the scheme will be more successful if certain facilities are provided to the centre. For example, it was observed that some of the centres were functioning under tree and in public places. This problem can be avoided if a proper provision for space for centres is made. Secondly, no system of issuing transfer certificates and mark sheets was being followed by the agency till now though the scheme underlines the need for it. If such problems are overcome, Jan Jati Vikas Samiti will be successful in fulfilling the objectives of the NFE programme in the socially backward tribal/hilly areas of sonbhadra.

The centres are spread out and located a away. Consequently the supervisors and Project Officers find it difficult to monitor the functioning of the centres effectively.

### LOK VIKAS SANSTHAN

Lok Vikas Sansthan was established in 1988 in Allahabad. Non-formal education is the only programme being run by the agency. The agency has 100 approved primary centres. It is run by a Managing Director/Project officer assisted by four supervisors and 100 instructors. A survey was carried out in the town prior to the opening of the centres in order to estimate the number of eligible learners and to find a suitable location and timings for the centre.

#### Selection of Staff :

All the employees of Lok Vikas Sansthan are ex-officials retired from the State Education Department. The present project officer is a retired Director of Education. He has selected the supervisors who were known to him earlier. Two of the supervisors were retired secretary's of Board of Higher Secondary Education, one was a retired Asst. Director of Education and one was an ex-principal of a Junior college. In order to select the instructors, applications from eligible candidates are asked for and then suitable candidates are selected. Apart from the educational qualifications, the agency gives preference to a local person belonging to the community to which majority of people in the locality belong to in order to attract children. The agency aims to appoint needy persons who will work hard for an honorarium of Rs.105/-. Therefore, criteria adopted by the agency for the selection of supervisors and instructors seem to be in line with the scheme guidelines".

**Training of Manpower :**

Neither the project officer nor the supervisors have received any training and they don't feel the necessity of training as they have spent great deal of time in the field of Education. However, all the instructors have received training within 15 days of joining the centre. However, the training was not given by DIET. The agency has invited specialists from SCERT, State Institute of Science Education and Central Pedagogue Institute and conducted the training at CPI hall, Allahabad for 15 days. Though no formal refresher training was imparted, various training programmes were conducted. The major aspects covered in the training programmes were information on NFE programme, information on subjects and methods to be used for teaching. Care is taken to involve the instructors in the subsequent training programmes and remedial training is imparted in the refresher courses. The instructors contacted for the purpose of the study indicated that the training imparted to them was inadequate and agency feels the same. The agency official is of the opinion that the instructor in NFE receives training for 22 days while his contemporary in a formal school receives training for two years. Moreover, he feels that the instructor should be trained to be a multi-class teacher as the system is child oriented and each and every child has to be monitored.

**Admission of Learners :**

Children in the age group of 6-14 years and who are not studying in formal schools are eligible to take admission into the NFE centres according to the scheme guidelines. Lok Seva Sansthan was found to be

following the age restrictions. However, neither the project officer nor the volunteers were aware of the actual age restrictions. The project officer indicated it is 9-14 years and volunteers felt that it is 7-14 years. Though the project officer, the supervisors and the instructors mentioned that the second condition was also being adhered to, the actual practice was found to be different. Almost one-third of the learners contacted said that they are studying in formal schools also.

During the pre-survey, the instructors identify the children meeting the necessary criteria and motivate them to send their wards to the centre. Though girls are given preference, no seats are reserved for girls as such. The admission of learners was done only once in a year in the month of August.

#### **Centre timings and location :**

Most of the centres of Lok Vikas Santhan were operating between 4-6 p.M. All the learners contacted said that the centre timings are convenient for them.

Most of the centres were found to be operating from the instructors residence and the learners indicated that they face no difficulty in reaching the centres as they are located nearby.

#### **Facilities Available at the Centre**

Majority of the learners indicated that their centre was well lit and drinking water was available. Although more than half of the learners felt that there was sufficient space in the centre to accommodate all the students, as high as 88 percent of the learners expressed their dissatisfaction with the sitting arrangement.

**Teaching and Learning Material :**

With a view to encourage children to attend centres, the NFE scheme has a provision for free distribution of teaching and learning equipments among the learners. The voluntary agency purchases the required equipment often obtaining tenders. The material is then distributed to the instructors once in a year. To ensure that material reaches the learners, register is maintained by instructors indicating the receipt and distribution of the material. Most of the learners contacted for the purpose of the study indicated that they have received learning materials like books, exercise books, pencils, rubbers etc. However, as high as 72 percent of the learners indicated that they haven't received slates and slate chalks while the instructors claim that they have distributed them. All the instructors indicated that the quality of the material received was good and that it was being used quite often.

Almost all the instructors contacted indicated that they have received the basic equipment such as Registers, Roller boards, chalks, Dusters, Tatpathi etc. to conduct the classes and they felt that quality of the teaching aids was good.

**Learners Evaluation**

Apart from assignments an examination is conducted to evaluate the performance of the learners after two years. The supervisors set the papers and conduct them at the respective centres. The Managing Director of the Voluntary Agency issues Transfer Certificates and Mark Sheets to the learners. However, the project officer indicated that these certificates are by and large not accepted by the formal schools. Therefore, the child has to get it countersigned by the District official in order to take admission into formal school.

### Centres evaluation

All the centres of this agency are inspected by the project officer and the concerned supervisors. The project officer makes at least two visits per centre per annum while the supervisors visit them at least twice a month. During his inspection, the project officer follows a fixed programme to evaluate the performance of the centre. This interval evaluation includes : 1) teaching methods followed by the instructors, 2) regularity of the centres, 3) timings of the centres and the extent to which they are adhered to, 4) maintenance of attendance registers and other records, 5) type of extra-curricular activities undertaken by the centre, 6) whether learners have been divided into groups according to their levels and, 7) level of scholastic achievement of the learners in comparison with their counterparts in formal schools. On the basis of the above aspects, centres are classified.

### Suggestions for improvement of NFE Scheme :

The managing Director -cum -Project officer of Lok Vikas Santhan said that it is difficult to implement the scheme without adequate funds. He made the following suggestions in order to achieve the objectives of NFE scheme effectively and efficiently.

1. The salaries of the supervisors and instructors should be raised. There is a need to relate the salary of instructors with that of primary school teachers in 1:4 or 1:5 ratio.
2. The receipt of yearly grants are greatly delayed. In order to overcome this, grants should be sanctioned for five years though disbursed periodically.

3. Give the responsibility of making the entire area literate to one voluntary agency
4. Primary schools does not provide space for running the centres and the instructors, who are economically backward are expected to provide space. This problem can be avoided if funds for space are provided separately
5. There should be timely and adequate supply of teaching and learning equipment and there should be separate provision for teaching equipment.
6. Provision of funds for purchase of equipment should be increased as prices in the recent past have gone up tremendously. Funds should be commensurate with the requirements.
7. State Government should supply books to NFE centres as Literacy House books are very expensive.

#### Recommendations /observations :

The non-formal education programme seems to be very well organised in Lok Vikas Sansthan as NFE is the only programme being implemented by this agency, all efforts are concentrated on the same. However, all the officials and volunteers involved in the implementation of the scheme are highly experienced ex-officials of the State Education Departmentation and it seems that they have dedicated themselves to make it a success. As the volunteers are making sincere efforts, it will be easier to achieve the objectives of Non-formal education programme if only the government can supply adequate funds, equipment, provide space and arrange to train the supervisors and instructors periodically.



## Samaj kalyan Shiksha Sansthan

### Structure

This agency was established in the year 1981 and it started NFE on Nov. 90 in the block of Fazilpur in the district of Deoria.

It has one office within the state which also functions as a NFE office. The agency has 3 employees all of whom are involved in NFE. The agency also has 27 volunteers working on NFE.

As far as organisational structure is concerned, the agency consists of an accountant, manager, sabha management committee.

