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# CATHOLIC RELIEF SERVICES

UNITED STATES CATHOLIC CONFERENCE

INDIA PROGRAM

**FOOD FOR WORK MANUAL**

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“Poverty is not the real problem of the modern world. For we have the knowledge and resources which could enable us to overcome poverty. The real problem—the thing which creates misery, war and hatred among men—is the division of mankind into rich and poor.”

—*Julius Nyerere*

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#### **INTRODUCTION**

The basic motivation underlying the founding and continuance of Catholic Relief Services is Christian compassion for the poor. Following upon this basic motivation Catholic Relief Services' particular goal is to help the poor and needy irrespective of caste, creed or race through programs designed to enhance the quality of life for as many poor people as possible in the developing countries.

Catholic Relief Services discharges its obligation to the poor in two interrelated ways, by meeting immediate needs and by doing what it can to remove the causes of these needs.

Catholic Relief Services, therefore, gives a very high priority to Economic and Community Development projects undertaken with gift food in return for work accomplished. These projects are called "Food For Work" (FFW) projects. Food given in this manner offers an inducement for workers to participate in undertaking projects which would benefit them and the community at large.

Therefore, the purpose of FFW projects is to support community development projects that are developed at grass roots levels and that help those who are too poor to purchase an adequate diet. Priority is given to those projects that directly benefit the poor by addressing the causes of low productivity, and also projects that are aimed at self-reliance.

This field of activity lays stress on the development of the poorer, weaker and marginal segments of the community. The food input is intended to enable local voluntary organizations to initiate projects for self reliance through their own efforts.

CRS encourages FFW activities which are in keeping with the Government of India plans and priorities, as well as the USAID program emphasis and strategies. In accordance with the increased concern for equitable income distribution and Small Farmer Welfare, attention should be directed towards those who benefit from completed Food For Work projects as well as the number of persons employed on the projects. Thus Food For Work projects should attempt to achieve a needed agricultural/economic and community improvement by providing commodities to support unemployed and underemployed workers.

## **Catholic Relief Services' role regarding FFW**

Planning and Implementation of FFW activities are done by counterpart agencies, and as such CRS' role is supportive rather than operative. CRS has a responsibility to monitor the program, but we have a greater responsibility in assisting our counterparts in developing effective FFW activities which relate to the objectives of FFW. Our emphasis, therefore is on motivating, encouraging, and supporting our counterparts to help them find new ways to alleviate the causes of poverty, by collaborating with them in such areas as are necessary.

### **I TYPES OF FFW PROJECTS**

Given below are some possible types of projects which can be taken up through Food For Work. These are suggested activities and are not limited to the following projects.

#### **A. Agriculture/Economic Development Projects**

Desirable projects include construction of water production and control projects (wells, dams, reservoirs, ponds and fences), improvement of land through clearance, drainage, reforestation, levelling and cultivating; construction and renovation of commodity storage facilities; sustenance of people while engaged in resettlement or land reform activities. Priority is given to projects which will contribute to an increased or improved food supply in areas where the supply is inadequate.

#### **B. Community Development Projects**

Desirable projects include construction of roads, small bridges, drinking water wells, wharves or piers, renovation of buildings for schools, emergency shelters, child feeding centers, and recreational areas; clearance of debris; construction of streets in villages or towns and low cost houses.

#### **C. Educational Development Projects**

Educational Development projects are those which improve the self-help capability of individuals. Such activities include literacy classes; vocational training courses, particularly in agriculture and fishing and training of the handicapped; instruction and training in responsible parenthood, nutrition, child care, personal hygiene, home sanitation, family health, food handling, environmental sanitation, control of rodents and insects, and control or eradication of disease.

#### **D. Health and Sanitation Projects**

Health and Sanitation projects may include construction of drains/ditches, latrines and sewage disposal tanks.

These are not the only types of projects but are the most common and are given as examples of activities which can be undertaken with Food For Work.

### **II GUIDELINES FOR FOOD FOR WORK PROJECTS**

Food For Work is a program by which food commodities are provided to those who work on a voluntary basis on projects which benefit the community. In this way

food can be used as a resource for development as well as providing wages to those who are unemployed or underemployed. The following points must be considered in planning and implementing Food For Work Projects :

- The Community must see the need for the project and truly desire it. Ideally, they should identify this need.
- The Community must be willing to work together to achieve the goals of the project. Local leadership should be involved in implementation of the project.
- Capital inputs should be sought and provided when necessary, (e.g. cement for steening wells, stone for roads, etc.) from the Community, Government or private agencies.
- The people working on the project should (as far as feasible) benefit from the project itself as well as by receiving the food earned.
- Care must be taken so that people do not become dependent on Food For Work as a livelihood. Projects which will enhance economic opportunities should be taken up so that eventually assistance will no longer be required.
- Food For Work should be linked up with existing Village development structures, e.g. Credit Union, Cooperative.
- Projects should be consistent with the Government's development plan for the area. Food For Work can be most effective when it supports and complements these plans.
- When considering a project extreme care must be taken to ensure that there are no political implications involved.
- Projects to be taken up should normally be of a kind that do not require sophisticated technical know-how or expensive/complicated equipment.
- Planning and execution of projects which involve sizeable quantities of gift foods of course, requires the availability of sound management and adequate storage facilities.
- Projects should not be started prior to the receipt of food commodities.
- As far as possible only one adult from each family should be employed in Food For Work projects. Child labour must not be employed.
- Under no circumstances can materials (cement, steel, etc.) required for Food For Work projects be procured by the sale of CRS gift food or empty containers.

### **III PLANNING FOR DEVELOPMENT**

In many cases FFW is linked to funded Socio Economic Development Projects. CRS has been making these food and other resources available to needy areas and peoples in several parts of India for well over ten years. Although individuals and groups have benefitted immensely from the aid provided by CRS for development, we are unfortunately not in a position to measure the impact of our programs on

specific areas or groups of people. This has been mainly due to the fact that the assistance was given and received without proper planning for the achievements of specific goals, objectives and targets within specified time periods. Our development efforts in the past have been scattered over wide areas and undertaken mostly as isolated attempts in raising the living standards of small groups here and there.

