

# Not by Ends Alone

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AN APPRAISAL OF  
ORGANIZATIONAL SYSTEMS IN CNI-SBSS



SYNODICAL BOARD OF SOCIAL SERVICES  
CHURCH OF NORTH INDIA



“*Spirit of the Lord is on me  
He has anointed me  
To tell the good news to poor people  
He has sent me to announce freedom for prisoners  
He has sent me so that the blind will see again  
He wants me to free those who are beaten down  
And he has sent me to announce the year  
When he will set his people free.*”

- LUKE 4: 18

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We thank the Team Leaders and staff of Resource Centre Social Actions for their inputs and for journeying with us on our visits and analysis. We also extend our thanks to the staff of SBSS in Delhi for their interactions. We extend our thanks to Rev. Manjari Nanda, Deepak Singh and John Kumar for their special inputs on CME, LCP and Communication Desk respectively. We thank Aman Xavier, RCSA, Kolkata and Prashant Bhosale, RCSA, Pune for supporting us with rapporteuring and data inputs.

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## Introduction

Following the Round Table with funding partners held in March 2007, SBSS decided to undertake a Systems Appraisal to analyze and strengthen the new systems that it has positioned and for systems-orientation within the organization. Additionally, the Systems Appraisal aims at analyzing the emerging identities of the four Resource Centres for Social Action (RCSAs) and their potential to function with greater autonomy. In terms of methodology, the Systems Appraisal aimed at participative processes through dialogue and interactions with RCSAs, DBSSs and the staff at Head Office (HO) in Delhi. Briefly, the, Systems Appraisal had the following objectives:

1. To oversee the functioning of ongoing systems and their relevance - trends and concerns.
2. Analyze the functioning of RCSAs, their emerging identities and future paths.

### Methodology

1. Evolvement of frameworks on ongoing systems to be filled by the DBSSs and RCSAs for analysis of trends. (See Annexure 8)
2. Visits to the four RCSAs and facilitation of participative dialogue with the coordinators and programme staff of DBSSs on their perspectives and analysis of ongoing systems.
3. Discussions and interactions with the staff of RCSAs – Kolkata, Pune, Agra and Ranchi on their perspectives and future paths. For the RCSAs, the facilitation design was dynamic and contextual.
4. Discussions with two-member staff of Development Communication Desk at HO, Delhi.
5. Discussions with the Chief Coordinator.
6. Involvement a few senior staff to prepare brief notes on CME (Rev. Manjari Nanda), LCP (Deepak Singh) and Development Communication (John Kumar). Aman Xavier supported the Appraisal team as rapporteur of the proceedings in Kolkata and Agra and provided the team with brief notes and information. Select staff from different RCSAs was given opportunities to share their experiences on systems in their DBSSs and RCSAs.
7. The Systems Appraisal visits were accompanied by select staff from SBSS, RCSAs and DBSSs for cross learning. (See Annexure 1)

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## Foreword

You have been faithful with few things...

Resources are critical to success and effective implementation of programs. At the end of the day, our programs and activities should make a difference in the lives of our reference community; it should make us more humble and acceptable for His glory.

Channelizing and making optimal use of our talents is vital because it enhances our systems and processes, strengthening our transparency and accountability practices. The reward is that our Master shares His happiness with us.

I am happy to present experiences of CNI-SBSS in adopting means and approaches, which are just to ensure accountability in its organizational life and community too. So the story is - *how to use scarce resources meaningfully*.

May God add His blessings to our efforts in making a difference in the lives of our community.

**Rt. Rev. PSP Raju**

*Chairman*

*CNI SBSS*

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## Preface

**Not by the ends alone... Means too need to be just!**

Mumbai *Manthan* held in the year 2004 envisaged the change process in CNI SBSS. Manthan also acknowledged that change is possible only when SBSS consciously builds its character and values, defining the fundamentals and the basics in this process. To ensure that the visioning and perspective building process in the organization are converging with its values, there is a need to support the change adequately with competent organizational systems and processes.

During its change process, CNI SBSS introduced many systems and processes to ensure that its values are transferred among all its stakeholders effectively. There was need to assess the functioning of these newly introduced systems and strengthening it during the processes. We invited DBSS, our implementation partners, to undertake this exercise with the involvement of SBSS and support of an external accompanier.

I take this opportunity to extend our gratitude to the Rt. Rev. PSP Raju, Chairman, CNI SBSS and the members of the board for their support and guidance. I also thank our Resource Sharing Agencies - EED, BfW and CA who supported this venture with due commitment and passion. We are grateful to DBSS for their involvement and support. With Dr. Uma Ramswamy as accompanier, we evolved as a team with shared perspectives and collective values. Thank you Uma for journeying with us! Finally, my special thanks to the SBSS team who are always willing to walk that extra mile; they deserves grand kudos and appreciation for their support, commitment and passion. Keep moving! Destination is exciting and calling, but our means too need to be just!

Our work is for the Glory of the Almighty and for the services of His creation: 'where every living being will dance and sing'.

*Whatever you do, work at it with all your heart*

*It is the Lord Christ you are serving.*

Colossians 3:23-24

With heartfelt appreciation,

**Dr Shailendra Awale**

*Chief Coordinator and Secretary*

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## Executive Summary

Under the leadership of Dr. Shailendra Awale, the Chief Coordinator, SBSS underwent a full-fledged organizational restructuring and renewal. SBSS developed a three-phased ten-year perspective plan in April 2005, which planned to bring about a radical paradigm shift towards a rights-based approach. A salient feature of this approach is building people-centred organizations and movements. Concomitantly, SBSS has been positioning new systems that promote good programme and financial governance.

SBSS now has three functional streams - Programme Resource, Programme Facilitation and Programme Support. However, there is a blurring of staff roles between the programme resource and facilitation teams. Pertinently, SBSS' staff has also shifted its role to one of accompaniment, in that it is expected to disseminate and deepen the rights perspectives, promote the capacities of DBSSs and facilitate movement building. However, there is a lack of clarity in their role as accompaniers - with the result that a segment of SBSS' staff continues to lean on its role as monitors.

There is a segment of staff, which is capacitated and a tiny segment of third level leadership has begun to emerge. There are a sizeable number of women in executive functions.

The existing systems of SBSS-DBSSs have been introduced at different points of time since the onset of the current programme phase and are still evolving. Among the systems, the cost-reimbursement model which is supported by cash flow, prepared on a monthly basis for a period of six months by DBSSs aims at optimal use of funds. Programme Activity Review and Accompaniment - PARAM - a web-based accompaniment with the partner organization (DBSSs) was launched only in Oct-March, 2007 and is still to stabilize. The cash flows reveal that DBSSs has been preoccupied with governance issues. The numbers of non-budgeted activities at the cost of the budgeted activities question the planning processes.

SBSS has upgraded its planning and monitoring systems. To strengthen Planning Monitoring Evaluation (PME), SBSS has initiated a major exercise in database. While the outcomes of this exercise is uneven, several positive outcomes in terms of coming closer to the field, data-based planning and advocacy initiatives are a few positive outcomes. PME is also supported by various acceptable formats at different levels. PME continues to give emphasis to streamlining database and to develop impact-monitoring indicators with the use of data.

While most of the programmatic policies of SBSS are unstated, the ten-year perspective plan embeds critical areas and concepts for articulation of policies. The gender policy is yet to go through an organizational process towards a shared

understanding.

As a vector, Church Mission Engagement is challenging since it has the larger mandate of enabling the church/local congregation in the mission of being solidarity with the poor. The challenge of CME is also the opposition between its approaches, which is rights-based, and 'horizontal' and that of the Church which is 'vertical'.

The LCP aims at promoting local capacities, to respond to socio-structural conflict in project areas, particularly in North East India (NEI), Jharkhand, Maharashtra and Orissa. SBSS has officially decided to integrate LCP in NEI, Eastern Himalaya, Patna, Chota Nagpur, Agra and Kolhapur DBSS project area. LCP has a presence in the broader network of partners of Peace in South Asia (PISA). The initiatives of LCP are still in the nascent with potential to deepen.

The two-member development desk has expanded its role beyond its original intent, contributing to concept and systems development (PARAM, ZOHO), ideating with select staff on new initiatives and connecting to the development sector through its studies and evaluations. However, the staff expects this desk to fulfill its minimum non-negotiable, give spot assistance to the staff of RCSAs and DBSSs, which goes beyond communiqués.