The management committee itself consists of 5 members and one cashier, the manager, the vice president and finally, the president. There is a fresh election every 5 years.

As far as NFE is concerned, the person in charge is the manager who has 2 supervisors working under him/her and 25 instructors working under the supervisors. The office support staff consists of an accountant, one assistant and a peon. Judging by the total involvement of manpower, it would seem that NFE is the single largest activity of the agency.

The centres run by the agency is not a SC/ST centre or a Girls centre. Apart from NFE, Samaj Kalyan Shiksha Samiti is also involved in children's Welfare Programmes.

Currently all the 25 NFE centres run by this agency are located in the fazil nagar block of Deoria district. A similar situation existed at the time of undertaking the NFE activities in 1990.

The 25 centres cater 625 learners of which 275 are boys and 350 are girls. Of the boys, 75 are SCs while among the girls, 125 are SCs.

Among the instructors also, there are 3 SC. male instructors out of a total 9 and 3 SC Female instructors out of a total of 16

**Manpower Specifies :**

**1) Project Officer**

Mr.Hari Prasad, aged 45, has been involved in this programme since the very beginning. He has an experience of 12 years and handles all the 25 centres. His educational qualifications is upto the intermediate level.

**2) Supervisors :**

One supervisor looks after 10 NFE centres while the other supervisor looks after the remaining 15 centres. In this case, the supervisors are graduates. Each supervisor handles around 12-13 centres.

The selection criteria for supervisors are as follows :

- \* Minimum education upto intermediate level
- \* Years of experience in NFE or any other form of education.
- \* age has to be at least 18 years.
- \* The place of residence has to be near the centre, i.e. the person has to be a local.

- \* Certain attributes/factors which are given preference when selecting a supervisor are honesty and availability a cycle of his/her own because freedom of movement is a crucial factor. In terms of the selection of the supervisors, selection committee looks into the suitability of each candidate before making the final selection

3) **Instructors :**

There are 25 instructors involved in this programme. The selection criteria for instructors are as follows :

- \* The person concerned has to have to an educational qualification of at least upto the intermediate level.
- \* Years of experience on NFE or any other form of education is not compulsory
- \* age has to be at least 18 years.
- \* The person has to be a resident of the same village where the centre is located
- \* Preference is given to female instructors. Economically weak people are also given preference.

Their selection process is again quite standardised. Interested candidates give their names to the village pradhans who hands the list over to the management committee after giving their own opinion.

Finally it is the management committee comprising of the President the manager along with leading members of the village who hold interviews to select the proper candidate.

**iv) Learners**

There are a total of 625 learners studying in the 25 centres run by this agency.

Their selection criteria are as follows :

- \* Learners age has to be between 9 and 14
- \* Those enrolled in formal schools are strictly not admitted
- \* As such there is no reservation of seats but preference is given to SC candidates and to girls, depending on availability.

Learners are only admitted in November, but there is provision for replacement if there learners have in - between.

**Funds And Honorarium :**

- \* The instructors are given an honorarium of Rs.105/- in cash on the 4th or 5th each month.
- \* The supervisors are given an honorarium of Rs.417 in cash.
- \* If we look at the receipt of grants by the agency for NFE from April '90 onwards, we can see that there has been slight delays from the due date of receipt. The primary reason behind these is delay in sending the audits by the agency and consequently the delay in release of grants.

**Training of Project Officials :**

- \* **Project Officer :** The project officer has not received any training
- \* **Supervisor :** Both the supervisors has received training from the Literacy House. Both received their first training within 3 months of joining. In their case, the duration of training had been for 15 days.
- \* **Instructors :** All the 25 instructors have received their first training within 3 months of joining. Source of training has been the BTC, the District NFEs Officer.

Whereas neither of the supervisors have received any retraining, all the 25 instructors have received retraining in Jan'92. This training had been imparted by district NFE officials.

The various aspects such as information on NFE programme, teaching methods, subject related information, motivating children to study and related issues of family planning are all covered by the first training programme. Only the later two are covered during retraining.

The respondent felt that the training provided for is some what adequate but there is need for improvement.

**Equipments :**

Purchasing of books are done from the Literacy House who also provide the rate list. Books are selected and the Literacy House is informed through letters Payment is done through Bank Drafts and books are received through parcel post. Other materials as

specified by the scheduled list are purchased locally (Deoria) after going through the usual process of asking for quotations. Payment is done through A/C payee cheque.

Most of the purchasing is done once a year.

Supply of equipment to learners have been consistent with the norms. Lanterns have not been provided to the centres.

#### **Teaching Methodology :**

This agency is apparently not aware of any models for teaching but the centres teach the learners through pictures and other awareness generation based methodologies.

#### **MONITORING :**

The supervisors make surprise visits to the centres to check for attendance. They also ask questions pertaining to general knowledge and related subjects to the children and thereby evaluate each centres performance. Each supervisor monitors 2-3 centre's a day. The frequency of reporting to the manager is once a month.

The instructors of each centre takes attendance each day and frequently takes tests and conduct subject games. They report to the supervisors once every month about the progress of the centre.

The manager/Project officer monitors the functioning of the centres 3 times a month (on an average of 3 centres/visit). They report the findings to the ministry once in 3 months through quarterly progress reports.

With the completion of the course, the learners are all provided with Transfer certificates and mark sheets signed by the respective instructors. These certificates are accepted by the formal education system as they can be countersigned by the Distt. NFE officer if and when required.

**CONCLUSIONS :**

- \* There is a lack of support from the Zilla Parishad
- \* There is limited motivational support from the people
- \* The amount of Rs.150/- per month paid to the instructors is just not enough to encourage them.
- \* Participation in these NFE courses is voluntary, and hence the general public tend to treat this programme indifferently. If the Govt. were to pass a resolution like no illiterate person is eligible for a loan, then the urgency to become literate will be felt.