In order to achieve the maximum benefits for the maximum number of people with the limited resources available to us, it is essential that we should work within a well defined plan identifying both the long term and short term objectives to be achieved, the strategies through which these objectives can be attained, and the resources needed to meet the requirements of the proposed strategies. CRS can effectively implement a system of planning of resources only if the agencies participating with CRS at the local level provide the required feed back to CRS for their own planning process. Therefore, CRS encourages all its collaborators in the field, such as the Diocesan Directors, Consignees, registered Social Welfare Organisations, to identify the goals and objectives of their development programs and to set development targets to be achieved at various stages, through a planning exercise. With this object in view, certain guidelines are provided in the appendix to assist the development planner in the planning process in an organized manner. These are only suggestions which we hope will help you make your programs more meaningful and effective.

The following point should be borne in mind.

The purpose of the plan is to help coordinate and give direction to all your activities as far as possible.

The planning should be done with the full participation of the people for whose benefit the development program is intended. A series of discussions with the representatives of the area on the needs and problems would be most productive. The most important problems identified by the people will have to be accorded priority in a proposed plan. This is necessary to ensure cooperation of the people and to gradually educate them to see the problems in their proper perspective and to motivate them to undertake longterm measures to tackle the real problems standing in the way of their development.

The planning process itself should be understood as an educational and development process for the people. The participation of the people in the discussions, the generation of ideas, the organisation and cooperation that will be built up through the planning process will make a real contribution to human development even if the targets set in the planning process may not be fully achieved. In this sense the efforts which have gone into the planning process can never be considered a waste of efforts.

The planning exercise when done for the first time may require some time to gather all the data pertaining to the area and people concerned. Care should be taken to ensure that the data gathered is as complete as possible. If a thorough job is accomplished initially, one need only to review the material in subsequent years and suggest slight modifications wherever required. Much of the data on the area

and the people can be gathered from government sources through the Panchayat/Block/Taluk/District offices.

The planners should be careful to fix their targets realistically. Estimates have to be carefully worked out regarding the number of needy people who can be reached through funded projects, food for work projects and other welfare programs. The plan document may indicate the areas where donor agencies may collaborate with financial and other inputs. Such a document can be submitted to different agencies simultaneously and each agency will be able to see clearly the areas of their own possible collaboration in the proposed development program on a short and long term basis. The plan document may prove helpful to the different agencies in their fund raising campaigns and in the planning of the allocation of resources to them.

#### **IV ANNUAL AER FOR FFW**

Each year the Zonal office must prepare a long range plan for the Food For Work activities in their Zone. This plan is submitted as a basis for consideration of the Zone's request for the commodities needed for the following years' program.

In order for any Consignee to conduct FFW projects, it will be necessary for him to submit yearly estimates of FFW projects on the prescribed format (Form 6) which will list projects by category, number of man days, expected accomplishments, average number of centres which are expected to conduct the program, on a ten-month basis.

Since the planning takes place one year before the implementation year, the Consignee need only consult the centres or project holders for the tentative information. This information will be submitted by the Consignee not later than December 1st of each year, for activities planned for the next Fiscal Year which begins the following October.

This is to be accompanied by a short narrative description which will show :

- a. The Socio-economic conditions of the area.
- b. The priority areas and the overall strategy for development.
- c. The long range goals and objectives (Three-year plan).
- d. The specific goals and objectives for the coming Fiscal Year.
- e. How these objectives fit into the Government's development plans for the area.
- f. Detailed information on any large scale project proposal.
- g. A statement of administrative capabilities and expected capital inputs.\*
- h. An evaluation of the programs of the previous year.

The estimated Program Plan submitted by the Consignee will be reviewed by the Zonal Office on the basis of the following criteria :

- a. The past program levels.
- b. Field review information.

- c. The availability of storage facilities and the administrative set up.
- d. An evaluation of past performance.
- e. The back-up documentation submitted by the Consignee to support any requests for increases in specific types of programs.
- f. The accuracy and timeliness of reporting.

Upon receipt of the approved CRS Zonal Program level, the Zonal Office will inform the Consignees of their recommended program level for the intended fiscal year in terms of man days and will ask for detailed applications.

#### **V SUBMISSION OF FFW PROJECT APPLICATION BY DISTRIBUTOR/PROJECT HOLDER**

Based upon the requests for projects received from either the village or private parties, the Distributor or Project Holder will submit a *FFW Project Application* (Form 10) in duplicate to the Consignee at least three months before the quarter in which the work is to be started.

The Distributor/Project Holder must complete the application giving full pertinent details as required in the Application form and provide supporting documents particularly in regard to the Government's or the local Panchayat's involvement in the proposed project and a "No-Objection" Certificate from the Government authorities, if applicable.

For different types of activities, separate applications are required. If a Distributor/Project Holder has many similar activities in different locations, this can be treated as one project provided the work sites are within reasonably accessible distances and can be managed. Thus construction of houses of the same specification, room area, height, etc. can be treated as one project even though their construction may be in different villages. In such a case, complete details of location will be indicated for each individual operation on the application.

If technical details of Projects are required, these should be worked out by an engineer for projects which involve more than simple earthwork.

Individual projects, requiring more than three months work should not be broken down into different applications. Except for training projects, it is preferable that projects do not exceed six months duration. However, all projects must be completed within the Fiscal Year for which the projects are approved. If incomplete at the end of the Fiscal Year, a new application for reapproval of the incomplete project will be required.

#### **EVALUATION AND RECOMMENDATION OF APPLICATION BY THE CONSIGNEE**

The Consignee will receive the *Food For Work Project Applications* (in duplicate) along with the relevant documents and evaluate them on the basis of :

- a. Distributor/Project Holder's performance on past projects.

- b. The accuracy and timeliness of reporting.
- c. Field Review.
- d. Whether the project conforms to the guidelines as outlined in Section II of this Manual.
- e. The socio-economic benefits of the proposed projects.