SBSS has transformed the former zones into RCSA in 2005. The four RCSA provide strategic focus on livelihood and food security (Agra), land rights and Dalit studies (Pune), action research on livelihood and food security (Kolkata) and indigenous rights and tribal concerns (Ranchi). The purpose of these CNI-RCSAs is to emerge as resource centres for DBSS for the universe of Church of North India (CNI). Gender, Lobbying, Advocacy and Networking (LAN) and Church Mission Engagement (CME) have been integrated as crosscutting themes. LAN has now been discontinued and replaced with policy and campaign, located at the central office in Delhi

The four RCSAs are in varying states of maturity in terms of their perspectives, systemic and team orientation and systems. Currently, RCSAs are drawing their strength from diocesan facilitation. To gain organizational relevance, RCSAs would have to make strategic efforts to move beyond this role and establish their expertise on critical development issues. Again, amongst the RCSAs, there are very few organizational/programmatic linkages that bond them. To function with certain autonomy, the RCSAs have not only to strengthen their systems, but also position their future paths. This requires capacitated human and financial resources.

DBSSs have varying views on the role of RCSAs. Some of the DBSSs are also overly dependent on the RCSAs. This raises for dialogue the larger issue of empowering the DBSSs to move towards self-managing processes. Not all DBSS are registered, which is necessary to raise resources and to gain independent identities.

There is a larger debate within the staff on what role do systems play in movement or issue-based initiatives. Some argue that systems may become a hindrance beyond planning in rights-based initiatives. Yet others question - how much of flexibility is acceptable in programme design and planning?

At the grassroots, the new systems have had a bearing on programme outcomes. SBSS has not documented the outcome and impact of some of their notable POs. This is also the role of accompaniers.

For the new paradigm to sustain, capacitated staff teams at all levels would have to hold and carry forward the Rights-Based Approach perspectives, strengthen the leadership base and the social capital at the grassroots. Systems have to strengthen too and made more dynamic to carry SBSS' mission, which underscores contextual theology.



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## Recommendations

1. The existing systems of SBSS-DBSSs have been introduced at different points of time since the beginning of the current phase and are still evolving. Hence, our recommendations are based on the outcomes and emerging trends, which should be reviewed by SBSS for any course correction.
2. The meaning of accompaniment needs greater clarity among SBSS staff. In a few instances, the accompanier's visits have relapsed into monitoring visits. Monitoring visits may be required with a few DBSSs, which are still to mature in terms of their governance or where diocesan dynamics puts them in disarray. SBSS should encourage or even mandate team visits rather than individual visits in accompaniment.
3. While the database exercise has positive impacts in terms of bringing the DBSSs staff closer to the field, strengthening the existing data and use of data for advocacy, acceptance of database has been uneven across the four RCSAs. Not all DBSSs have completed the database exercise. Be that as it may, the staff of DBSSs and SBSSs needs to internalize the relevance of database. More importantly, database has to be strengthened for PME. The PME systems should now evolve impact indicators too, to chart future actions.
4. Cost-reimbursement model, PARAM and cash flow are good systemic checks for governance. What is to be appreciated is that these systems have been developed by the financial desk and has even paved the way for yet another system - PARAM. However, a brief analysis of cash flows for one and half years shows that not only have DBSSs have undertaken unplanned (non-budgetted) programmes but have also been overly preoccupied with governance issues. This needs review and course correction.
5. Being new, PARAM is still going through teething problems. Not all DBSSs have adopted PARAM. For analyzing and capturing trends, PARAM needs expertise in PME and eventually would have to be either placed with or be readily accessible to PME desk. All RCSAs should have access to PARAM. The DBSSs are also demanding that PARAM be made more flexible in terms of time-line and more spaces for documenting grassroots initiatives.
6. The gender policy of SBSS has to evolve out of a collective dialogue. This policy supported by appropriate systems should guide the gender initiatives.
7. The existing initiatives of CME, LCP do have positive outcomes but they need to be sustained with follow-ups and long-term strategies. More importantly, the RCSAs/DBSSs have to internalize the agenda of these crosscutting themes - CME, gender and LCP with appropriate systems.
8. The Development desk has expanded its role beyond its original intent, which is



to be appreciated. However, this desk has slowed down the completion of its non-negotiable, which needs course correction. The Development desk should be better linked with DBSSs and RCSAs, and have a larger editorial team to support its work. What is being demanded is also that this desk should go beyond the communiqués and provide on the spot assistance to the DBSS and RCSAs. The two-member team would have to redefine their roles to move ahead.

9. There is blurring of roles between facilitation and programme staff and it is time that these two streams are reviewed for course correction. This gains significance within the context of SBSS's growing role as accompaniers
10. The four RCSAs of SBSS have been envisaged to be self-managing resource centres for the Church of North India - a challenging mandate and demands resources - capacitated human resource and requisite funds. The four RCSAs are in different states of growth - in terms of organizational functioning, systems orientation and programme impacts. To sustain the paradigm shift towards RBA and strengthen RCSAs, SBSS has to endeavour towards the following.
  - Not only deepen the perspectives on rights-based initiatives among the staff but also mainstream these perspectives wherever they do not exist. Systemic thinking and systems could play a critical role in this regard.
  - While the new systems and practices such as accompaniers meet, appreciative appraisals have created an open culture within SBSS. These practices have to sustain for promoting participative culture.
  - The RCSAs have drawn strength in diocesan facilitation and consequently have not invested sufficiently to emerge as specialists. SBSS should seriously explore a different model where the nitty-gritty's of diocesan facilitation is given to a small central team and mandate the rest of the staff to capacitate and function as experts. In the longer run, this would not only change the equations between



SBSS and DBSSs towards a desirable direction but also help the RCSAs to grow as relevant resources.

- The new initiatives such as Dang in Nasik, JID in Orissa and human trafficking in Eastern Himalayas are fashioned along RBA lines. These initiatives reflect the creative index of SBSS. However, these initiatives would have to be sustained with effective systems and capacitated staff.<sup>1</sup>
  - There is a segment of capacitated staff in SBSS but this circle should widen with a third level leadership emerging. However, some of the RCSAs are lagging in teamwork and systemic orientation. The domineering presence of a few staff has also stunted the growth of teams. The onus for positioning effective teams is both on the top leadership and more importantly on the staff themselves.
11. To carry conviction, the staff of SBSS and DBSS should learn to use simple terms, which can be easily understood. The rights-based approach, in fact, demands that the voices/language of the people is carried forward without corrupting them.
  12. It would be worthwhile to document the history, profile and achievements of the emerging people's organizations.

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1. In its shift from 'Congregation, Action, Participation' (CAP) to 'Church Mission Engagement' (CME), the CME desk gives thrust to the involvement of the congregation in the practical term where ordinary member of the congregation is empowered. Each of the DBSSs is expected to identify and equip at least four congregations and potential leaders (men and women) to take the mission forward.

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## Context

SBSS, the development and justice arm of Church of North India (CNI) currently has a vast outreach of 20 DBSSs located within the four Regional Centres for Social Action (RCSAs), over the breadth of north India. SBSS has a resource sharing partnership with DBSSs, which are in turn governed by their boards and function under the auspices of their respective dioceses.<sup>2</sup> Furthermore, the Synod, Ministries of CNI and experts represent the governing board of SBSS. SBSS, therefore, has to contend with both the institutional dimension of CNI alongside its own organizational structuring. Consequently, the organizational functioning of SBSS is both complex and challenging.

During 2004-05, under the leadership of Dr. Shailendra Awale, SBSS underwent sixteen-month intense process towards organizational restructuring and renewal. More importantly, SBSS developed a three-phased ten-year perspective plan in April 2005, which aimed to bring about long term programmatic shift towards a rights-based approach.<sup>3</sup> The rights-based paradigm of SBSS gives strategic thrust to facilitate issue and thematic interventions on land rights, livelihoods, and tribal identity along with cross-cutting themes of gender, church mission engagement and lobbying, advocacy and networking. Unlike before, the church mission engagement gives thrust not so much on capacity building but at increased involvement of the congregational leadership in its development initiatives.

Towards this planned shift, the first phase gives thrust to initiating change processes and strengthening partnerships (DBSSs, people's organizations). This implies phasing out the earlier model of programmatic interventions through village and cluster level committees and in their place promoting people's organizations. The second phase aims at furthering people's movements, which is expected to emerge as an alternative political force in the third phase. The rights-based approach of SBSS demands that all programmatic interventions should avoid one-off interventions but must follow what is popularly known as the 'Four-A

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2. Of the earlier 24 DBSSs, SBSS leadership discontinued for a while the functioning of Bhopal, Phulbani, Gujarat, Jabalpur and Nasik DBSSs for poor governance and programme performance. However, Nasik and Jabalpur have now been revived. w.e.f. Oct 2006 and June 2007 respectively.
  3. For the first project phase, SBSS has laid down eight programmatic objectives. While the first phase gives thrust to initiating change processes and strengthening partnerships, the second phase aims at promoting people's movements which is expected to emerge as an alternative political force in the third phase.