## NAVJAGRITI SAMAJ VIKAS SANSTHAN

### Organisation Background

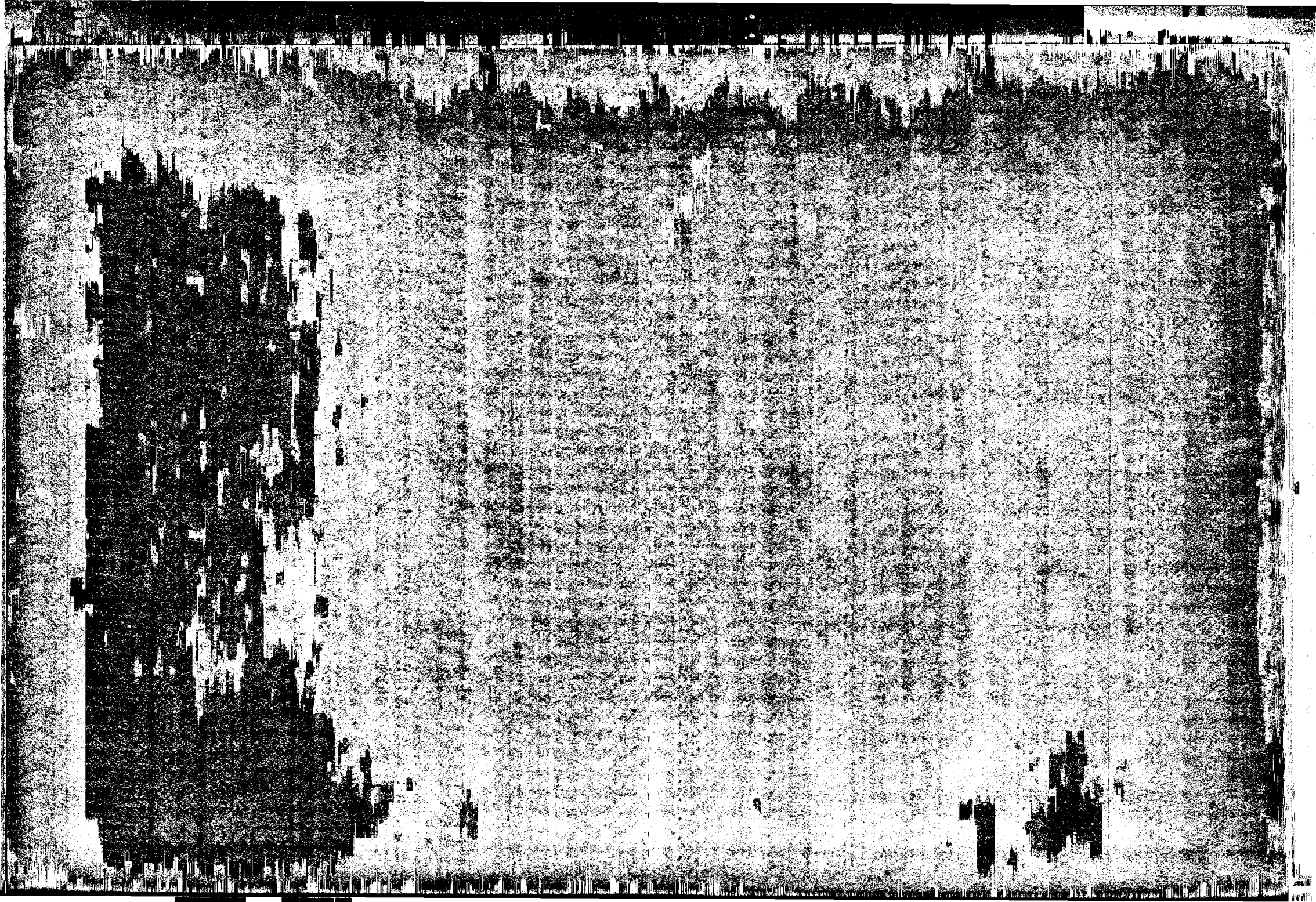
Navjagriti Samaj Vikas Sansthan is located in the Ferozabad district. The agency was established in the year of 1984 and started a school. In 1987 the agency received a sanction for operating 25 centres for a period of two years starting from 1989.

The agency is managed by a board consisting of President, Vice President, Secretary and a treasurer and two members. The operations of the NFE scheme is headed by the secretary who functions as a project officer assisted by two supervisors.

### Establishment of Centres

The villages were initially surveyed by the agency officials to identify the villages for starting the centres. During survey the officials studied the profile of the villagers and number of children falling in the age group of 9 to 14 years and not attending formal stream. The supervisors were then selected by inviting applications through an advertisement release in newspapers. The applicants were interviewed by the secretary who also functions as the project officer. The instructors were selected from the respective villages where the centres were located.





The selection of supervisor was made on the basis of their educational qualifications and experience. The agency has stipulated the minimum educational qualification of the supervisor to be intermediate and having an experience of 3 to 4 years in the field of education. The minimum qualification stipulated for the instructor was junior high school.

### **Training**

The instructors were imparted training by Baruder Rural support centre, Allahabad. The education superintendent and the district NFE officer were also involved in the training programme.

During the first year of operation of NFE centres the training was imparted in phased manner. Four training sessions were conducted at intervals of two months.

The instructors and the supervisors were provided training in the second and the third year also.

The training programme though elaborate, the agency felt that participation of NCERT would have enhanced the quality of the programmes.

### **Teaching / Learning Material**

The requisite teaching and learning material was purchased locally and distributed monthly. The material was distributed during the monthly meetings of the instructors. The learners were provided Gyanbharati.

### **Monitoring and Supervision**

The project officer visits all the centres at least once a month. During the visits the project officer checks the availability of the T/L material in the centres, the cleanliness and level of achieved by the learners. The project officer also meets the parents or guardians of a few learners. Each supervisor visits each centre at least twice a week. The supervisor check the attendance of the learners and regularity of the classes being held by the instructors.

The instructors sends monthly reports to the agency which indicates the list of learners and their details such as age, father's name, occupation, and income of the household. These reports are then compiled by the agency and quarterly progress reports are prepared. The supervisor and the project officer also prepare inspection reports based on their findings of the inspection

Since the agency has only 25 centres the project officer is in a position to monitor the centres more effectively.

### **Evaluation**

The level achieved by learners is gauged by holding exams every six months. At the end of two years i.e. in May 1991 agency held the final evaluation. The exams were held by the education department. The students of NFE and those of formal school appeared for the final exams of standard V simultaneously. Of the 61 learners of NFE who appeared for the exams 55 cleared and 20 learners obtained admission to standard 6th.

The learners who passed the exams obtained Transfer certificates. In order to secure validity, the agency got the Transfer Certificates made through other recognised schools and through their own school.

### **Current Status**

The agency started with 25 NFE centres but only 4 centres are presently functioning. The remaining centres had to be closed after the two year course entered in 1991 due to various external pressures. The district of Ferozabad has a high concentration of glass factories where children are employed, thereby the prevalence of child labour especially in the age category of 9-14 years is high. The agency initially were able to create awareness among the parents regarding the NFE scheme and persuaded them to send their children to the NFE centres. The parents were also made aware of the fact that their children were being exploited by the glass factory owners. The factory owners then instigated the instructors and persuaded them to refrain from teaching in the NFE centres. The instructors were told that they were being paid only Rs.105/- p.m. as against Rs.700/-p.m. being received by the agency. This was intimated to the ministry and consequently the agency did not get further sanction after the two year period ended in May 1991. The agency also received funds from CRY in 1987 for running 2 centres for a period of 4 years. Hence the agency was able to run 10 centres for a period of six months with the help of CRY after the withdrawal of the sanction from the Ministry. Presently only four centres are functioning since at the expiry of four years CRY also stopped the funds.

## MADHYAM SATYAKAM SHIKSHA

### 1.0 Organisation Background

Madhyam Satyakam Shiksha Kendra established in 1978 operates in the district of Gorakhpur. The agency mainly concentrates in running schemes for children and Women Welfare Programmes. In 1991 the agency also introduced Non-formal educational scheme to its range of activities.

The agency currently runs 50 centres in the block of Piprich in the district of Gorakhpur. These centres have a strength of 1500 learners approximately.

The management of the agency is constituted by a managing board. The secretary of the board is the chief executive of the agency. The agency has a staff of 20 employees and 70 volunteer of which 10 employees and 50 volunteers are involved in Non-formal scheme.

The NFE centres are managed by a team consisting of project officer, clerical staff and supervisor. The project officer manages the day-to-day operations of the NFE centres. The project officer is assisted by four supervisors each of whom supervises around 12-13 centres.

#### Establishment of Centres

The agency adopted a well organised system for establishment of centre. Initially the agency held meetings in all villages to explain to the villagers about the NFE scheme. The villagers were then asked to indicate the requirement of a NFE centre. This process led to the selection of villages where the NFE centres were to be started. The villagers were also asked to propose names of candidates for the post of

instructors and identify locations where the NFE centre can function. The agency selected a suitable person from the names proposal as a instructor and a place for the running of the centre. The agency selected supervisor from their present staff.

The agency has stipulated the educational qualification to be high school for the post of supervisor and instructor, while for the post of project officer it is post graduation. For selection of supervisor the agency also attaches importance to the involvement of the candidate in social work activities.

The project officer is selected by the managing board while the supervisor and the instructors are selected by the project officer.

#### **Selection of Learners**

The agency admits children of age 6-14 years and those who are not admitted in formal school. Children belonging to the backward class are given priority. The children are admitted during the months of April, to July. In a few centres as high 40 learners attended the NFE centre. This is due to the high level of interest shown by the children and the villagers to attend the NFE centres. However these learners cannot be provided with learning material since the quantity received by the agency is for 25 learners only.

#### **Training**

All the instructors and supervisors were imparted training within three months of the beginning of the NFE centres. The instructors and the supervisors also received a refresher training in the following year.