After evaluation of each project application the Consignee will prepare the *Food For Work Summary of Applications* (Form 11) in duplicate based on the individual applications recommended by him. Each individual recommended application will be listed Project Holder/Distributor-wise. While recommending projects for approval to CRS, the Consignee will ensure that the total mandays for projects are based on the recommended program level for the Fiscal Year as sent to him by the CRS Zonal Office. Both copies of the Food For Work Summary of Project Applications prepared by the Consignee will be submitted to the CRS Zonal Office two months before the beginning of each quarter. The schedule for submission of the Food For Work Summary of Project Applications to the CRS Zonal Office is as follows :

End of July for work to be started in I Qtr. (October – December)

End of October for work to be started in II Qtr. (January – March)

End of January for work to be started in III Qtr. (April – June)

Normally additional projects will not be approved for implementation during the IV Qtr. as this last quarter (July – September) should be left to complete projects approved for the Fiscal Year. Project applications submitted directly to the CRS Zonal Office by Distributor/Project Holder will not be considered for approval. All applications must be recommended by the Consignee on CRS Food For Work Summary of Project Applications. In some cases, the CRS Zonal Office may ask for the individual applications along with the Consignee's Summary of Applications.

### **APPROVAL OF PROJECTS**

After necessary evaluation CRS will approve projects and allot project identification numbers. One copy of the Food For Work Summary of Project Applications will be sent back to the Consignee with due approval, while the other will be retained by the CRS Zonal Office. On receiving the approved copy of the Food For Work Summary of the Project Applications from CRS the Consignee will send back one copy of the approved Food For Work Project Application to the Distributor/Project Holder after recording project number, man days approved, ration rates and total Food allotted for the project on both the copies of the approved Food For Work applications. Copies of these will be retained by the Consignee and kept along with the approved Summary of Applications.

The Consignee will not re-submit unapproved applications to CRS unless further clarifications have been sought by CRS for any project. All Food For Work projects require the sanction of the Zonal Director/Administrator.

## **ALLOCATION OF FOOD**

CRS will arrange for the despatch of food commodities to the Consignee based on the yearly recommended program level and the food availability provided projects have been approved beforehand. Any balance of food either with the Consignee or his Distributors/Project Holders from the previous fiscal year will be considered as a part of the allotment for the next fiscal year.

Before the despatch of food to the Distributors/Project holders, the Consignee will ensure that they have signed the *CRS Distributor's Agreement Forms* (Form 2). In planning the despatch of food the Consignees should take into account the balance of food already available with the centres. Normally the Consignee will not despatch more than a quarters requirement of supplies to any centre. The Consignee will also study the *FFIW Quarterly Progress Completion Report* and *Form D-1* to see that the centre is utilizing the food as per plans. Further despatches of food to the centre may be made only if the Consignee is satisfied with the timeliness and accuracy of the Project Holder's records and returns and the progress of the project implementation.

All issues of supplies by the Consignee to his Distributors/Project Holders will be recorded in *Form A (Stock Register)* which will be supported by the *Acknowledgement of Receipts (Form 8)* from the Distributors/Project Holders.

The Distributors/Project Holders in turn will maintain an up-to-date commodity-wise Stock Register of CRS supplies on *Form C* showing the opening balances, receipts, issues and closing balances. At the end of each month the Distributors/Project Holders will prepare a Monthly Stock Report on *Form D 1* in duplicate, one copy to be retained by him and the other to be sent to his Consignee so as to reach him in the first week of the following month.

A Distributor/Project Holder is obliged to send the *Form D-1* each month even in cases where no transactions have taken place during a particular month. In such cases he should send a NIL report. Timely submission of reports by the project holder to the Consignee and by the latter to the Zonal Office will avoid delay in further allocations of gift foods sanctioned for projects.

## **VI PROJECT IMPLEMENTATION**

Once the Food For Work project is approved, the Consignee will be responsible for its effective implementation through the project holder. Projects are valid for implementation only during the fiscal year for which they are approved, indicated by the last two digits of the project number. Any incomplete project or projects not started by the end of the fiscal year will have to be re-submitted for approval as per the normal procedure for applications, if they are to be considered for approval in the next fiscal year. For such cases the normal time gap of three to four months will not apply. When re-applying for approval of these projects, the Consignee must mention in the 'Remarks' column of the *Food For Work Summary of Project Applications*, the previous project identification number, the work already

accomplished in the past, the work remaining to be done, the man days utilized and the further number of man days required to complete the project.

Approved projects cannot be changed or transferred to any other project, however they can be cancelled for valid reasons. Such projects which are cancelled or abandoned during a quarter must be reported on the Progress Report Forms. New Projects can be taken up only with the prior approval of the CRS Zonal Office. In such cases the normal procedure must be followed for application and approval. The normal time for submission of applications will not be required in cases where a project is cancelled and a new project is to be implemented.

If an approved project is not able to be completed with the approved man days, the consignee is authorised to sanction on a case by case basis additional man days for the project only up to a maximum of 10% of the man days approved for the project by CRS. Prior to approving the extra man days for the project, the Consignee must satisfy himself as to the justification for the additional man days required. Such approval of additional man days will be indicated on the *FFW Summary of Progress Report*.

## **DISTRIBUTION**

A worker will be deemed to have qualified for a full days ration if his services have been utilized for a full days work for which he will receive the commodities at the fixed ration rates.

The distribution will be made to the worker and it is assumed that each family consists of a maximum of five members (inclusive of the head of the family). Therefore, for a full days work he is entitled to the full quota and if for shorter duration, a proportionately lesser amount. In order to serve the maximum number of beneficiaries under the Food For Work Program, it must be ensured that the same worker does not receive a ration under different programs or projects.

The Consignee should fix a minimum reasonable output of work that must be done to qualify for the receipt of food for the days work.

The following points should be noted regarding distribution :

1. The Distributor/Project Holder is responsible for the distribution of food directly to the workers according to the approved ration rates at least once every week or two weeks.
2. The distribution of an additional quantity of oil in lieu of grain or vice versa is prohibited.
3. The losses and damages should be shown separately in the Remarks Column on *Form D-1* by the Distributor/Project Holder and *Form B-1* by the Consignee. The nature of the loss will also be indicated. Such losses should in no case be combined with the food distributed.