Approach' - Analysis and Research, Assistance and Capacity Building, Advocacy and Action, with tangible outcomes and impacts.<sup>4</sup>

What merits attention at this juncture is SBSS's past history of promoting people's organizations and movements by a few of the DBSSs. However, the current thrust of SBSS is to promote people's organizations and their movements as a planned strategy. Currently, there are three people's organizations in RCSA, Pune - Dalit Samaj Vikas Parishad (Kolhapur), Manav Adhikar Sangharsh Samithi (MASS), Manav Haque Sangharsh Samiti that have been carried forward from earlier initiatives and have further deepened their struggles. Notably, these POs have successfully used enabling government orders in Maharashtra to access gairan and gouthan lands (public lands) for the Dalits and other marginalized communities. In recent times, these people's organizations have also emerged as platforms and forums to address issues relating to food security (BPL), NREGA and land rights. The Right to Information Act has been used to gather information and for advocacy. There are two people's organizations, still in their nascent stage in RCSA, Agra - Mazdoor Evam Simant Kisan Adhikar Sangathan (MESKAS) in Amritsar and Utthan in Agra. In the northeast diocese, there is a well-established women's federation Purbanchal Nari Jagriti Sangram Samiti (PNJSS) with 3092 women and 154 men members. With a strong leadership base (approximately 143 women leaders), PNJSS has emerged as an effective pressure group, addressing issues relating to domestic violence, sexual harassment and in recent times, has organized public hearings. Recently, PNJSS has effectively used cases that were brought under Right to Information Act in a public hearing called 'government at the doorstep' to bring awareness on the role and status of Gram Sabhas in Assam.

The organizational structure of SBSS now has three streams - Programme Resource, Programme Facilitation and Programme Support. (See Organizational Chart) The staff functions of DBSSs have shifted from generalized functioning to thematic functioning on gender, CME, land, livelihood, and tribal identity. During the last three years, a major endeavour of SBSS has been to consolidate their role as accompaniers to DBSSs to pursue their espoused rights-based model. The multi-tasked roles of the staff aim at team functioning and coordination across the four regional centres.

To give a new identity, SBSS has transformed the former zones into RCSA in 2005. The four RCSAs have been given strategic focus on livelihood and food security (Agra), land rights and Dalit studies (Pune), action research on livelihood and food security (Kolkata) and indigenous rights and tribal concerns (Ranchi). The

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4. For the first project phase, SBSS had laid down eight programmatic objectives - enhance the governance and operational capacity of the partner organizations; enhancing human capabilities and assets to have access and control over life and livelihood; building people's organizations towards people's movement; ensure congregation in solidarity with the poor; mainstreaming gender concerns at all levels of society and organizational structure; leadership for social entrepreneurship and mission engagement; ecological conservation, disaster mitigation and conflict management and organizational capacity of SBSS.

purpose of these CNI-RCSAs is to emerge as resource centres for DBSSs for the universe of Church of North India. Gender, Lobbying, Advocacy and Networking (LAN) and Church Mission Engagement (CME) have been integrated as crosscutting themes. However, LAN has now been discontinued and replaced with policy and campaign and located in RCSA, Kolkata.

In the final analysis, there is no denying that SBSS's partnership with 20 dioceses demands efficient systems that are well coordinated. Complex ways of functioning within SBSS has been challenging, as it demands systems that promote good governance, effective managerial functioning and above all systemic thinking.



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## Systemic Approach and Systems

What are systems and what is a systemic approach?<sup>5</sup> Broadly, one may argue that a systemic approach underscores a holistic perspective that views interacting parts that make the total - of an organization as being interdependent. 'The whole is more than the sum of parts.' (Aristotle). Systems, therefore, are any set of interdependent parts located in a given environment. It is important to recognize that organizational systems are always in engagement with specific environments, which in turn begin to influence systems. Within the context of SBSS which has adopted the RBA approach, it is important to ask how dynamic or flexible should the systems be.

At an operational level, systems aim to bring commonalities in organizational approach, push individual and team performance and increase scope for affirmative action towards desired goals. One must remember that at the back of all systems are set objectives, which drive them. While systems are set up to facilitate smooth functioning of an organization, the onus is on the leadership at different levels to ensure that the systems are on track. Again at higher levels of leadership, systemic thinking must give allowance for flexibility and innovative thinking, which continuously forges organizations towards new and sustainable paths.

### Structures and Systems: Emerging Processes

It is pertinent to mention that the existing systems of SBSS-DBSSs have been introduced at different points of time since the onset of the current programme phase and are still evolving. Instead of a critical appraisal, the following section highlights some of the outcomes and emerging trends, which could be reviewed by SBSS for any course correction and for deepening the systems that have been put in place. We have clustered the various operative systems under five streams for analysis.

### Planning, Monitoring and Evaluation

The emerging role of SBSS as accompaniers to its partners aims to bring a shift in their perspectives and functioning style. Planning, monitoring, and evaluation of programmatic interventions form a major system that aims at promoting

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5. What are the systems got dialogued by the staff of DBSSs and RCSAs during out visits. The RCSA-DBSSs team in Kolkatta articulated systems as follows: 'A systemic approach is collective mechanism of cooperative and interdependent action maintaining equilibrium and coordination to achieve a specific goal. A system is context specific, practical and dynamic/evolving functional mechanism to achieve a specific goal.

participative interventions along the lines of rights-based approach. This implies planning processes that bring an integration of SBSS-DBSSs perspectives in people's planning. With this background, SBSS has had to modify the old formats or develop new ones for PME. There is now a battery of formats that include coordinators monthly report, community enablers monthly report, monthly expenditure report, parameters for cash flow and cash flow formats, reporting status, accompaniers report (CVR), group facilitators report, analytical reports, programme design and analysis and systems appraisal (for RCA and DBSS.) Altogether, the feedback reveals that these formats are found to be clear and effective.

What does accompaniment connote? Essentially, accompaniment implies facilitating development processes with perspectives and expertise. Within SBSS context, accompaniment gives emphasis on giving inputs to deepen rights-based perspectives, strengthen systems, enhance capacities and explore potential for movement building. During the last two years, SBSS has given thrust to perspective enhancement (Feb 2007), issue based assessment and strategizing. However, the meaning of accompaniment needs greater clarity among SBSS staff. In a few instances, accompanier's visits have relapsed into monitoring visits. Monitoring visits may be required with a few DBSSs, which are still to mature in terms of their governance or where diocesan dynamics puts them in disarray. SBSS should encourage or even mandate team visits rather than individual visits in accompaniment. With this, even the PME systems would have to enhance the concept of programme governance rather than monitoring.

With the paradigm shift, have the respective roles of SBSS and DBSSs altered? Differing views prevail within the portals of DBSSs. 'SBSS views DBSSs as implementers but we think we are accompaniers' as some staff of DBSS say. Some of the DBSSs staff think that they are implementers and a few believe that they are both implementers and accompaniers. While there is a general agreement that SBSS/RCSAs accompaniment should be demand driven, there is no clarity on this. However, a perceptible shift is that DBSSs have begun to encourage the CBOs and POs to be more independent and self-managing. With rights-based work, the staff of DBSSs is also put in difficult and even insecure situations. The question that kept coming up for discussion is - what protection does some of the staff working in politically vulnerable areas have?

### **Planning Monitoring Evaluation (PME) Desk**

Currently, the PME desk is located in Kolkata. To position PME systems along the lines of rights-based paradigm has been a challenging task. As a system, PME, which is supported by various acceptable formats at different levels, plays a key role in the resource-based partnership that SBSS has with DBSSs. The thrust of PME is to facilitate participative planning and monitoring processes among the stakeholders. The PME system is also closely interlocked with the redefined role of SBSS as accompaniers. Accompaniment is at once a system, a role and a process. SBSS perceives that its role is essentially accompaniment to DBSSs. SBSS conducts

accompaniers meet of its staff. Originally called as Coordination and Consultancy Cell (CCC), the annual meets of accompaniers aims at improving the performance of individual staff and the various desks/RCSAs through a participatory but critical analysis. Until now three such accompaniers meets have been held.<sup>6</sup>

To strengthen PME further, SBSS initiated a major exercise in updating and collating its extensive database. SBSS adopted a process-based exercise to sensitize its staff and partners on the relevance of data to enhance participative decision-making processes. On the positive side, database exercise provided opportunities to the staff to come closer to people and gain new insights. 'We have become much more process-oriented. All this has increased community participation' say a few staff from DBSS. A few DBSSs (Kolkata, Ranchi) have used the database for advocacy. Yet, a few DBSSs looked at database as burdensome and as a task to be completed. A few DBSSs found the database formats to be too exhaustive and felt the need for contextualizing the formats. It must be said that a couple of RCSAs have also not facilitated the database exercise well enough. This is also because of insufficient understanding of the relevance of database. Altogether, acceptance and relevance of database has been uneven. Be that as it may, SBSS would have to streamline the database and internalize the relevance of data. The relevance of database and information systems cannot be gainsaid. The PME desk has now re-emphasized strengthening of the documentation of the process through the use of focused database.