The training programme on both occasions were imparted by the lecturers of B.Ed. faculty of Gorakhpur. These lecturers were trained by N.C.E.R.T and appointed as key persons of N.C.E.R.T.

The instructors opined that the training imparted was inadequate. The agency officials stated that the training programme should incorporate areas of sports and folk music.

### **Teaching / Learning Material**

The teaching/learning material such as registers, charts, maps, chalks etc. are procured from the local market. Text books are procured from Literacy house while the teacher's guide books are procured from NCERT.

The requisite material is disbursed monthly. It was found that apart from textbooks other material was adequately provided. The text books were not sufficient. The learners were provided with books on a rotation and sharing basis. The agency stated that since they could not procure the textbooks published by the state govt. since the same were not printed they had to procure textbooks from literacy house which were expensive. Due to the limitations in the grants the requisite number of text books could not be provided.

### **Monitoring and Supervision**

The functioning of centres is monitored by the supervisor on a weekly basis. Each centre is visited by the supervisor once a week. The project officer visits each centre twice a month. The secretary of the agency also visits the centres monthly.

The supervisor during the visits to the centres checks attendance and the level of learners. The supervisors also checks the material present at the centres. The supervisor prepares reports on a weekly basis and submits the reports to the Project Officer. The Project Officer compiles these reports and a report on the situation of the centres monthly.

### **Evaluation**

The instructor frequently holds tests to gauge the level of the learners. Every six months an examination is held where the paper is set by the project officer. Those learners who fail in these exams are not promoted.

At the end of the course a final examination is held. Depending on the performance of the learners four grades are given to the learners. The learners are given a certificate which indicates whether they have passed or not.

### **Recommendation by the Agency**

- \* The agency feels that apart from the text-book material the course should also include sports and cultural activities.
  
- \* In a few centres it was found that over 40 learners were attending the centre in such centres the agency finds it difficult to provide the requisite learning material to all the learners. The agency has stated that in such cases the grant given should be higher.



**Observations**

It has been found that the agency has been running the NFE centres satisfactorily. The agency has been very systematic in selection of villages and personnel. The instructors of the centre are motivated towards the scheme and thereby lay lesser importance to the honorarium and show lot of interest in teaching. The agency was also able to generate interest among the villagers for the NFE centres. The training provided to the staff was not adequate. There was also delay in giving the honorarium to the instructors due to the delay in receipt of grants.

**BANWASI SEVA ASHRAM****1.0 Organisation Background**

Banwasi Seva Ashram is a voluntary agency, operating in the district of Sonbhadra and was established in 1956. The agency over the years has emerged into a large organisation involved in a range of activities. The activities of the agency encompasses the areas of Education, Women and Child Welfare and health. Under its actives in the area of Education the agency runs Adult education centres, NFE centres and is involved in Total Literacy Campaign. The agency's involvement in NFE scheme started in 1990. Currently the agency runs 419 centres spread across four blocks of Sonbhadra.

The agency is managed by 335 employees. At the helm of the affairs is the General Secretary assisted by two secretaries. The NFE scheme is run by 10 employees and 419 volunteers. The agency has established an organisation structure for the management of the NFE centres headed by the Project Director assisted by a Asst. Project Director. For each of the four blocks in which NFE centres are operating, there is a Project Officer. Finally the last link of the chain is constituted by the 419 instructors for the 419 centres. These 419 centres have a total strength of 12876 learners. Over 90% of them belong to SC/ST category and one-thirds of the total learners is constituted by girls.

For the management of the day-to-day operations the agency has 4 Project Officers and 81 supervisors. Each Project Officer is in-charge of a block consisting of around 100 centres while on an average each supervisor supervises 5 to 6 centers.

### Selection of Staff

**Project Officers :** The agency has stipulated, that the minimum education qualification for Project Officer should be graduation and should be at least 25 years of age. The agency does not lay emphasis on the experience of the candidate. However the agency prefers to appoint Ashram employees and selects an employee who has proved his sincerity integrity and devotion towards the activities of the agency.

Presently the agency has selected from the existing employees of the Ashram and have been given charge of the blocks where they were already working. Out of the four Project Officers, three were Post-graduates and one a Post-graduates . All except for one have had 2.5 years of previous experience. The number centres handled by each Project Officer various from 96 to 129.

**Supervisors :** In case of supervisors the minimum education qualification required by the agency is High School and should be at least 20 years of age. Previous experience in similar areas is not considered.

For the selection of supervisors, applications are invited out of which the suitable applicants are called for interview. The interview is conducted and the suitable candidates are selected by the General secretary. The selected candidates are required to devote their entire time to the activities of the Ashram.

**Instructors :** The minimum education qualification required for the instructors is primary level education and should have attained the age of 18 years. The instructor should be from the same village where the centre is located. The instructors are selected by Project Officers, supervisor and the Gram Shiksha Samiti.

### **Training**

All the Project Officers, supervisors have received training within 3 months of Joining the NFE scheme. The training was imparted by the voluntary agency and the duration was seven days. The venue for the training was the headquarters of the agency.

Most of the instructors have received another round of training in 1992 while some of them have received retraining thrice a year since 1990. The Project Officers and the instructors were of the opinion that the quality of training was good and it was adequate. However a few instructors opined that emphasis on teaching techniques needs to be increased.

### **Teaching / Learning Materials :**

With respect to teaching material basic requirements such as registers, older board, chalk are being met adequately. The other material such as charts, maps teachers guide books were provided to very few centres. The instructors found the quality of these material to be average.

In majority of the centres although requisite material for learners were being provided, the quantity given was found to be inadequate. In one centre it was found that no T/L material were provided.

**Monitoring and Supervision :**

For the monitoring of the functioning of the centres the agency has laid down a system where the supervisor monitors the centre at least once a week. The Assistant Project Officer visits every centre at a frequency of once in three months. While the Project Officer visits a centre twice a year. The survey has revealed that almost all the centres were visited by supervisor at least once a week and in 85% of the centres the A.P.O. visits every centre once a month. Instructors send the status report on enrolment and attendance on a monthly basis to the supervisor. The supervisor sends these reports received from the instructor along with the inspection report on a monthly basis to the Project Officer who send all these reports to the V.A. officer.

**Evaluation**

The final evaluation is conducted at all the centres. The Shiksha Sanyojika of the agency sets the paper. All the examination books are collected from the head office by the supervisors and the same is delivered at their respective centres.

On successful completion of the course the learners are given transfer certificate and the mark sheet.

**Observations :**

This particular agency has vast experience in managing various schemes for children, and also has a huge infrastructure. In spite of its huge infrastructure certain inadequacies can be seen in its capability to manage 419 centres. The lacunae lie mainly in the area of monitoring and provision of T/L material. However it has been found that the NFE scheme has been functioning satisfactorily.

### Literacy House

Literacy House is a voluntary agency working in the rural areas of the Barabanki District of U.P. The agency runs 400 centres in four blocks. Each Block has about 100 centres, and is run by a Project Director assisted by four assistant Project Officer assisted by Supervisors and Instructors. The agency instead of having two Project Officers adopted a system of 4 Assistant Project Officer. A door to door survey is conducted before opening the centres to estimate the number of prospective learners, and other requisites for the centre.

#### Selection of Staff :

The Assistant project officers are well qualified people like Post-graduate. They select the supervisors on the basis of their academic qualification, work experience, proximity of residence to the centre, their image among the villagers etc. Local candidates are preferred as they would be easily able to build up rapport with the learners as well as their parents. They are selected on the basis of an interview conducted.

#### Training of Personnel :

Neither the project officer not the other personnel received any training in its actual sense. The project officer was given 10 days of orientation and so were the supervisors and instructors. People from NCERT and DIET were invited to the headquarters of the voluntary agency and they conducted the one week orientation programme. Though this does not amount to trainings

in the orientation programme various topics dealing with the study course, teaching material, maintenance of records, the regulations of the NFE scheme and the ways and means of improvement of the scheme etc. were discussed.