4. Ration rates will be sent to the Consignee by the Zonal Offices and the Consignee in turn will inform the Distributor/Project Holder about the approved ration rates. The ration rates, man days and approved food is shown in the approved *FFW Project Application Forms*.
5. For training programs 1/5 of the ration is approved.
6. Distribution should not be made in the original sealed containers.
7. It is required that the Project Holder records projectwise the distribution of food commodities. Attached is a sample of the recommended *CRS Food For Work Attendance-cum-Distribution Register (Form 9)*.
8. The Distributor/Project Holder should keep in mind that there are to be no charges from the workers, but only from the beneficiaries of the project; any charges should only be for transport and administrative expenses.

### **PROGRESS REPORTS**

A Distributor/Project Holder is required to prepare in duplicate the *FFW Quarterly Progress Report (Form 12)* on each of his approved projects; one copy is to be submitted to the Consignee and the other will be retained by him. These should reach the Consignee not later than one week after the end of each quarter. If no work has been accomplished on an approved project during a particular quarter (the reason for which should be clearly stated), a NIL report should be submitted. A Final Completion Report should be submitted when the work is finished. Also, projects that have been cancelled or abandoned during a quarter should be reported in the Progress Reports. Once a project has been reported as completed, cancelled or abandoned, no further quarterly report on that project will be required.

After ensuring that all the FFW Quarterly Progress Reports have been duly received, the Consignee will prepare a consolidation of Food For Work progress reports on the *FFW Quarterly Summary of Progress Report (Form 13)*, send one copy to the CRS Zonal Office within one month after the end of each quarter and retain the other in his files, together with the copies of all the Progress Reports received by him. The Project Holder/Consignee will ensure that the total consumption of food and utilization of mandays during the quarter as shown in the monthly *Form D-1* and the monthly statement in *Form B-1* tally with the figures given in the *Quarterly Progress Reports* at the Project holder's level and their Summary at Consignee level. In some cases the CRS Zonal Office may ask for the individual Progress Reports along with the Consignee's Summary of Progress Reports.

### **VII RECORDS**

Since CRS is responsible to the USAID and the Government of India for the accounting of all American Gift Foods, it is important that adequate records are maintained to substantiate the distribution of food and the project for which it is used. All records must always be available to any authorised CRS, USAID or Government Official who may wish to examine them. All records must be retained for 5 years.

## **LOSSES AND DAMAGES**

Once the Distributor/Project Holder has taken delivery of the stock from the Consignee i.e. signed the Acknowledgement of Receipt, he is responsible for any loss/damage of that stock.

If any loss/damage occurs due to negligence, CRS will file a claim against the Consignee, Distributor/Project Holder for the cost equivalent of the amount. However, if a loss/damage occurs through no fault of the Project Holder, the Consignee may, in order to keep the program running smoothly, reimburse the Distributor/Project Holder stock for the lost amount. The circumstances of the loss will be investigated by CRS.

If a theft occurs, or foods becomes unfit for human consumption, the consignee must be notified at once, who in turn will notify CRS. The procedure to be followed is laid down for the Consignees in the Consignee/Distributor Manuals.

## **FFW RECORDS AT DISTRIBUTOR/PROJECT HOLDER LEVEL**

1. The signed copy of Distributor Agreement.
2. Any Application for a project received either from the village residents or private parties giving necessary information – CRS has no prescribed form for this.
3. The approved FFW applications received back from the Consignee, showing the project number, the man days approved and the quantity of food allotted etc.
4. The acknowledgement of Receipt (Form 8) for food received from the consignee.
5. The Stock Register commoditywise (Form C) and the Monthly Stock Report (Form D-1).
6. The record of attendance and distribution projectwise similar to or the same as the CRS recommended Attendance cum Distribution Register.
7. The FFW Quarterly Progress/Completion Reports for each approved project.
8. The account of any funds received/obtained in connection with the project.
9. All records pertaining to losses and damages etc. and disposal of damaged/unfit food.
10. The Field Review recommendations made by CRS and copies of correspondence with Consignee/CRS.
11. The Food for Work Manual.

## **FFW RECORDS WITH THE CONSIGNEE**

1. Signed copies of the Distributor Agreements.
2. The approved FFW Project Applications (Form 10) with evaluation to be kept with the Approved Summary of Applications (Form 11).

3. Copy of the program plan of the consignee sent to CRS for preparation of AER (Form 6).
4. Control Register – project holderwise list of approved projects ; balance of commodities from previous fiscal year datewise and the quantity of food commodities issued, the balance due to the project, dates of Progress Report received, whether the project is reported not started, on going, completed, cancelled or abandoned.
5. Records of project site visits made by the Consignee/his representative.
6. Commodity Receipts (Form 7).
7. Receipt from project holders for food issued to them (Form 8).
8. Up-to-date Stock Register (Form A).
9. Consolidated Monthly Report of stocks on Forms B-1 based on Forms D-1 from Distributors.
10. The reports on losses, shortages, damages, pilferage, thefts, including disclaimer certificate.
11. Certificates of Disposal for damaged/unfit food.
12. Road transport, undercharges, loading and unloading claims.
13. Certificate of Distribution (Form 19).
14. Empty Containers Account (Form 18).
15. FFW Quarterly Progress Reports from the centres (Form 12) to be kept with consolidation of Progress Reports (Form 13) for each quarter.
16. Program related correspondence with CRS and project holders.
17. Consignee, Distributor and FFW Manuals.

### **GUIDE TO THE FOOD FOR WORK PROJECT APPLICATION FORM**

In order to assist the potential Project Holder in completing the Food For Work Project Application Form, CRS asks that the following directions and examples be read carefully and referred to while completing the Form. Incomplete applications will not be recommended by the Consignee. If the only answer to a particular question is none, write NONE or NOT APPLICABLE.

1. The Title of Project is stated. Each Project should have a name and that name should indicate both the project location and the type of work to be taken up. For example, "Haripur Fisheries Project", "Keonjhar Bund Construction Project", "Mariabasti Land Levelling Project", etc. For the workers the "Titled Project" should be a source of group identification while the work is on going and collective pride upon its completion.