While SBSS has upgraded its planning and monitoring systems, the PME system would be further strengthened with impact monitoring indicators. It is important that these indicators integrate gender and other crosscutting themes. Finally, PME underpins rights perspectives. The concept of rights-based approach deepens only in its praxis. This takes time and has to find reflection in project initiatives. For example, the cash flow system reveals that considerable number of initiatives continued to be either one-off or unrelated. Another perceived trend is the increase in non-budgeted activities. These need to be reviewed and corrected.

## Transparency and Accountability

The field of accountability and transparency falls in two realms - belief, norms and values that promote transparent ways of functioning, and systems that facilitate

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6. The following tasks were given during the last accompaniers meet. 1. Accompaniment for Programme Associates: Accompaniment should be demand driven. All interventions should lead toward movement building and perspective enhancement.. All programmes should be on campaign mode, integrating database and follow the '4 - A' approach. All DBSSs should update PARAM. 2. RCSAs: Each RCSA need to have a perspective plan, based on it's a work plan or an action plan needs to be developed, RCSA should also evolve its owe structure and operation, RCSA should develop contextual theology in this regard detail course for 1 week, 3 week and 3 months need to be evolved on amounting ecumenism. 3. Group Facilitator: All GF need to prepare a detail action plan for the next 6 month as what they want to do at the SBSS and the RCSA level. The plan of action with the cash flow needs to be submitted to the head office within 15th of May.

good governance. Since the inception of Organizational Development (OD) process in 2004, the endeavour of leadership has been to set up systems that promote ways of functioning which are accountable. As a supportive process, the majority of the staff has gone through behavioural science labs to deepen their reflective states and process orientation.<sup>7</sup> Towards good governance in programmes and financial systems, SBSS has promoted three interrelated systems - cost reimbursement model, cash flow system and PARAM.

The cost-reimbursement model aims at optimal use of funds. SBSS now releases funds to DBSSs through FC A/C as per cost reimbursement model.<sup>8</sup> DBSSs are given seed money that amounts to two month average cost for the programme, two month staff salary and administration, based on the 6 month cash flow submitted by the DBSSs. DBSSs then have to prepare the statement of expenditure from the books of accounts as per prescribed format and inform to CNI-RCSA and SBSS. Non-budgeted accounts need to be recovered and proof of recovery to be attached/mentioned with the financial report. During closing months of March and September and last month of project period, no reimbursement for the expense incurred for February, August and last one month (previous month) of project period will be made. In these months, the DBSS may meet the expenses from the available seed money with DBSS. All financial transactions have to be closed on or before 25th of March, September and last month of the project period, and the balance money available with the DBSS should be returned to SBSS.

The cost reimbursement model is supported by the cash flow system, which is prepared on a monthly basis for a period of 6 months by DBSSs with the accompaniment of SBSS. Cash flow details the activities with justifications and is submitted to SBSS through RCSAs. Cash flows are shared with the community.

A critique of CRM relates to delayed release of funds. When funds get delayed, DBSSs utilize its seed money (which is released once a year) but fail to inform SBSS for replacing the seed money. There are instances where even after timely requisitions are made, funds tend to get delayed due to insufficient facilitation by the RCSAs. RCSA should do a proper fund flow analysis (monthly statement of accounts, fund requisitions) and take proactive measures. Three options are available to correct this. The HO, Delhi can be informed about the dips in the seed money at the earliest. Again, when the first seed money is released, it can be for three months instead of the existing two months. Or the percent of seed money can be increased from 20% to 30%.

Programme Activity Review and Accompaniment - PARAM is a web-based

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7. SBSS appraises its staff along the lines of appreciative enquiry which is new to church organizations. Three such appraisals have been conducted so far... RCSAs have also facilitated DBSSs appraisals, which focus on performance. Recently, RCSA, Kolkata has adopted the appreciative model for appraising DBSS, which gave special emphasis on ownership and capacities of the staff and planned interventions for future.
  8. There are 4 DBSSs that have the funds routed through the RCSA due to their financial systems being inadequate. However they are also expected to follow the CRM

accompaniment with the partner organization (DBSS) launched in Oct-March, 2007. DBSSs are mandated to share budgeted and OMC activities before the 10th of every month. For SBSS and RCSAs, PARAM is a monitoring tool for reporting and planning. For SBSS, PARAM offers a direct line of communication with DBSSs. A recent improvement in PARAM is that DBSSs can now view each other's programmes. Being very new, PARAM is still going through teething problems. Not all DBSSs have adopted PARAM. While DBSSs maintain that PARAM is an effective system for communication and transparency, the staff of DBSSs need more orientation.

The DBSSs staff also opines that the way PARAM is operationalized can be made flexible. For example, the DBSSs are under pressure to complete the process before the 10th of every month. This, as many argued can be extended to the 15th of every month. As PARAM progresses, quarterly reports, monthly combined reports, coordinators field visits and working group reports can be integrated in PARAM. PARAM reportedly does not provide sufficient space for details, which is currently compensated by the activity report. As PARAM gains acceptance, it could replace most of the other reporting systems.

Currently, the RCSAs have no access to PARAM. Again, for analyzing and capturing trends, PARAM needs expertise in PME and eventually would have to be either placed with or be readily accessible to PME desk.

Cost-reimbursement model, PARAM and Cash flow can be effectively intertwined - as cash flow is prepared as per CRM and PARAM in turn reflects the outcomes of planned (budgeted) and non-budgeted programmes or self-supported programmes.

The above three models, in particular the CRM and cash-flows are good checks not only on financial flows but mirror the activity profiles for corrective action. The financial systems of SBSS are now better managed - paving the way for effective programme governance. The financial desk, which reflects professional orientation, has endeavoured to bring certain coordination across the four RCSAs.

However, brief analysis of cash flows reveals that during the last one and half years, out of the total 173 new activities, 61 are for good governance and 112 for community initiatives. Again among the 151 dropped out activities, 14 were for good governance and 137 for community initiatives. Significantly, the major activities undertaken, which are not as per submitted cash flows, are under good governance. In contrast, the maximum activities dropped out (as per submitted cash flows) are for issues and themes. It means the priority/focus of the last one and half years has been on good governance. These trends need to be reviewed as they raise questions on programme design and planning processes. A critique of CRM is that it tends to get centralized in terms of getting approvals.

## Policy

As in most development organizations, most of the programmatic policies of SBSS

are unstated. However, the ten-year perspective plan embeds critical areas and concepts for articulation of policies.<sup>9</sup> The partnership between SBSS and DBSSs is governed by MOUs. SBSS has a personnel policy with the usual benefits for casual and maternity leave etc. As far as financial systems are concerned, the CRM, Cash Flow has proved to be effective. Over the last years, several staff has gone through behavioural science labs. The staff regularly goes through appraisals along the lines of appreciative enquiry, which has brought certain openness. The principle of rotation of posts has given opportunities for the staff to move up the organizational ladder. Not only is there a second level of staff that is articulate and has gained certain expertise, one also sees a set of younger staff with promise. But this is still a small number.

### **Gender**

There is no stated policy on gender. Yet, gender is a crosscutting theme, with staff holding gender portfolio. At the SBSS level, those who have held this portfolio have not been able to evolve strategies and systems to take gender forward. This comes as a surprise because there is not only sizeable presence of women within SBSS constituency but more importantly there are ongoing gender processes within the operational areas of DBSSs. There is sizeable segment of Self Help Groups (SHG) and a few collectives of solidarity in the form of Mahila Sangharsh Samithis, a well-grown federation (North East India Diocese) etc. In more recent times, the DBSS in Eastern Himalayan region has begun to address issues of trafficking - collected data and set up vigilance committees etc. Taking the ongoing experiences, SBSS has to develop a gender policy with an analysis of ongoing trends, strategies for taking the gender initiatives through planned initiatives and setting up appropriate systems. The gender policy should evolve from a facilitated organizational process.<sup>10</sup>

At an organizational level, certain gender sensitive practices do exist. For example, in some of the DBSSs, there is a policy of recruiting women who are closer to the field. While at SBSS level, there are now senior women staff, getting women coordinators to DBSSs has not been easy. However, two of the dioceses have women coordinators (Nagpur and Kolkata) - which is a positive trend.

First of all, a gender policy of the organization should emerge out of a collective dialogue. What is important is also a shared understanding of what is gender within SBSSs and DBSSs of the four RCSAs. This will bring out the contextuality of gender across the four regions - keeping in view the rights-based approach of SBSS. Gender policy should not get into 'what is' gender but 'how of' gender? When it does get into what is gender, it should talk about the praxis of gender within a certain approach and in the SBSS context - rights-based approach. Within the context of RBA, gender policy would have to advocate and facilitate empowerment models.

9. See, SBSS-CNI, Perspective and Programme Plan, 2005-2015

10. SBSS has a draft policy on gender. But this policy should go through an organizational process for shared understanding.