The training as it is so called by the project officer is inadequate as compared to the teachers of formal schools who complete a two year period training even before joining the job.

#### **Admission of Learners :**

Children in the age group of 9 to 14 years and those who are not studying in a formal school are admitted in this NFE programme. Formal school drop-outs are also encouraged to join these informal schools. Though girls are preferred, no reservation of seats is made in the case with S.C/S.T candidates.

During the door-to-door survey, the instructors identify prospective students, motivate them and their parents to send them to schools. Admissions are made once in a year.

#### **Location & Timings of the Centre :**

The centre is located at a place convenient to the students from their work point of view in the survey conducted, the instructors know the occupation of the children and depending upon their convenience in respect of distance as well as time, timings are determined. The village education committee decides the location of the centre. Normally the centre is located in a shed with good lighting and drinking water facilities.

**Facilities at the Centre :**

While selecting the site of the centre the village education committee ensures that facilities like lighting and drinking water are ensured. There seems to be no problem in this area.

**Teaching & Learning Material :**

With a view to encourage children to attend the schools the NFE scheme has provided for free distribution of teaching and learning material. The agencies purchase the material and they reach the learner passing through the hands of project officer, supervisors and instructors. The material supplied is rated to be fairly good.

**Learner's Evaluation :**

An evaluation test is conducted after 2 years basing on the paper set by the agency at its head office. The instructors conduct the examination. The examination is conducted to evaluate the level of knowledge of the learners and the pass out certificate is signed by the District NFE officer and Project Officer. This certificate enable the children to join formal schools.

**Evaluation of the Centre :**

The project officer visits the centres at least twice in a month. The supervisors also visit the centres. Based on the supervisors reports and his own inspection, the project officer evaluates the centres performance with respect to (1) Teaching methods and techniques (2) level of standards of the children, (3) attendance of the children (4) rate of dropouts, (5) type of extra-curricular activities undertaken etc.



**Observations :**

1. The centres run by the Literacy House are in general found to be very satisfactory. The instructors and supervisors are generally good in their jobs.
2. The agency has adopted the system having of Assistant Project Officer monitoring 50 centres as against a Project Officer monitoring 100 centres. This enables better supervision of the centres.
3. The material supplied is good and the learners expressed satisfaction over the same.
4. The honorarium of the instructors and supervisors are received regularly. The reason of instructor leaving the job is said to be better employment in case of men and marriage in case of women. It has not been expressed anywhere that the low remuneration of irregular payments were the reason. This Agency does not suffer from these reasons.
5. Since the personnel chosen are highly educated, they are dedicated to the cause of NFE.

**Suggestions and Recommendations :**

1. The salaries of the supervisors and instructors should be raised so that they don't seek alternative jobs.
2. Instead of leaving the accommodation problem to the VEC, the Agency should rent a permanent place job the centre with all facilities like lighting, drinking water and sanitation.

3. State Government should supply books to NFE centres at discount.
4. There should be better training facilities to the project, supervisors and instructors particularly for the instructors, before the job. Training should be imparted by institutions like NCERT, DIET.

**Survodaya Shiksha Sadam Samiti**  
**Shakohabad, Ferozabad**

This agency was established in 1978 and it started its NFE programme in 1988. It has one office within the state and one outside. Both the offices look after NFE activities

As far as the overall organisational structure is concerned, the person in charge is the chairman, Mr. Gyan Singh, with a vice chairman, a secretary and a 3 member advisory committee for the NFE activities.

For the NFE programme, there is a Project Officer, supervisors, accountant and clerk

This agency runs 50 NFE centres. The centres having 100% SC/ST category learners are declared as SC/ST centres while those having 100% girl learners are girls centres. Out of the 50 centres run by this organisation, 47 are general centres, 2 are SC/ST centres and 1 a girls centre. There are a total of 1250 students currently studying in these 50 centres. Although some centres have more than 25 learners, they are not formally enrolled into the centre.

Apart from the NFE programme, this agency also runs an ICDS programme, special nutrition programmes for women, and CAPART sponsored hand pump projects.

**Manpower Specifies**

**Project Officer** : Mr. Kaniyalal Khaswal is 33 years old and is a graduate as well as LLB. He has been involved with this programme since the inception. The selection criteria used by the agency to choose a suitable project Officer were as follows:

- \* the candidate should be a graduate;
- \* the candidate should not only be knowledgeable about the subject of NFE but should be conversant with overall development issues in rural India;
- \* most importantly, candidates cannot be involved in active politics or be under the influence of local politicians.

Special preference is given to candidates who show leadership qualities.

The selection of the project officer is done by the Secretary of the voluntary agency.

**Supervisors :** The selection criteria used for supervisors are as follows :

- \* the basic qualifications are the same as in case of the project officer;
- \* They should be dynamic and possess good behavior (background in checked)

Applications are called for from people who are basically known by the voluntary agency members on an interpersonal basis.

The final selection is done by the secretary, in consultation with the rest of the committee members.

**Instructors :**

It should be noted that unlike most other agencies, in this case there is no stipulation stating that the instructor must belong to the same village where the centre is being located. About 7 instructors of this programme belong to other villages which are within 1-2 kms from the respective centres.

When selecting an instructor, special emphasis is given to people who are needy and not actively involved with politicians and the local political process.

The selection process of instructor was as follows :

- \* during the village surveys, the project team looks out for probable candidates.
- \* during the subsequent village meetings, applications are invited from interested and qualified individuals;
- \* a check on the candidates background is done, including family background and social circle;
- \* candidates are interviewed by the committee and then selected.

#### **Learners :**

The selection criteria for learners are as follows :

- \* the children will have to be within the age-group of 9 to 14;
- \* they cannot be a part of the formal schooling system;
- \* Preference is given to those who belong to the backward classes and the economically deprived communities.

The procedure for selecting learners start with the parents being informed about the merits of these centres during the time of village meetings. Later on, the project staff go on a house-to-house campaign to further motivate the parents and convince them to send their children to the centres.

There is no reservation policy being followed by this agency and learners are not admitted any time of the year. Students are usually admitted during the month of April.

### **Funds And Honorariums**

Instructors , Supervisors and the project officer are paid monthly honorariums in the time of Rs.105, Rs.416 and Rs.2000/- respectively, All payments are made in cash at the project office.

This agency has received central grants seven times since its inception till 26.11.92. In '89 itself, they have received assistance thrice but there after, it has been once a year. From '89 to end 92, the average gap between receiving subsequent grants have been seven to nine months.

### **Training**

**Project Officer :** The project officer has received his training within the first year. of his joining. This was imparted from the NCERT regional centre at Lucknow. The duration of training, however, had been for only 3 days.

The Prject officer has received one refresher training within 2 years of his joining, imparted from the Literacy House. The duration again was for 3 days.

The Project officer's training covers aspects like general information about the NFE programme, teaching methods, and subject related information. They are also trained on specific issues like surveying and how to manage linkages between the instructors, supervisors and the project office. The NCERT training manual is used for this purpose. " "

**Supervisors :** All the 4 supervisors have received the initial training from Lucknow within 6 months of their joining.

The supervisors also receive a refresher training each year and of the same duration. The refresher training is given by the voluntary agency which invites the SDM, professionals, college principals, etc. to participate. The topics which are covered are the same as it was for the project officer.

**Instructors :** The instructors have received their initial training within 6 months of joining. The agency was responsible for imparting this training, which was for 20 days.

For centres which have been running for more than an year, the instructors have received refresher training of 20 days duration. Some centres, however, were established in '92, and hence those instructors have had no scope for refresher training. These training include general information on the programme, teaching methods and subject related information.

**Equipments :**

The students text books are bought from Gyandeeep while the rest of the equipments are locally purchased. T/L materials for the centres and learners are distributed either at the project office or directly at the centres. The learners have so far received equipments in adequate numbers but for the centres, some notable Commissions seem to be dusters, boxes/trunks, lockers and teachers guidebooks. The lanterns which were provided for, are broken and have not been replaced because of paucity of funds.