2. State the name and full address of the applicant, – the person and/or group body legally responsible for the inputs, (food, cash, materials, etc.) at the place where the project is to be implemented.
3. The project location – the Project Holder should try to provide as nearly as possible the exact location of the project. If the project is in more than one village then the work to be done in each village should be indicated.
4. This should include technical, material, or financial assistance sought from local organizations, Government, international, private organizations or persons. Indicate here the groups whose support has been or is being solicited. Where a contribution has been made or promised through a gift land, building, machinery, technical assistance, man power, or food commodities, etc., this should be stated here giving a close assessment as to the rupee value of this assistance.
5. For example: Ten acres of hilly and rocky forest land to be cleared and levelled. Trees, bushes, roots and rocks to be removed from the soil and five small plots to be made for cultivation by removing 80,000 cft. of soil. (Please note that the standards used in this example are not applicable to all areas of India. The CRS Zonal Office in your area will send you more examples based upon the work standards relative to your area.)
6. a) **Clearing and cleaning land** : One acre of land is 43,560 sq. ft. and hence the total area to be cleared for 10 acres is 435,600 sq. ft. Say, one man in one day can clear 145 sq. ft. Hence the total manday requirement would be 435,600 sq. ft. divided by 145, which equals approximately 3000 man days.
- b) **Land levelling** : The total amount of earth work involved is 80,000 cft. Say one man in one day can level 100 cft. of land. Hence the total manday requirement would be 80,000 cft. divided by 100, which equals 800 mandays.
- c) **Removing soil about 150 ft. (average)** : The total amount of earth to be removed or carried is again 80,000 cft. Say one man can remove 40 cft. in one day. Hence the total manday requirement would be 80,000 cft. divided by 40 which equals 2000 mandays.
- d) **Making 5 small plots, digging, etc.** : The total area involved is again 435,600 sq. ft. ( $435,60 \times 10$ ) say one man's output is 435 sq. ft. per day. Therefore the total manday requirement would be 435,600 sq. ft. divided by 435 which equals 1000 mandays.

Hence for this particular project the grand total of mandays required would be the sum of the mandays requirement for each particular activity. The clearing and cleaning of the land is planned to be completed by 50 workers in 60 days which equals the 3000 mandays required. The land levelling is to be done by 40 workers in 20 days which equals the 800

mandays required. The 2000 mandays required for removing the soil is to be done by 100 workers in 20 days. The making of 5 small plots which requires 1000 mandays is to be done by 50 workers in 20 days.

Thus the *Planned Phasing* of the project would be as follows :

Work	Est. manday work output	No. of men	×	No. of days	=	No. of mandays
a) Clearing & Cleaning Land	145 sq. ft.	50		60		3000 mandays
b) Land Levelling	100 cft.	40		20		800 mandays
c) Removing soil	40 cft.	100		20		2000 mandays
d) Making 5 small plots	435 sq. ft.	50		20		1000 mandays
<b>TOTAL :</b>						<b>6800 mandays</b>

7. State why this project has been judged to be of importance to the development of the community and its members. Also, what person or persons have made this judgement, and how he/they are able to faithfully represent the need or wishes of the community or project area.
8. If the Government, any private organization, local agency or organized group of individuals have development plans for the area, these should be described; then state what, if anything, has already been accomplished and how the implementation of the project now being applied for can contribute to the developmental programs of the area.
9. Since Food For Work is intended to benefit the community as a whole, projects should generally be taken up on public land. But, if adequate collective benefit to the lowest economic strata of society can be demonstrated, projects taken up on privately held land may be considered. In such cases you should describe the economic conditions of the person/persons who will benefit from the project. For example if a well is to be dug on private land, please narrate how the prospective well owner is from the poorest segment of the population with an income insufficient to support his family, and how this well will change his economic condition so that he becomes self supportive.
10. Any charges taken should be from the person benefitting from the project and **not** the workers. This should be clearly stated, and charges should only be for transport and administrative expenses. Under no circumstances can these charges be used to purchase land, acquire or construct church buildings, or to make alterations in existing church-owned buildings.
11. Please describe the condition and the dimensions of the godown facilities in which the food grains may be stored.

12. Self-explanatory, but it should be understood that priority will be given to projects offering long term benefits to the community. The completed work of such projects will normally require up-keep and maintenance. Please state who will be responsible for this duty.
13. Self-explanatory.
14. Please give the total number of people who will be responsible for the management and supervision of the project. Describe who will be responsible for the overseeing of the actual work itself, who will be in charge of maintaining the Attendance Cum Distribution Registers, allotting rations (frequency of distribution should be mentioned), maintaining stock registers, submitting necessary reports, etc.
15. Please give the total number of people that may in any way benefit from the project's implementation. Breakdown this total and briefly explain how each group may be benefitted. For example : The specific goal of this project is to settle five (5) families who have no land or house. The short term benefit is that the workers of these five families may receive employment and food. Another 55 labourers will be employed who are now unable to find any work. The long term benefit is the economic independence for the five families, personal achievement and the knowledge of the benefits of self-help spreading throughout the local area.
16. For example : After allowing for house and bund construction on the 10 acres of land, seven acres of cultivable land will produce 10 metric tons of paddy annually. At Rs. 750/-m.t. each family may receive an income of Rs. 1,500 annually.

OR

Twenty wells will irrigate approximately 30 acres of land. This irrigation will allow the production of an extra crop for 20 families. The second crop will be vegetables amounting to Rs. 2,000/- per acre. The total additional benefit is then Rs. 60,000 annually divided between the 20 families which should produce an added income of Rs. 3,000/- per family not to mention the increased nutritional values enjoyed by each family.

The following points should be kept in mind while filling up the description and work involved in the column of the Application Form.

#### **NEW WELLS**

1. State the diameter, depth and location.
2. What type of soil conditions exist.
3. How will the well be steened.
4. Explain the reason for the numbers of workers proposed.

### **WELLS—DEEPENING AND CLEANING**

1. State the present diameter, depth of the existing well and location.
2. What will be the new dimensions after the project is completed.
3. What type of soil conditions exist.
4. Explain the reason for the number of workers proposed.
5. Cleaning : the type of work to be done.