The CNI-SBSS has a vast operational constituency through its partnership with 20 DBSSs spread across north India. Four RCSAs give accompaniment services to the DBSSs in their development programmes for the Dalits, Adivasis and other marginalized communities. Historically SBSS has had a special relationship with congregational leadership since the DBSSs function under the auspices of their respective dioceses. At the community level, SBSS functions through peoples' organizations and village- and cluster-level committees. With such diverse stakeholders and socio-cultural milieu, gender issues and concerns of reference communities need to be placed contextually.

It is of pertinence that the gender issues and concerns have to be placed strategically within the rights-based approach that SBSS has adopted since 2004. More importantly, SBSS has adopted mainstreaming gender as a major objective of the 10-year perspective plan. Therefore, gender policy of SBSS has not only to analyze the ongoing gender processes within the major programmatic streams but also to articulate long- and short-term strategies for mainstreaming gender.

### **CME**

As a vector, CME is posed with challenges since it has the larger mandate of enabling the church/ local congregation in the mission of showing solidarity to the poor. At a more fundamental level, the challenge of CME is the opposition between its approaches, which is rights-based, and 'horizontal' and that of the Church which is vertical solidarity. In recent times, wider processes within CNI have also challenged CME. The Programme Desk of CNI is attempting to promote initiatives on the lines of CME and more so within the constituency of SBSS. This has posed a challenge, as DBSSs which coming under diocesan leadership are compelled to implement the work of CNI-programme desk.

Despite this, the CME desk has promoted a few initiatives with positive outcomes. These include perspective building to college students, preparation of worship material and liturgy relevant to Indian Church for the Reformation Sunday for the Church of North India in both English and Hindi to cater to the needs of both rural and urban congregation, organizing interfaith prayer (Agra) to express solidarity with the victims of violence, celebration of international day of prayer for peace, identifying and equipping interested volunteers to collaborate with congregation - for example, 10 volunteers in Banswada area in Rajasthan; Barrackpore, four clergy of North East India are encouraged to work on unused land of the Church in Solabari; Jharkand Church Council on the issue of tribal identity etc. A general outcome of CME is reported to be increased participation of women with potential gender implications. However, CME initiatives should be strengthened with follow up programmes.

It is pertinent to mention that SBSS has restarted its social ministry in the tribal areas of Dang (Nasik) on the CME model - to be in solidarity with the tribal community on the issue of land and livelihood. One of the outcomes of CME is the small connections it has made across the four regional centres.

### **Local Capacities for Peace (LCP)**

The LCP initiative is a response to the growing socio-structural conflict in project areas, particularly in North East India, Jharkhand, Maharashtra and Orissa. The 'Local Capacities for Peace' or 'Do No Harm' approach is viewed as a comprehensive tool to take up situational analysis of the context of conflict and find out options for alternative interventions in the project area. To promote local level leadership to address conflict through LCP framework, 45 DBSS representatives were trained from all the four RCSAs with follow up programmes. An outcome of this process is the presence of a 12-member LCP working group which is endeavouring to take the LCP agenda forward. The SBSS has officially decided to integrate LCP in NEI, Eastern Himalaya, Patna, Chota Nagpur, Agra and Kolhapur DBSS project areas. SBSS views that LCP has become a connector and has created a presence among broader network of partners of Peace in South Asia (PISA). However, the initiatives of LCP need strengthening with follow up programmes.

### **Development Communications (DC)**

The development communication desk comprising of two staff members is mandated to provide periodic communiqués which include *Accompanier* (narratives on the staff), *Let Justice Roll* (provides material on events, issues and themes) and *On the Spot* (programme happenings) which are their non-negotiable responsibilities. Apart from this, the DC desk collects all information for annual reports (the final draft preparation is outsourced) and edits and disseminates narrative reports. In the past, the DC desk has involved very actively with other members of the team in preparing and designing the perspective document (Resistance and Hope) and the three-year proposal of SBSS (Let Justice Roll).

Since the onset of the present phase, the DC desk has made several contributions. A digital library with a collection of photos, which can be easily accessed, is an achievement of this desk. The DC desk has redesigned the CNI-SBSS website, prepared a concept note on people's movement, a documentary on the evolution of a people's organization (Lok Samithi, which is fighting against the Coca Cola Company found to be depleting the ground water of agricultural land) and a documentary on NREGA campaign.

Going beyond its basic mandate, DC has involved itself in a study on 'Normative Framework of Transparent Functioning' (for FCFC), which resulted in a close interface with FCFC and its partners. Other studies in which DC was involved include *situational analysis of food security in Jharkhand and cultural accountability in relief and rehabilitation measures after Tsunami* (this particular research in disaster management has helped SBSS to position itself in disaster management practices in relation to overall development initiatives).

More importantly, DC has supported the policy desk in the conceptualization of PARAM, which aims to promote transparent programme functioning. The DC has recently introduced yet another tool, named ZOHO, to SBSS - an online tool

to help every staff in SBSS to inform about their travel plans and upload travel reports to head office. This tool helps both staff member as well as the Chief Coordinator to keep a track of who travels where and when.

The DC (John Suresh Kumar) has also undertaken a few evaluations, which include - evaluation of Disaster Coordination Committee in Andaman and Nicobar Islands; evaluation of MDM in Andaman and Nicobar Islands for UNICEF, and evaluation for BAKDIL - an organization based in Meghalaya.<sup>11</sup>

Clearly, the Development desk has expanded its role beyond its original intent, which appears to have affected their non-negotiable. For example, the quarterly publication of *Abhivyakti* has come down to two. However, the content of the issues is of high standard.

At a larger level, its involvement in studies and evaluations has enhanced the visibility of SBSS within the FCFC and other development partners. One must acknowledge that the DC desk has contributed to systems development - incubating and setting up PARAM and ZOHO and ideating with select colleagues on new interventions such as Jharkhand initiatives. While this is to be appreciated, DC desk should make efforts to carry out its non-negotiable roles. More importantly, it should be better linked with DBSSs and RCSAs, and have a larger editorial team to support its work. It is pertinent that this interface should extend beyond the communiqués and progress towards on-the-spot assistance to the DBSS and RCSAs. The two-member team would have to redefine their roles to move ahead.

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11. John Suresh Kumar has now a visiting faculty position in XISS, Ranchi where he conducts classes on Disaster Management for post graduate students. He has also prepared curriculum on the same subject. He also conducted a workshop on Disaster Management for paramedical professionals from Christian Medical Association of India (CMAI). He also received grant from Council for Social Development (CSD) to conduct a research on Post-Tsunami Rehabilitation process in three coastal districts of Tamil Nadu.

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## Empowering the RCSAs: Issues in Sustainability

The four RCSAs of SBSS have been envisaged to be self-managing resource centres for the Church of North India. Indeed this is a challenging mandate and demands resources - capacitated human resource and requisite funds. More importantly, decentralization or empowering RCSAs is about how power is deployed through building capacities, policies and systems. Within the context of SBSS, which is embedded in complex/cooperative forms of cooperation - with DBSSs and Church of North India, empowering RCSAs is also closely linked to the query - how best have they articulated in praxis the RBA approach within their contextual theology? The journey of RCSAs is still in its nascent stage. We bring below a few trends that are underway and the discourse on emergence of RCSAs with distinct identities.

### Perspective Development

SBSS's strategic and planned shift towards rights-based approach is a bold venture. The 10-year perspective plan locates the various components of rights-based framework within contextual theology that the organization espouses. The biggest challenge for SBSS rests in motivating not only its staff but also other stakeholders, especially the church leadership to internalize the perspectives and persist in translating these in their programmatic interventions. Not all the staff of SBSS and DBSS has clarity on how rights-based approach works. This takes time but SBSS should press forward to deepen their perspectives. It is pertinent to reinforce that SBSS should aim to bring a balance between the development and rights dimensions in their initiatives.

### Value Orientation

While contextual theology underscores SBSS perspectives, the new structures and systems give emphasis to collaborative and transparent ways of functioning. As accompaniers, SBSS acknowledges their role as being supportive through partnerships. 'Accompaniers Meet' and 'Appreciative Enquiry' have promoted certain open culture of communication and sharing. The new initiatives have also opened up portals for the entry of new ideas. This creative factor should be nurtured and increased.

### Leadership and Social Capital

There is small segment of capacitated staff within SBSS who have collaborated with

the top leadership in concept development and have proven abilities to function with confidence and think independently. The staff is given more than one responsibility to be multitasked and a few have taken on more work, getting overworked. While the staff has been given exposure and training,<sup>12</sup> SBSS has to endeavour further to improve the capacities of its staff - at all levels to fulfill the organizational vision. While at one level, the onus of motivating staff to emerge as experts is a function of top leadership; the staff in turn should motivate themselves to self-learn for personal growth. While at the grassroots, there is a segment of social capital - SBSS has to strengthen this social capital base.