**Supervision And Monitoring :**

- \* The monitoring criteria adopted by the project officer are attendance of learners, their progress of learning, the general attitude of the villagers towards the centres, and the guardians attitudes towards the programme. The project officer visits each centre once or twice a year.
- \* The criteria adopted by the supervisors are more or less the same. The supervisors visit each centre at least twice a month and sends in the progress report of each centre to the project officer after each visit
- \* The instructors conduct tests every 2 months and sends a progress report to the supervisors every month. They also maintain a file which contains inspection reports and instructors progress reports and this is kept at the centre.

Interestingly, the number of learners enrolled in the programme have come down over the years. In '90, the total number was 1283, in '91, it has come down to 1253, while currently, the number is 1250. However, in 1990, after taking the final exams, 53 out of 1283 successful candidates took admission in class VI of the formal system, while in 1992, the number increased to 220 out of 1248. This is a very clear indication towards the success of programme. Many of the programme's officials felt that this number could have been further increased if only there were more formal schools within accessible distance.



**Evaluation :** The final evaluation of the learners is conducted by the voluntary agency. The Project Officer is responsible for setting the question paper. Sometimes he collects learners from different centres at one place and holds the examination. In other cases, the final exam is held at each centre. The instructors are responsible for correcting the papers which is later signed by the project officer.

This agency issues marksheets as well as transfer certificates. If the students have to go outside the district to study, then the transfer certificate is countersigned by the District NFE Officer.

**Weaknesses :** The following weaknesses were cited by the project staff :

- \* There was no money to purchase any sports equipment in order to increase interest among the students.
- \* The honorarium paid to instructors, the most crucial functionary in the entire programme, is too less
- \* Grants are not received on time
- \* There is not enough money for buying exercise books for the learners in the required amount

It was observed that communication through mass media, etc. may not be of much use as the learners are mostly from very poor families and the instructors

**Gram Vikas Seva Sansthan**  
**Bazar Shukla, Sultanpur**

**Organisation Structure :**

This organisation was started in the year 1978. It started its NFE activities from April, 91. It has got 2 offices within the state, both of which are involved in the NFE activities. Out of the 15 employees in the organisation, (7 females and 8 males), 3 are employed in the NFE programme. This agency also has 114 volunteers, of which 25 are involved in NFE activities.

For the NFE programme, the person who is in charge is the director of the Voluntary Agency. He is followed by the secretary, supervisors and instructors. The support staff includes an accountant and a clerk.

This agency runs 25 centres which cater to a total of 625 learners. None of these centres are SC/ST centres or Girls centres.

Apart from NFE activities the agency is also involved in running vocational training (sewing) courses, children welfare programmes, health programmes and women welfare programmes

**INPUTS**

**MANPOWER SPECIFICS**

The project officers, selection was done directly as he was already the director of the voluntary agency which is implementing the NFE programme

**Supervisor** : There is only one supervisor looking after the 25 centres. The criteria used by the agency to select the supervisor were as follows :

- \* the candidate has to be at least intermediate level qualified;
- \* at least one year of experience in a related field;
- \* age will have to be at least 21 years;
- \* place of residence is not a major criteria but the candidate has to be available for supervising in that area;

Special preference is given to those candidates who have experience in fields, such as adult education, etc.

The final selection of a supervisor is done through an interview taken by the agency's management committee which is headed by the director.

**Instructor** : There are 25 instructors involved in this programme. The selection criteria that were used for choosing these candidates are as follows :

- \* the candidates will have to be high school qualified;
- \* they will have to be from the same village where a centre is located

Number of years of experience is not compulsory and no particular age group is specified. The current lot of instructors, however, are all above 21 years of age.

As far as the selection process goes, the post of instructors is advertised and at the same time, the village pradhans are asked to recommend suitable candidates. The short-listed candidates are then interviewed by the management committee comprising of the director, secretary, president, treasurer, supervisor and others.

**Learners :** For selecting a potential learner, two things are kept in mind

- \* age of the child has to be within the age group of 9 to 14;
- \* they should not be already enrolled in a formal education system.

Special preference is given to handicap children, girls, and children from backward castes.

The final list of learners is drawn up by the supervisor and the instructor of the particular centre.

There is no seat reservation policy for SC/ST or girl candidates being followed by this agency. Again, students are only enrolled during the month of April, after finishing the previous batch's course

#### **Funds And Honorariums**

**Instructor :** The instructors are paid a monthly honorarium of Rs.105. The instructors are called to a meeting in the project office once a month. The money is given at the office by cash when grants are available. Earlier, the payment used to be made once in 2-3 months. Now, payment is made once in 6 months due to delay in receiving grants.

**Supervisor :** The supervisors is paid a monthly honorarium of Rs.1000/- paid in cash at the project office. This amount is far beyond the amount specified in the programme guidelines.

\* The director himself does not take any money from the NFE programme.

The sanctioning letter for the NFE programme was received by the voluntary agency on 23-3-91 but the first installment came in 26.4.92. The second instalment had come within a month of applying for the grant, but thereafter, the third installment has been delayed by over 4 months, causing a lot of problems in payment of honorariums.

### **Training**

**Project Officer :** Being an experienced person running a voluntary agency, the director did not require any formal training for this project.

**Supervisor :** The supervisor had received his first training within 3 months of joining the programme. He was trained at the Literacy House for 7 days. He has also received a refresher training every year from the same place and for the same duration.

**Instructors :** All the 25 instructors had received their initial training within the first three months of their joining. the training was conducted at the office of the Voluntary Agency. The training is given by the P.O. of Sultanpur, the BDO and the supervisors and the duration of these training modules are of 15 days. All the instructors have received refresher training every year for 15 days duration.

These trainings cover aspects such as information on the NFE programme, teaching methods, subject related information and general information about on going development schemes of the Government.

### **Equipments**

All the books are purchased from the Literacy House through draft payment while the rest of the equipments /materials are purchased locally in cash.

Books and exercise copies have be supplied to the learners in the prescribed numbers but several students responded in the negetive when asked about pencils, rubbers, slates, and slatechalks. The equipments supplied to the centres, however, are in adequate quantities.

**Supervision :** The officials of the Voluntary Agency visit each centre once a month. Apart from that, the supervisors visit 3 to 4 centres a day. They check on attendances and the quality of teaching. They usually interact directly with the children and ask them questions. The supervisor maintains a separate register for each centre where he puts in all relevant information after each visit.

The instructors maintain attendance registers of each centre. All these are placed for scrutiny at the monthly meetings at the Voluntary Agency's project office. The learners are evaluated every 2 months through short exams taken by the instructors.

The final evaluation is conducted by the director who supervises the entire procedure, including selection of examination centres. The District NFE Officer issues the Transfer Certificates.

This block has 162 villages out of which 100 do not have schools. Again, of the functioning primary schools in the area, the standards are deteriorating. In this perspective, the NFE has proved to be successful because the learners of the NFE centres, after 2 years, are able to join a formal schooling system.

**Weaknesses :**

All the NFE functionaries felt that the honorariums are too low and the budget for T/L materials is also not adequate. Again, the grants take a long time to get sanctioned and thereby a lot of people lose interest in the job

The programme functionaries all felt that there has to be a separate budget for information dissemination, for this is a must for generating awareness. They suggested that mass media and motivation camps can go a long way towards generating awareness. Folk media should also be tapped for this purpose.

**Mahila Udyog Prashikshan - Allahabad**

This organisation was established in the year 1982 and it started the NFE programme in 1989. It has got 2 offices in the state, one of which acts as the NFE project office. This agency employs 2 persons, both of whom are also involved in the NFE programme. There are also 92 volunteers involved with this organisation, out of which 25 are NFE instructors and 2 are supervisors.