### **TANKS/RESERVOIRS**

1. Tanks—state the width, length, depth and location.
2. How many cubic meters of earth must be moved.
3. How far must earth be moved and by what mode of transportation.
4. What type of soil conditions exist.
5. If there is any reservoir or dam of the Government near the proposed project, give the distance.
6. Does the tank or reservoir require masonry work and why.
7. Explain the reason for the number of workers proposed.

### **DAMS/BUNDS**

1. Give the dimensions of the dam (length, height, base and top measurements), the location and the number of acres which will be flooded to provide the reserve water supply.
2. How many litres or cubic feet of water will the proposed dam contain.
3. Obtain a statement from the local Government authority that the proposed dam/bund will not be detrimental to anyone's property.
4. If there is any reservoir or dam of the Government near the proposed project, give the distance.
5. How many cubic meters of earth and stones will be required.
6. Does it require masonry work and if so, why ?
7. Explain the reason for the number of workers proposed.

### **IRRIGATION CANALS**

1. State the width, depth, length in meters and location.
2. What type of soil conditions exist.
3. How many cubic meters of earth will be moved and how far.
4. Explain the reason for number of workers proposed.

### **LAND CLEARING/BENCH TERRACING/SLOPE RECLAMATION**

1. How many acres will be cleared and location.
2. What type of terrain and soil conditions exist.
3. What type of vegetation or objects are to be removed.
4. Give the number of plots to be made.
5. How far will the removed vegetation or objects be carried away and by what means of transportation.
6. Will levelling be necessary and if so how many cubic meters of soil will be required, from how far will it be transported and by what mode of transportation.
7. Explain the reason for the number of workers proposed.
8. What are the arrangements to prevent soil erosion.

### **REFORESTATION/EROSION CONTROL**

1. Give the width, length and height of bunds or walls to be constructed.
2. What type of material will be used for the construction.
3. Give the distance to be transported and mode of transportation.
4. Explain the reason for the number of workers proposed.
5. The types and number of plants to be planted.
6. Give the total area to be reforested and location.

### **ROAD CONSTRUCTION/REPAIR**

1. State the width, length, height and location.
2. What type of materials are to be used in the construction.
3. How far must materials be transported and the mode of transportation.
4. How many cubic meters of material are to be used.
5. Will any land raising or clearing be necessary for the completion of the project.
6. What is the type of terrain in which the road will be constructed.
7. Give a statement as to whether or not the Panchayat will maintain the road once construction has been completed.
8. Explain the reason for the number of workers proposed.

### **BRIDGE CONSTRUCTION**

1. Give a drawing from a competent civil engineer.
2. What is the source of funds and the amount for the bridge construction.
3. The number of mandays of skilled labour.
4. The number of mandays of unskilled labour.
5. Explain the reason for the number of workers proposed.
6. Give the location of the bridge.

### **SCHOOL/COMMUNITY/HEALTH CENTRE/GODOWN/LOW COST HOUSES**

1. Give the dimensions of the structure and the number of rooms, verandhas, etc.
2. What is the approximate length of time for construction to be completed.
3. What type of material is to be used in the construction and for the roof.
4. What is the floor plan of the building.
5. If bricks are to be used in the construction: will they be supplied, or made under the project.
6. How will the building be financed.
7. Explain the reason for the number of workers proposed.
8. The number of mandays of skilled labour required, and the reasons for the number proposed.
9. The number of mandays of unskilled labour required, and the reasons for the number proposed.
10. If the roofing is thatched will the beneficiaries be able to repair it every year.

### **VOCATIONAL TRAINING/LITERACY CLASSES**

1. What type of training is to be done.
2. The duration of the training
3. The number of persons undergoing training and their average age.
4. What training facilities (including teachers) are available at the centre.
5. If it is a residential course--how will food be served.

### **HEALTH AND SANITATION--DRAINAGE/DITCHES/LATRINES**

Distributors/Project Holders should be able to determine the type of information needed on these projects after the examples given.

Report for the month of.....

Commodity					
Opening Balance					
Receipts					
Transfer Receipts					
Total Available					
Consumption (Issues)					
Transfers (Issues)					
Closing Balance					

To be filled in duplicate - Original to be sent to CRS Zonal Office and a copy retained in Consignee File.

Note : Consumption of commodities should be co-related with the number of mandays utilised. Any short or excess distribution should be properly explained.

Remarks.....

.....  
 .....  
 .....

MANDAYS PARTICULARS		
Ongoing 1*	Current Qtr. 2**	Total

1. Total Number of Mandays Approved (Line 1 of Form D1)

2. Total Mandays Utilised this Month (Line 2 of Form D1)

1\* Ongoing Mandays are Mandays approved PRIOR to the Current Quarter which have not been utilised.

2\*\* Current Quarter Mandays implies Mandays approved for October-December/ January-March/April-June/July-September.

Signature.....  
 (Consignee)

Code No.....

Date .....

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**DISTRIBUTOR'S STOCK REPORT**  
(DISTRIBUTOR TO CONSIGNEE)

Report for the month of.....

Commodity					
Opening Balance					
Receipts					
Transfer Receipts					
Total Available					
Consumption (Issues)					
Transfers (Issues)					
Closing Balance					

To be filled in duplicate – Original to be sent to Consignee's Office and a copy retained in Distributor File.

Note : Consumption of commodities should be co-related with the number of mandays utilised. Any short or excess distribution should be properly explained.

Remarks.....  
.....  
.....  
.....

MANDAYS PARTICULARS		
Ongoing 1*	Current Qtr. 2**	Total

- Total Number of Mandays Approved (Line 1 of Form D1)
- Total Mandays Utilised this Month (Line 2 of Form D1)

1\* Ongoing Mandays are Mandays approved PRIOR to the Current Quarter which have not been utilised.

2\*\* Current Quarter Mandays implies Mandays approved for October–December/ January – March/April – June/July–September.

Signature.....  
(Distributor)

Code No.....

Date.....