## Roles, Responsibilities and Team Work

SBSS-RCSAs define their role rightly - as one of accompaniment to their resource sharing DBSSs partners. A few of the discerning staff have moved away from monitoring and have gained perspectives to be accompaniers. This trend has to deepen across all the staff. However, several continue to lean on their monitoring role, which comes easily. While monitoring is essential and situation specific, the RCSAs should equip themselves better - in terms of their perspectives and capacities to enhance their accompaniment services. In turn, the DBSSs should be enabled to understand the altered roles of SBSS. DBSSs themselves have to be more self-managing too. While several of the DBSSs have registered themselves, only a couple of them (like North East India diocese) have challenged themselves to broad base their funding base. RCSAs could play a facilitating role in this regard.

As mentioned earlier, the OD process has positioned three functional teams - programme, facilitation and support teams. This was done in the knowledge that programme and facilitation streams may have to be eventually merged. Indeed, there is a blurring of roles between facilitation and programme staff and it is time that these two streams are reviewed for course correction. This gains significance within the context of SBSS' growing role as accompaniers.

While there is much congeniality within the staff members, they have to deepen their culture of working as teams. This requires shared perspectives on a number of issues. For example, there has to be wide consensus on RBA framework, contextual theology, movement building etc. This also implies much coordination not only within RCSAs but also across RCSAs. Insufficient coordination among RCSAs has limited their opportunities. However, one must hasten to add that the financial systems, CME and LCP, have brought certain synergy. But all these vectors have potential to deepen the inter-RCSAs flows.

## Structures and Systems

The salient objectives of the new systems aim at empowering processes and good

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12. There is a laid down policy on trainings.

governance. Being new, they are still to consolidate. Let us remind ourselves, that systems underpin perspectives and sustainability of any initiative rests on systemic orientation. A brief review should make this self-explanatory. It is important to be reminded that SBSS has attempted to position systems that underpin professional orientation. The onus of strengthening these systems does not rest with just the top leadership but with leadership at all levels.

The CRM and cash flow systems have positive features for effective cash management and strengthening internal control systems. Trends in cash flows highlight that DBSSs have been overly preoccupied with governance issues. (See Annexure 2) Trends in programme activities reveal that unplanned activities have overtaken planned programmes. PARAM is a web-based PME system and is still to consolidate, grow into a full system and be available to the RCSAs. To monitor and capture programmatic trends, it also requires PME expertise. With full-fledged PARAM, the existing load of reporting should come down. Already, the staff has been asked to discontinue their annual and narrative reports.

Database is the backbone for any intervention. For the first time, SBSS has undertaken a full-fledged database exercise. While the database exercise has positive outcomes, insufficient facilitation of this exercise has limited stakeholders' ownership in some of the RCSAs and dioceses. The use of data is many, SBSS, RCSAs and DBSSs have to simplify the existing database for effective delivery - be it analysis, strategic interventions, advocacy or new initiatives.

## Interface with the Development Sector

Unlike before, SBSS is now better connected with wider networks. SBSS has taken special initiatives to initiate a study on the normative framework for governance among the FCFC partners.

RCSAs have also enhanced their networking efforts within their regions. There are also efforts to understand and get connected to national level campaigns and networks. These efforts need to progress towards greater involvement.

## Leadership and Vision Building

In the final analysis, the strength of organizations rests on top leadership, capacitated staff with perspectives - self-defining and expanding their roles through collaborative ways of functioning with sights on people-centred activism. Systems are instruments that enable decision-making processes towards stated vision.

The policy and advocacy desk, which is currently with the Chief Coordinator, has endeavoured to make the RBA paradigm of SBSS quite dynamic. In collaboration with his key staff, the Chief Coordinator has positioned new structures and systems. New initiatives have been undertaken - at times at the risk of affecting planned programmes. DBSSs that have defaulted have come under critical scanner and in some instances funds have been denied till they are brought on track.

As one walks through the portals of SBSS-DBSSs, there is continued reaffirmation of the theological context of SBSS' programmatic initiatives. This is further reinforced in the new initiatives such as Dang, JID and human trafficking in Eastern Himalayas, which are fashioned after the CME model.<sup>13</sup> A few new initiatives are also in the pipeline.

Over the last two years, much investment to capacitate the staff in terms of training, exposure to the wider development sector has been made.

In the final analysis, what makes a leader is his/her perspectives and vision. For the new paradigm to sustain, capacitated staff teams at all levels would have to hold and carry forward the RBA perspectives and strengthen the leadership base and the social capital at the grassroots. Systems have to strengthen and made more dynamic to carry SBSS's development agenda.



13. In its shift from 'Congregation, Action, Participation' (CAP) to 'Church Mission Engagement' (CME) - the CME desk gives thrust to the involvement of the congregation in practical term, where ordinary member of the congregation is empowered. Each of the DBSS is expected to identify and equip at least 4 congregations and potential leaders (men and women) to take the mission forward.

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## Regional Centres for Social Action: Current Status and Way Forward

The concept of regional centres for social action is well founded. There are now four such regional centres with thematic identities - livelihood and food security (Agra), land rights and Dalit studies (Pune), action research on livelihood and food security (Kolkata) and indigenous rights and tribal concerns (Ranchi). Each of these centres gives accompaniment services to the DBSSs, which fall under their operational areas. More importantly, each of these regional centres are expected to emerge as specialist centres on the selected themes for the entire SBSS constituency. The conceptual framework of RCSAs implies a great deal of interdependent processes and coordination - demanding once again cooperative frameworks of action. However, the RCSAs have functioned in isolation without the expected results. To move forward, RCSAs have to address a few issues.

- Setting up systemic connectivity between the four RCSAs so that they can be dynamically connected to each other. The envisaged connectivity cannot come through personal congeniality or voluntarism, which is present even now in an incipient form.
- While RCSAs have to be empowered with increased responsibilities, the RCSAs themselves would have to self-define their mandates towards decentralized ways of functioning. Currently, RCSAs are drawing their strength in diocesan facilitation and in some instances provided accompaniment services. To justify their existence, RCSAs would have to move beyond this role and establish their expertise on critical development issues.
- Depending on the experience and expertise, each of these RCSAs should carve out a niche of their own - be it in people's organizations and movements, training and action research, tribal identity or livelihood.
- The RCSAs should have their own governance systems in terms of strategic teams/boards with representation from all the centres.
- RCSAs should develop 5-10 year perspective plans along with fund-raising strategies.

### RCSA, Kolkata: Social Action Research and Training

#### **Operational Field**

The operational area of RCSA, Kolkata includes 5 DBSSs spread across 3 states of West Bengal, Assam and Sikkim, covering 20 districts and 40 blocks. The social milieu of the DBSSs varies with tribal contexts in 3 DBSSs and the rural-urban

**Table 1: Profile of Operational area, Resource Centre Barrackpore**

Diocese	State	District	Block	Panchayat	Village	Cluster	Total population	Families
Barrackpore	01	03	06	16	49	09	83,052	14,408
Durgapur	01	04	04	04	50	05	13,850	2,869
Eastern Himalaya	03	04	15	24	63	11	33,290	6,332
Kolkata	01	05	09	13	45	09	55,437	17,379
North East	01	04	06	13	108	10	62,106	8,787
Total		20	40	70	315	44	247,735	49,775

continuum in 2 DBSS of West Bengal (see table 1)

- The programmatic profile of DBSS includes initiatives to access basic amenities and infrastructural facilities, promoting SHGs, accessing the nine government schemes to alleviate poverty, motivating members to participate and enter local governance systems (PRI), NREGA, claiming land rights (NEI), organic farming, trafficking (Eastern Himalayas) etc, to mention a few.
- Most of the DBSSs function through village cluster level committees, SHGs and other community based organizations (CBO). There are now small registered women's organizations, which have begun to emerge as pressure and advocacy groups. These are Nari Vikas Samithi (Malda), Nari Adhikari Samithi (Purvanchal), Nari Jagruti Sangram Samithi (Kolkata), Mahila Adhikar Manch (Santhalpur), Nagrik Shaikar M\Suraksh Parishad) and Swaraj in northeast India. The DBSS in North East India has promoted Purbanchal Nari Jagruti Sangram Samiti - a federation of women's SHGs at village and cluster level. In more recent times, SWARAJ and PNJSS have effectively used cases that were brought under Right to Information Act in a public hearing called 'government at the doorstep' to bring awareness on role and status of Gram Sabhas in Assam. The Eastern Himalaya DBSS has recently undertaken a new initiative in human trafficking and holds much promise. Altogether, the RCSA, Kolkata has a strong gender face.

### **RCSA: As Accompaniers**

The RCSA, Kolkata has a cohesive team comprising of four programme staff and comes across as a learning team. The positioning of PME and Advocacy desk has added to the strength of this centre. There has been considerable effort to internalize the RBA approach and the staff of both DBSSs and RCSA uses the language of RBA with ease, reflecting a team orientation that has spread to most of the DBSSs. The RCSA team asserts that RBA approach is non-negotiable in their work. The RCSA team is quite system-driven. It is important to mention that not only has this RCSA come forward to embrace every new system that SBSS has

introduced but has also endeavoured to improve the systems. The PME desk has contributed to this process substantially. A few trends are given below.