As far as organisational structure goes, the management committee, which also looks after NFE activities, consists of 7 members, including the president.

Currently, there are 25 centres being run by their agency with a total of 750 learners. There is no reservation policy or criteria being used for declaring any of these as SC/ST or girls centres.

Apart from the NFE programme, this agency is also involved in carrying out several CAPART funded projects, viz stitching, tank construction, hand pumps installation, as well as running a dispensary. They have also applied for being part of the TLC programme of the state.

**Project Officer :**

There is no separate project officer for the NFE programme. The president of the Voluntary Agency, Mr. Sharad Ch. Diwedi, doubles as the project officer as well.



**Supervisor :**

The selection criteria used for the supervisors are as follows :

- \* for boys, the minimum qualification is High School passed and for girls, Jr.High School passed;
- \* preference is given to trained people but this is not available, then untrained people are taken anyway and are trained on the job;
- \* there is no restriction of age but special emphasis is given to ensure that the girl candidates are married as unmarried girls pose mobility problems;
- \* as long as the candidate can be mobile, he or she can be from any local village.

**Instructors :**

All the other criteria are the same as for instructors except for the fact that the candidate should belong to the same village from where the centre is being run. Currently, there are 11 male instructors and 14 female instructors.

As far as the process of selection of supervisors is concerned, applications are called for from the eligible/interested candidates and these are cross-checked with the pradhans and other members of the Gram Samiti. The final selection is done after interviews are taken by the President / project officer.

For instructors, the project office gets a printed form filled out by each applicants giving details of the candidate. All the applicants candidature are routed through the Gram Pradhan. Final selection is done through interviews conducted by the village Pradhan, Supervisor and the President of the Agency. In selecting female candidates, special emphasis is given to see that the candidates do not keep a pardah and are not shy of speaking.

**Learners :**

All the learners are between the ages of 6 to 14 and children already enrolled in formal schools are not enrolled. For selecting learners, the instructors go from door to door trying to persuade the parents to send their wards to the centre. 25 candidates are taken in per centre. Additional learners are allowed to attend but are not given any equipment.

This agency does not follow any system of reservation for of seats/centres for girls and SC/ST learners Students are normally admitted during the month of June but dropouts are also replaced with the starting of a new academic year.

**Funds And Honorarium**

**Instructors :** They are paid an honorarium of Rs. 105/- p.m. which they receive directly from the supervisors.

**Supervisors :** The supervisors receive Rs.425 p.m. The President of the agency makes the payment during their monthly meetings.

**Project Officer** : The president of the agency, who doubles as the project officer, does not take any honorarium from this project. The clerk, however, is paid Rs.1500 p.m.

The due date for receiving the annual grants is June each year but funds are never received before September or October. The delay is more so in the backward areas and the people assume that the money has been eaten up. Even though grants are delayed, the payment is made up from the Agency's own funds.

#### **TRAINING :**

- \* The project officer has not received any formal training from this programme.
- \* Both the supervisors have receive their initial training on NFE only recently. But they had already been given training on adult education by the Voluntary Agency. Each supervisor have received 3 such trainings. The NFE training had been of 5 days duration only.
- \* All the 25 instructors have received their initial training immediately upon joining. They also receive refresher training twice a year, the first for 10 days and the next, for 5 days. The Literacy House gives these training in the local primary school where they call representatives from the ministry of Health, District NFE officials, BDO and the supervisors.

#### **EQUIPMENTS**

Books are all purchased from the Literacy House while the rest of the equipments are directly purchased locally.

On the last day of training there is a closing ceremony when the instructors are given the materials for distribution.

T/L equipments for the centres and the learners are usually purchased in bulk once a year but if funds are not available, then the purchasing is broken up into 2-3 phases.

Apart from the prescribed equipments, breakfast is also provided to the learners because this ensures regularity of attendance. Quantity of equipment supplied to the learners and centres were found to be quite adequate.

#### **Supervision And Monitoring :**

The project officer does not follow any fixed evaluation criteria but looks into the overall functioning of the programme as a whole.

The supervisors check on things like centres' timings, attendance of learners as well as instructors, whether learners are being taught properly or not, how many days the centres remain closed, etc.

The instructors primarily check on attendances of learners. the supervisors monitor each centre under their charge at least thrice every week and signs a register to prove so. The president visits the centres at least once a week. The District Officials as well as the BDO sometimes carry out monitoring but frequency is never more than once a year.

The instructors prepare the attendance report along with some other details of each centre for monthly inspection by the supervisors. The supervisors prepare inspection reports 2-3 times a week which are seen by the president. The president himself prepares the project report.

It is interesting to note that the number of students have decreased from 673 in June '91 to 584 in June '92. But perhaps what is most interesting is that around 70% of the learners, after completing NFE, goes and joins the formal system.

**Weaknesses :**

One major problem seems to be that there is no sitting arrangements for the learners. Many officials felt that provisions for breakfast should be built into the programme so as to ensure attendance on one hand and also reduce the pressure (financial) on the Voluntary Agency. The people also felt that some money should be paid to the instructors during the training period also.

But the largest problem seems to be the untimely release of grants because lack of funds have been responsible for the untimely closure of some centres. The instructors also indicated that they need more grants for charts, maps and books, especially for the lower classes.

Finally, having no project officer of its own, the project suffers because the president of the voluntary agency has to look after so many things apart from the NFE programme. The president is also very active politically and hence can afford to spend only a limited time for the NFE activities.

**Adarsh Janta Shiksha Samiti**  
**Tehshil Karchhana**  
**Dt. Allahabad**

**Organisational Structure :**

There are 100 NFE centres run by this agency of which 94 are located in the Kundhara block. This number was the same at the time of initiating NFE activities also. Out of these 100 centres, about 20 are girls centres. All these centres cater to 27000 to 2800 learners. This number has increased from 2500 during the lime of initiation, i.e. 1988.

**INPUTS**

**Manpower Specifies :**

**1) Project Officer**

Shri Ashok Lal Shukla, aged 27 yrs, is a graduate. His experience in education programmes dates back to 1985, including 4 yrs. of experience in NFE. The selection criteria for P.O. that were used are

- \* the person has to be a graduate;
- \* some member (s) of the family has to be in the education field;
- \* the person has to be a local resident.

**2) Supervisors**

Of the total of eight supervisors, 3 look after 5 to 9 centres while the remaining 5 look after more than 12 centres each. The selection criteria used for these supervisors are as follows:

- \* minimum educational qualification is upto the intermediate level;
- \* experience in NFE not compulsory but preferable ;
- \* age of the candidates have to be between 21 and 45.

Certain specific attributes which are given preference when selecting a supervisor are youth, mobility and familiarity with the locality.

**Instructors :**

- \* Junior high school passed candidates are also encouraged to become instructors ;
- \* the persons will necessarily have to be unemployed ;
- \* experience in NFE teaching is not compulsory but preferable ;
- \* age of the candidates, have to be between 18 and 40 years.

In case of instructors preference is given to those who are trained and live near the centre with which they are to be involved.

In terms of the selection procedure, notification is issued by the Development Block H.Q. and information is given to the Village Pradhan through the village school. The final selection is done by Project Officer, District NFE official, Block representatives, the Village Pradhans and important members of the community.

For selection, a notification is given by the gram pradhan and subsequently, interested parties sent in their applications to the respective centres. The selection committee consists of the project officer, Head of the Gram Panchayat, one representative from the District head quarters, the BDO, and the Gram Pradhan.

Care is taken to assure that the Pradhans do not recommend their own relatives

**Learners :**

The selection criteria employed for learners are as follows :

- \* the child has to be 6 to 14 years of age ;
- \* the child cannot be enrolled in any formal school;
- \* there is no system of reservation of seats but preference is given to girls.

If any child is willing to study, they are taken in irrespective of the time of the year. Otherwise, the general admission time is towards the end of April.