YEARLY CONSIGNEE ESTIMATE OF FFW PROJECTS

CONSIGNEE CODE No. \_\_\_\_\_

FISCAL YEAR \_\_\_\_\_

ACTIVITIES	No. of Projects	No. of Operations	Total measurements	Average Dimension	Total man-days	Expected Capital Input	Estimated Benefits
A 1 – New Irrigation Wells							
A 2 – Irrigation wells/Deepening/ Cleaning							
A 3 – Tanks/Dams/Reservoirs							
A 4 – Irrigation Canals							
A 5 – Bund construction/Repairs							
A 6 – Land clearing/Levelling							
A 7 – Bench Terracing Slope land Reclamation							
A 8 – Reforestation.							
A 9 – Pasture & Forrage Develop- ment							
A 10– Fisheries Development							
B 1 – Road Construction/Repairs							
B 2 – Bridge Construction							
B 3 – Drinking Water Wells							
B 4 – School/Community Centre/ Health Centre/Godown							
B 5 – Low cost houses							
C – Training/Ed. Vocational Adult Literacy classes							
D – Const. of drains/ditches/ latrines/sewage disposal tanks							
E – Others (Specify)							
<b>TOTAL</b>							

**CRS FOOD FOR WORK ATTENDANCE CUM FOOD DISTRIBUTION REGISTER**

Page No. \_\_\_\_\_

Name of Project Holder \_\_\_\_\_

MONTH \_\_\_\_\_ YEAR \_\_\_\_\_

Project No. \_\_\_\_\_

Rate of distribution

Bulgur \_\_\_\_\_

Oil \_\_\_\_\_

Other \_\_\_\_\_

Project site \_\_\_\_\_

Name of Supervisor \_\_\_\_\_

Name of Worker/ Dates:	NUMBER OF DAYS PRESENT																												Total No. of Mandays	Remarks
	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S		
TOTAL:																														

One sheet to be used for each distribution period. Please note food should be distributed at least once every week or two weeks.

Certified that the food distribution has been made:

Project Holder/Village Leader \_\_\_\_\_

Date: \_\_\_\_\_

Total Food Issued

Bulgur : \_\_\_\_\_

Oil : \_\_\_\_\_

Other : \_\_\_\_\_

CATHOLIC RELIEF SERVICES  
 FOOD FOR WORK PROJECT APPLICATION

To be fully completed by the project applicant in duplicate

1. Project Title : _____ _____ _____	2. Name/title/address of applicant : _____ _____ _____	1. If not recommended/approved give reasons  _____ _____ _____ _____																																				
3. Precise Location(s) of individual operation(s) _____ _____ _____ _____	4. Project support from other sources : Source : _____ Assistance requested : _____ Assistance pledged : _____ Assistance utilized : _____	The following to be filled up by the Consignee after CRS approval.  2. Project identification No. _____  3. Total mandays approved : _____ Workers X _____ Days = _____ Mandays  4. Ration rate per worker, per day (in Kgs.) Oil _____ Bulgur _____ Other _____																																				
5. Description and specification of work to be taken up, and soil conditions : _____ _____ _____ _____		5. Food allotted (in units) Oil _____ Bulgur _____ Other _____  _____ Signature and stamp of Consignee  Date : _____																																				
6. Planned phasing of the work : <table style="width:100%; border-collapse: collapse;"> <thead> <tr> <th style="width:15%;"></th> <th style="width:25%;">Work</th> <th style="width:20%;">Est. manday work output/Cu. Ft.</th> <th style="width:10%;">No. of men</th> <th style="width:10%;">No. of days</th> <th style="width:10%;">No. of mandays</th> </tr> </thead> <tbody> <tr> <td>a.</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> </tr> <tr> <td>b.</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> </tr> <tr> <td>c.</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> </tr> <tr> <td>d.</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> <td>_____</td> </tr> <tr> <td colspan="5" style="text-align: right;">Total Mandays :</td> <td>_____</td> </tr> </tbody> </table>			Work	Est. manday work output/Cu. Ft.	No. of men	No. of days	No. of mandays	a.	_____	_____	_____	_____	_____	b.	_____	_____	_____	_____	_____	c.	_____	_____	_____	_____	_____	d.	_____	_____	_____	_____	_____	Total Mandays :					_____	
	Work	Est. manday work output/Cu. Ft.	No. of men	No. of days	No. of mandays																																	
a.	_____	_____	_____	_____	_____																																	
b.	_____	_____	_____	_____	_____																																	
c.	_____	_____	_____	_____	_____																																	
d.	_____	_____	_____	_____	_____																																	
Total Mandays :					_____																																	

7. State why and by whom this project has been selected :

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8. If the project is part of a larger planned developmental program for the area; Describe ;

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9. If the project is to be taken up for private benefit state who owns the title, the economic condition of the owners and how this site was chosen over other possible project sites :

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10. Estimated transport and administration charges and explain how they are to be met :

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11. Describe storage facilities :

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12. Who will maintain the project after completion ;

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13. Describe past experiences, if any, with food for work projects :

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14. Describe management and supervision of the project :

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15. State the specific purpose of the project, i.e. short and long term benefits to be achieved :

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16. Give the estimated economic gain for economic development project and explain how this estimate has been arrived at :

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Date : \_\_\_\_\_

\_\_\_\_\_  
Applicant's Signature

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# CATHOLIC RELIEF SERVICES

FORM 11

## FOOD FOR WORK SUMMARY OF APPLICATIONS

Page No. \_\_\_\_\_

Consignee \_\_\_\_\_

Projects recommended by the Consignee to CRS based  
on the project application Forms

Qtr. \_\_\_\_\_ FY \_\_\_\_\_

Project Identification No. (to be given by CRS)	Name & Address of Distributor	Type of Project	Total No. of individual operations	Location	Measurement/Dimension/Number	Work involved in Cu. Ft. etc.	Workers × Days = Mandays	For CRS Use			Expected Benefits/Remarks	For CRS Use
								Food approved				
								Bulgur	Oil	Other		

Two copies to be sent to CRS 2 months before the quarter in which projects are to be undertaken.