- The accompaniment services of the RCSA team have begun to move away from their earlier monitoring visits. The programme staff is clear that when they visit the field they are focused on how best to give inputs for perspective development, capacity building and enabling movement-based work. However, the concept of accompaniment has to be better understood by DBSSs. A few of the DBSSs continue to lean on RCSAs. More importantly, there is thinking in some quarters that RCSAs exist for DBSSs - which is not conducive for the autonomous growth of RCSA.
- During the last one year, the RCSA has systematically promoted a campaign approach on most of the developmental issues. For example, in NEI, interventions in the revival of the Gram Sabhas and issues related to brick kiln have taken on a campaign mode.
- Although database exercise has been strenuous in terms of time and effort, RCSA has effectively used the database for planning. 'Database has become a support base for planning. Analysis of issues is backed by authentic data. Database has helped people in identifying their own problem. People are more involved in the planning process' say DBSS staff. RCSA staff realizes that the database can be effectively used for monitoring outcomes and impacts. A proper system for database has to be created as per the context of SBSS, looking at the relevance and utility. This will ensure proper planning, impact monitoring and provide support for advocacy initiatives.
- The reports of RCSA-DBSSs on programme achievements reveal the gradual shift towards rights-based initiatives. (See Annexure 3)
- In NEI, database appears to have facilitated the way for campaign on issues related to brick kiln. Although DBSSs found the database exercise exhaustive, they have used database for planning and advocacy. The RCSA is now exploring how best the database can be deployed for impact monitoring. With strong systems in place, there is much potential in NEI to strengthen people's initiatives towards movement building.
- A significant new initiative by the DBSS of Eastern Himalayas relates to female trafficking, which is on the increase in the region. Some of their initiatives include collection of information, rescue operations, setting up of vigilance cells (7 villages), interfaced with media etc.
- The staff of DBSSs now report that programme design, cash flow, cost-reimbursement model, database and other systems have brought greater transparency. 'Planning is increasingly driven by perspectives.' The system of sharing budgets with the community is a good practice. CRM has reduced.
- The RCSA has taken forward NREGA campaign plans of HO in four districts - 24 Parganas South, Jalpiguri, Malda and Purulia.
- A system for PARAM should be developed from the community to DBSS level so that the programmes are reported timely.

- Some of the DBSSs need to gain clarity on the emerging roles of RCSAs and, more importantly, their own roles in the emerging RBA framework of SBSS.

### **Way Forward**

To gain an independent identity, RCSA, Kolkata has made a few first steps in giving training to other organizations such as NECHA (Guwahati), SCEPTER (Kolkata). The programme staff has been part of evaluation teams. Small beginnings have been made to raise funds through training. During the Systems Appraisal, the RCSA, Kolkata has put together the following suggestions for future agenda:

- Constitute a strategic team (ST: maximum 7 members) to ideate and guide programmes. To bring inter-RCSA coordination, this ST should have representation from other RCSAs and a few DBSSs.
- To set up a 3-4 member research team to identify areas of action research in all RCSAs, develop an annual calendar for action. Similarly, the RCSA should develop training calendar. To develop 5-10 year perspective plan.
- Resource centre should work more on fund raising for new initiatives. It should also move forward to be semi-autonomous, framing its own vision, mission, and objectives.
- Strengthen their accompaniment services. Accompaniment appraisal visit should be well planned with objectives and outcomes and should be demand driven.
- RCSA should share cash flows with DBSS for better accountability and transparency.
- RCSA need to start a newsletter, which should be both published in print as well as online.

### **RCSA, Ranchi: Identity and Social Exclusion**

The uniqueness of RCSA, Ranchi, covering the two states of Orissa and newly formed Jharkhand, lies in its strategic focus on the identity and social exclusion of Adivasis. Pertinently, this resource centre bifurcated from the original eastern Zonal office and began to function independently in 2000. The RCSA covers five DBSSs - Chotanagpur, Patna in Jharkhand, and Sambalpur and Cuttack, Phulbani in Orissa. Presently, SBSS has temporarily discontinued its programmatic interventions in Phulbani. The DBSSs of Sambalpur and Chotanagpur are registered bodies. Since the diocese of Phulbani has no FCRA registered, funds have been channellised from the RCSA. It is important to be reminded that some of the DBSSs such as Sambalpur (which functions along SEDP lines) and Chotanagpur have had long partnerships with SBSS. While a couple of the DBSSs have had a history of rights-based interventions with notable impacts, over time the work of these DBSSs appears to have plateaued. Since its inception, SBSS has invested a great deal in terms of resources - human and financial, to develop the perspectives and capacities of this RCSA. One finds that the five DBSSs are not well networked (see table 2).

**Table 2: Profile of Operational area, Resource Centre Ranchi**

Diocese	District	Block	Panchayat	Village	Total population	Families
Chotanagpur	3	5	14	99	48762	9036
Cuttuck	3	4	11	90	13643	2891
Patna	1	5	9	101	44772	7404
Pulbani	1	4	14	72		
Sambalpur	2	5	9	46	29334	6773

The RCSA, Ranchi has two programmatic streams - tribal identity and Jharkhand initiatives (JID) that were held by two senior programme staff. These two senior Group Facilitators developed programme perspectives and gave accompaniment to a few critical initiatives of SBSS Strategic Plan of Action. A major challenge to the young team of RCSA was to position themselves in their new role as accompaniers to the DBSSs, who have all along grown with the notion that the existence of SBSS depends on them. To overcome the overpowering attitude of the DBSSs, the RCSA programme team has systematically adopted the practice of group accompaniment to the DBSSs. Another striking feature relates to the long experience of some of the Coordinators who have been associated with SBSS for one and half decades - nostalgic about earlier organizational culture and continue with former style of functioning. It may be worthwhile mentioning that a few of these Coordinators have not kept pace with the changing context of SBSS. Although a couple of DBSSs Coordinators continue to be critical of the accompaniment given by RCSA, a few realize that they too have to shift their roles and contribute to the changing role of SBSS.

The two senior Group Facilitators have left which has downsized the RCSA team. The present team is small with one Team Leader who is also a Programme Associate, one Finance Associate and one Office Assistant. Interestingly, while all of them are Adivasis, the Coordinators of DBSSs are all non-tribals. The present RCSA team has begun to dialogue on how to build on the ongoing initiatives and carve out a road map that includes a few new initiatives as well. (See Annexure 7)

We bring a few issues that was discussed during the Systems Appraisal visit.

### **Advocacy and Policy**

- In Jharkhand, the DBSSs are working in small pockets and there is scope to expand the operational areas to reach out to untouched areas. A few efforts in this direction have been made in Patna where efforts are on to involve other congregations in Pakur and Dumka, Godda district. A few initiatives in vermi-compost and organic farming helped in awareness building. The RCSA-DBSSs should increase their mass base.
- The RCSA, Ranchi conducted a study on the implementation of food security



and social security schemes in 10 districts (two blocks in each district). The food security study has been a learning experience. While the study provided platforms for mobilization and campaigns, highlighted scope for extending operational areas, motivated Chotanagpur DBSS to undertake, although informally similar study in their operational areas - some of its objectives could be taken forward. The present RCSA team feels that there are a few small tribes such as Pahadia (Malto Birajya, Birhor), which are in danger of getting extinct. These tribes are vulnerable and do not get any kind of benefits. 'We need to reach out to these tribals.'

- There is a great need to simplify the acts and policies and disseminate in the operational areas. Until now, the RCSA has simplified the NREGA Act and resettlement and rehabilitation policy.
- There is also need to set up a legal aid cell on tribal issues. The RCSA should prepare note to justify the relevance of this legal cell.

### **Food Security and Food Sovereignty**

- The NREGA campaigns in two districts have brought awareness. The NREGA is embroiled in corruption and public hearing reveals the failure of NREGA. We need to mobilize Gram Sabhas to vitalize NREGA and other schemes.
- A few initiatives in food security include interventions on organic farming. The SHGs of Mahila Manch in Patna DBSS have promoted vermi composting,

distribution of seeds etc. This Mahila Manch has much potential to set up a model in eco-farming which can be later be mainstreamed.

### **Involvement of Church Leaders**

- RCSA should develop strategies to network with Jharkhand Council of Churches and carry forward CME agenda.
- We could involve inter-denominational church leaders to review their past work and motivate them to lead movements.
- A few efforts have been made to network with like-minded organizations and activists. For example, we have networked with Neelambar and Pitambar in Dalton Ganj district on food security issues. Formal discussions are on. However, this process should be strengthened.