**Funds & Honorariums**

- \* The instructors are given an honorarium of Rs.105/- p.m. which they get in the last week of the month. Payment is made at the project officer's house.
  
- \* The supervisor's monthly honorarium could not be ascertained because both are given T.A. and D.A. (which are variable amounts) The project officer also looks after other programmes run by the agency, but takes the honorarium of Rs.2600 p.m. from this programme.

There seems to be problems in receiving grants on time and there is backlog in payments. However, there has been apparently very little delay in paying honorariums to the supervisors and instructors. This is so because whenever a grant is delayed, a loan is taken from the agency to make the payment.

**Training of Project Officials :****Project Officer :**

He had received training within 6 months of joining in this programme. The training had been imparted from the SCERT office and the duration of training was for 3 days.

**Supervisors :**

All the 8 supervisors received their initial training within 3 months of joining. The training was imparted by the Project Officer along with several district level officials. Duration of training has been for 10 days.

**Instructors :**

All 100 instructors have received their first-time training within 3 months of joining. Training was imparted by the District Officials as well as Jr.High School teachers. Duration of training had been for 10 days.

The supervisors as well as instructors have also received re-training. The former have received it after two years of joining while the latter, once in 3 months. Duration of training in both cases have been for 3 days.

The project officer is trained specifically on the different aspects of the NFE programme and the methods to be used for teaching.

Supervisors are instructed on teaching methodology along with the basics of how to evaluate the performance of a centre -namely through attendance, involvement of instructors, etc. In the refresher training, stress is given on methodologies for training the instructors under their charge.

For instructors, initial training consists of teaching methodologies as well as subject related information. The initial training also covers techniques for generating awareness among beneficiaries. Refresher training covers teaching methodologies and furthering subject knowledge.

The general feeling among the NFE functionaries was that the imparted training is by and large inadequate to meet the demands of the programme.

**Equipments :**

Books are bought from the outlet in the Block Development Office. Books are also purchased from the Literacy House at Allahabad. Block Office gets its supplies from the District NFE. The purchased materials are handed over to the instructor in the presence of the supervisor.

Supply of equipments to the learners as well as to the centres have been by and large adequate and regular. Lanterns have also been provided along with a periodic supply of money to buy kerosene. This is useful during summer when classes start in the late afternoon. Most of the centres run from the varandah of existing village schools.

**Teaching Methodology :**

The instructors have not adopted any particular model for imparting knowledge to the learners as they had not received any directive towards this end. But games are extensively used to make learning more interesting.

**Supervision And Monitoring****Project Officer**

The project officer generally sees how the instructors are coping with imparting training. He also looks into the distribution of the teaching materials. In order to do this, he gets into direct contact with the children as well as the villagers in which the centre is situated. He also evaluates the extent of knowledge gained by the children. He sends in his report to the Ministry once a month.

**Supervisors :**

The supervisors monitor 3-4 centres per months. They check out the level of attendances, equipment supply, centre timings, and qualitative aspects such as level of learning attained by the children. The supervisors send in a monthly report to the project officer.

**Instructors :**

The instructors send in the centre's report to the supervisors once a month. Apart from that, they look into supply of equipment, attendance of SC/ST, learners, girls, boys, etc. Their job is also to motivate the children as well as those parents who are sending their illiterate wards off to work instead of allowing them to attend classes.

As far as the learners' evaluation is concerned, the instructors set the paper after consulting the school teachers. The examination centre is chosen in such a way so that it can be close to 4-5 centres.

This agency does not issue Transfer Certificate or marksheets. That is done by the Jr.High school with the District NFE seal.

This Voluntary Agency is very happy with this NFE programme. It was widely acknowledged that the time wasted by the illiterate children has now been channelised into fruitful activity.

But one major problem is not getting the grants on time and consequently, they have to take loans from the Agency. One major problem seems to be the instructors pay and it was felt that they don't try hard enough to increase the number of learners in each centre. Presently, the availability of learners is quite poor.

**Selection of Staff :**

The supervisors were graduate and of age of 21 years. During selection the candidates character and background was also considered.

The instructors had achieved the level of intermediate and were of a minimum age of 21 years. The agency was particular that the instructors should not run the centre at the residence since they would not be serious, in carrying out their duties.

The volunteers were selected by inviting applications for the posts and the interviews were conducted by the selection committee which consists of the secretary and principal from the local inter college.

**Learners :**

The learners were selected from a list of the children falling in the age of 9-14 years and not attending the formal school. The learners were admitted in the month of August. Twenty five percent of the seats were reserved for SC/ST.

**Training**

The 25 instructors and the 2 supervisors were trained by Professors of the B.Ed school and BCT for a period 30 days. The training was provided within 3 months of the beginning of the NFE centres.

**Teaching / Learning Material**

The text books for the learners were purchased from Literacy House and the other material were purchased locally. These material and the books were distributed from the office of the agency every month.

**Evaluation**

The agency conducted a examination at the end of the first year. The paper was set and examined by the secretary of the agency. It is interesting to note that the secretary was not aware of the system of issuing Transfer certificates to the learners passing the exam on the basis of which they can secure admission to the formal school. Hence the learners did not receive any Transfer Certificates.

**Observations and Recommendation**

The respondent (secretary of the agency) had the following suggestions :

- \* The centre should release grants in time so that the centres can function smoothly
- \* The salary/honorarium of the instructors should be increased to Rs.500 p.m.
- \* The duration of the class should be increased to 3 hours daily
- \* The training for supervisors and instructors should be imparted by NCERT or SCERT.

One can observe that the agency was involved in lot of activities but was not adequately staffed to manage all these activities.

**CHAPTER -III**  
**CONCLUSION**

## CONCLUSION

The earlier chapters dealt with each voluntary agency in which aspects such as selection of functionaries, training, equipment and T/L material, supervision and evaluation for each agency was covered. A careful scrutiny of these aspects would bring forth certain common features and issues which affect the performance of the voluntary agencies. In the present chapter an effort is made to highlight these issues.

### Release of Grants

Availability of finance in time is one of the most crucial factors influencing the performance. Almost all the agencies have reported that generally there is a delay of three to four months in receipt of grant and sometimes the delay is over six months.

The delay in receipt of grants creates difficulties in the smooth functioning of the centres. The delay in grants also results in the decline of interest towards the NFE scheme by the officials.

### Training

In majority of agencies the Project Officer was trained either at the Literacy House or at a training programme organised by NCERT. The instructors and supervisors were trained by the district NFE officials or the agency officials or the key resource person. It has been found that the training imparted to the instructors and supervisors was inadequate. One of the main reasons for the same was the lack of proper infrastructure for training at the district level since the DIETs are not fully functional. The lack of training obviously has its influence on the quality of the teaching.



### **Equipment and T/L Material**

Majority of the centres did have the minimum teaching and learning material however the availability text books was very much in shortage. Since the text books published the Government such as Gyan bharati was not available the agencies had to either purchase books from the Literacy house or manage with the inadequate supply. Since the books of Literacy house were expensive the agencies could not meet the entire requirements. In the agencies where grants were not received for quite some time the teaching and the learning equipment were also not adequate.

### **Evaluation**

All the agencies the evaluate the level of achievement of the learners by carrying out regular tests and a final exam at the end of two years. However the method of carrying out the tests is flexible and adhoc. In majority of the agencies the evaluation is carried out by the agency itself and the role of the education department is minimal. Also the passing certificate issued by the agency is not recognised in the formal school and hence learners find it difficult to continue studies after passing out.

### **Monitoring and supervision**

The system of monitoring and supervision of the centres is not very well established in most of the agencies. It is found that in agencies which have 50 or less centre mentioning and supervision is more effective. In this regard one can take the example of the system followed by Literacy house where instead of having a Project Officer to monitor 100 centres there are two Assistant Project Officer looking after 50

centres. It has also been found that in agencies which are involved in many activities the supervisors are also involved in many other activities. This leads to dilution of the supervision of NFE centres by the supervisors.

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