Total approved mandays: \_\_\_\_\_

Total approved mandays previous Qtr.: \_\_\_\_\_

RATION RATE: OIL \_\_\_\_\_

BULGUR \_\_\_\_\_

OTHER \_\_\_\_\_

Date: \_\_\_\_\_

Approval of CRS Zonal Office

Signature & Stamp of Consignee

Date: \_\_\_\_\_

# CATHOLIC RELIEF SERVICES

## FOOD FOR WORK QUARTERLY PROGRESS/COMPLETION REPORT

1. Project No..... Report for the Qtr.....
2. Type of Project.....
3. Location of Project..... District..... State.....
4. Date started..... Expected date of completion, if incomplete.....  
Date completed..... state if abandoned or cancelled.....
5. If project is completed give sources and Rupee value of other input
  - A. Materials.....
  - B. Administrative and Transport.....
  - C. Other labour not paid with FFW.....

6.

	Workers X Work Days = Mandays	F O O D			
		Oil	Bulgur	Others (Specify)	
a. Approved for the project					
b. Total utilised during the quarter					
c. Total utilised in previous quarters					
d. Total utilised till date for the project					

7. Work accomplished till date .....
8. If project is not going according to plans please specify reasons.....
9. Rate of distribution of food per worker per day in Kgs.
 

.....	.....
Grain	Oil

One copy to be kept by Project Holder and one copy to be sent to Consignee within one week after the end of each quarter till the project is completed.

.....  
Signature and address of Project Holder  
Date : .....

# CATHOLIC RELIEF SERVICES

## FOOD FOR WORK QUARTERLY SUMMARY OF PROGRESS REPORT

**FORM 13**

Based on Individual Progress Reports from Project Holders

Page No. \_\_\_\_\_

Consignee Code No. \_\_\_\_\_

Report for the Qtr. \_\_\_\_\_

Project Identification Number	MANDAYS		Cumulative Total of food utilised for each project (line 6d)				Date started	Date completed	If incomplete give expected date of completion. (Write abandoned/cancelled where applicable)	Measurement/ No. of accomplishment till date	Remarks
	Approved	Utilised till date (line 6d)	Oil	Bulgur	Other ) (specify						

One copy to be kept with Consignee and one copy to be sent to CRS within one month after the end of each quarter.

Date: \_\_\_\_\_

\_\_\_\_\_  
Signature and Stamp of Consignee

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## **SUGGESTED GUIDELINES FOR PLANNING SOCIO-ECONOMIC DEVELOPMENT PROGRAMS**

### **1. Area Profile**

- a) Location (State, District, Taluk, Village).
- b) Area (in Sq. miles or Sq. Kilometers)
- c) Topography (details of land elevation, hills, valleys, plains, forests, rivers, sub-soil water level, soil composition and other features of the land).
- d) Climate (main seasons, their duration, extremes of temperature etc.).
- e) Rainfall (amount of rainfall, months).
- f) Extent of cultivable and cultivated land.
- g) Crops raised.

### **2. Population Profile**

- a) Total population of the area (where relevant give village-wise breakdown) Percentages of children under 14 years, men, women and people above 60 years of age.
- b) Number of families.
- c) Occupation (percentages of population engaged in agriculture, landless labour, cottage industries and other occupation).
- d) Land ownership (percentage owning land, average holding per family, number of small farmers).
- e) Income (average per family and per capita).
- f) Literacy rate.
- g) Religion (indicate percentage of different religions and also ethnic and caste distinctions prevalent).
- h) Languages spoken.

### **3. Resources Assessment**

- a) Number of unemployed/underemployed persons available to work on community development program.
- b) Leadership potential (indicate voluntary organisations, religious structures and others who can provide leadership to community activities).
- c) Land availability for additional cultivation.
- d) Water availability for drinking and irrigation.

- e) Various types of raw materials available for cottage and small industries.
- f) Marketing facilities.
- g) Banking and credit facilities.
- h) Educational, health and civic amenities available in the area.

#### **4. Needs/Problems Assessment**

- a) Availability of clean drinking water.  
(If inadequate, indicate the number of people affected by this problem).
- b) Food Consumption  
  
(If the caloric - protein intake of a segment of the population is below the recommended standard - estimate the number of people who have this problem. Analyse the caloric protein requirements of the total population and the production of cereal and protein crops in the area to determine if production is deficient or its distribution is faulty.)
- c) Common diseases prevalent in the area and their causes - health care requirements,
- d) Environmental sanitation (Housing conditions, general cleanliness of environment, waste disposal etc.)
- e) Educational requirements (of adults and children).
- f) Need for enhancing family incomes (number of people whose family incomes are inadequate to meet their basic requirement) and the need to create gainful employment for the unemployed/underemployed.

#### **5. Priorities, Goals and Purposes**

Based on the needs indicated, fix the priorities of action and formulate an over all goal and specific purposes or objectives to be achieved. (*The Goal* is the final desired result to which the entire program of development may be directed e.g. Improvement in the health of a given community, improvement of the nutritional status of a group of people, increasing the income of a specific group etc. *The Purpose* is the specific desired result or results of the project which will contribute to the achievement of the goal. For example imparting of nutrition education, provision of clean drinking water, sanitary facilities, provision of immunisation curative services may be the specific results or purposes to achieve the over all aim or goal of improving the health of a community).

#### **6. Proposed activities**

Describe in detail all the activities that will be undertaken to achieve the project purposes.

## **7. Input**

The activities will materialize only with certain inputs in the form of trained personnel, financial resources, food commodities, sound management etc. Estimate the requirements of various types of inputs required. Indicate also from where these resources can be procured.

## **8. Targets and Time frame**

The plan should not be vague and general. A clear cut time frame and targets for the achievement of the activities, objectives and goal should, therefore, be established. Assuming the goal is to be achieved within the next three years, the time required for the procurement of inputs, accomplishment of the proposed activities, achievement of the different purposes should be clearly spelt out. The expected results within the specified time frame should also be quantified-e.g. so many kilometers of roads to be constructed, so many wells to be dug and steened, so many latrines to be completed, the incidence of intestinal infections reduced by so much percentage, or school attendance increased by so much percentage etc.

## **9. Evaluation Schedule**

Evaluation is necessary

- a) to find out if we are accomplishing the project activities as per established time frame and targets and if we are progressing as planned towards our objectives ;
- b) to search for and assess the unforeseen factors which cause changes in our program ;  
and
- c) to draw conclusions and inferences which will help us in our future planning. The plan document, therefore, should indicate the stages of the planned implementation when evaluations will be performed.