### **PESA and Governance**

- The land issues of Adivasis continue to be a cause for concern. The lands that tribals own should have title deeds. Many tribals do not aware of this. Tribals are also migrating to Ranchi and other urban areas. They could be mobilized on issues of sexual harassment and minimum wages.
- Migration- there is an emerging trend of migrants becoming rickshaw pullers. There is great scope for them to be organized to fight for minimum wages.
- Making Tribes Advisory Committee functional.

### **RCSA as Accompaniers**

- Discussions with DBSSs reveal that there has to be clarity on the content of accompaniment. The DBSSs argue that RCSA should help the DBSS to contextualize thematic issues (CME, gender etc.), facilitate road maps etc. Going by reports, the working groups on crosscutting themes have slowed down and need to be revived. The DBSSs feel that to bond and relate better, there should be greater sharing of issues. The DBSSs believe that the RCSAs should share their accompaniment reports with the DBSSs, which were an earlier practice. It would be worthwhile to put into practice this in some of the DBSSs, which are transparent and forthcoming.
- All the DBSSs, including Phulbani, have completed the database. The positive outcomes of database are reported to be several. Some of these include effective use of data in their programmatic interventions such as NREGA campaigns, PDS and advocacy work of SHGs. In some of the DBSSs, trend analysis has in fact brought out new issues. In some places, database has changed the process of negotiations, be it submitting memorandums, with the policy makers. The participation of women has increased in Gram Sabhas.
- The planning process at DBSSs level reveals flexibility in that there are changes between the projected three-year plans and six monthly plans. Analysis of one cash flow (Chotanagpur) revealed certain lack of strategic focus. This is owing to the equal stress given to land, identity and livelihood issues. One notices that

programmes are spread over many activities without organic linkages. All this could dilute outcomes. It is important to have lateral linkages in all programme activities.

- A reflection of RCSA that needs to be articulated is that RCSA Ranchi is working on many issues, which need clustering in less than one umbrella. Interestingly, the majority of the DBSSs have adopted similar issues for programmatic interventions, which include food security, NREGA and land. This needs to be analyzed to understand if all the three areas have stemmed out of grassroots relevance. What are the implications of adopting all the three issues in terms of planning and impact?
- With regard to PARAM, the DBSSs feel while it is an effective system, which they expect would reduce the quantum of reporting, it should also be made flexible in terms of timeline (15 days instead of the present 10 days), with more space for reporting grassroots processes. In remote places in Patna, the web connection tends to be poor which should be recognized.
- The DBSSs felt that often there is delay in release of funds. From the discussion, it transpires that both RCSA and DBSSs have faulted. To correct the course, RCSA team should facilitate the CRM better and the DBSSs should also be prompt in their requisitions and give prompt information on dips in seed money.
- The RCSA, Ranchi has networked with Judav, a people's organization on tribals concerns. They have also dialogued with activists such as Father Stan on Forest Bill.
- Under JID, the RCSA has identified a few constituencies for political mobilization. There is a plan to support potential leaders (3) to contest in the 2009 elections. RCSA also has plans to support fellowships for the tribal cause.
- A few recent efforts include networking with movements on resistance to constructions of dams. For example, the RCSA plans to give exposure to its reference groups to the Koelkaro dam in Tapkara (Ranchi), a movement that goes back to the early seventies.
- The use of RTI to assess the status of NREGA revealed many discrepancies and anomalies. The data collected needs to be analyzed and is combined with advocacy. The current fight of the RCSA-DBSSs is for the inclusion of DBSSs in the social audit of district administration. We are questioning the process of social audit.
- A positive dimension of RCSA, Ranchi is its linkages with RCSA, Kolkata. From the beginning, both the RCSAs have been open to exchange of ideas, human resources and learning. The Kolkata, RCSA has given their accompaniment to RCSA, Ranchi on food security study, developing systems for database and more recently on people's organization study and cash flow preparation.

<b>A Brief Profile of DBSSs</b>	
<b>DBSS</b>	<b>Trends and Achievements</b>
<b>Chotanagpur</b>	<ul style="list-style-type: none"> <li>● An ongoing effort of Chotanagpur DBSSs relates to land issues. For some time, the government has been trying to integrate Khudkatti (traditional land) land as forestlands. The reference groups are now organizing themselves through capacitated leadership to resist this against the exploitation by the forest department. (Boundary Demarcation/Protected forest) through memorandums and protests. Again, the DBSS is helping the tribals to get titles for gairmajuriva Zameen, which are individual lands. One of the ongoing efforts of the DBSS is to build awareness among the people on the importance of having land document. People have filed petitions and a few have been given title deeds.</li> <li>● A breakthrough in Chotanagpur is that 'people are increasingly challenging the authorities. Some of the Gram Sabhas (around 50%) are now better organized and are better aware of their role.</li> <li>● Data has been collected (primary and secondary) on NREGA and other government schemes and violations have been identified. Initiated the public hearing in a few blocks.</li> <li>● In collaboration with CASA, held rallies in Kamdara block office on the issue of Munda/Pahan.</li> <li>● Adivasi Mela was organized where the District Commissioner of Gumla was invited. During the Mela, a public hearing on NREGA and the government schemes was held to appraise the DC on irregularities and corruption in NREGA. DBSS was asked by DC to be a watchdog on NREGA.</li> <li>● DBSS has documented village histories in most of the reference.</li> <li>● In the Kurkura village under Kamdara he RSS volunteers killed block seven Adivasi people. The local people got organized and forced the RSS to leave the village.</li> <li>● Participated on the issue of boundary delimitation.</li> <li>● An ongoing effort to build awareness on CNT act, PESA, customary law, village note, tribal policy, fifth schedule etc.</li> </ul>
<b>Patna</b>	<ul style="list-style-type: none"> <li>● There was a perspective building process. Data collection helped in prioritisation of issues. Earlier Patna had only 13 functional Gram Sabhas in the 105 villages and this has now increased to 50</li> <li>● Recently (2006), a Labour Forum of wageworkers was formed with membership of 120 and a 14-member core team.</li> </ul>

	<ul style="list-style-type: none"> <li>● The SHG women have been organized as Mahila Adhikar Manch in two blocks. This Manch has addressed issues of harassment and atrocities. Another reported trend is increasing presence of women in the traditional Gram Sabhas and acceptance of women as mukhias (leaders).</li> <li>● A significant shift relates to moving away from the clusters to Panchayats. The DBSS is now working in 5 blocks and 9 Panchayats.</li> <li>● The present endeavour of the DBSS has also been strengthening traditional Pradhans, which has increased their acceptance in the tribal areas. The Adivasis are in fact coming forward with ideas on PESA. In the recent agitation on Boundary Commission, the Adivasis have been mass mobilized with signature (got signature of 30 village heads) campaigns to protest against continuous reduction in Legislative Assembly and Parliamentary seats. <ul style="list-style-type: none"> <li>● The DBSS has collected information through RTI on NREGA and other schemes and conducted public hearing in some places. A rally to the block on the issue of corruption in PDS</li> <li>● The DBSS has extended its operational base through demonstration on vermin compost in Santhal Paragana region, under Patna diocese. The organic initiatives of distribution of seeds, composting have potential to progress towards a model.</li> <li>● Networking with CASA, NSM (Nav Jeevan Mandal), MPSS (Manjhi Pargana Sardar Sangh), Manav Sansadhan Paryawaran Vikas Samiti, Adivasi Vikas Samiti, Suna Santal Samaj</li> <li>● Awareness building on SPT act, fifth schedule, PESA, tribal policy etc.</li> </ul> </li> </ul>
<b>Sambalpur</b>	<ul style="list-style-type: none"> <li>● The state of Orissa has now a policy of allocating 4 decimal lands to the poor. Both the DBSSs of Sambalpur and Cuttack are taking initiatives to access these.</li> <li>● The DBSS of Sambalpur has given a new focus on Dalits and has formed Dalit Solidarity Forum at block level. In the process, the DBSS has expanded its operational areas.</li> <li>● Raising voice against the lower Suktel dam project (capacity building of the leaders and organizing people)</li> <li>● Data collection on NREGA and government schemes, analysis and petition filing/memorandum submission</li> <li>● Formation of SHG federation</li> <li>● Many local leaders contested the recently held PRI election and many of them got elected as ward member, Samiti member etc.</li> </ul>

	<ul style="list-style-type: none"> <li>● The Sambalpur DBSS has been associated with struggles of Budianchal Sangram Samithi, a state level people’s organization. The Sambalpur DBSS has been providing awareness and legal support to this movement.</li> </ul>
<b>Cuttack</b>	<ul style="list-style-type: none"> <li>● Cooperatives taking initiatives to tap the government schemes</li> <li>● Local agricultural products are sold directly to the market by the cooperatives and in the process there is reduction in middlemen exploitation.</li> <li>● Formation of Mahila Adhikar Manch</li> <li>● Data collection on NREGA and government schemes, analysis and identified the area of violation.</li> <li>● Petition for 4 decimal lands for landless Dalits.</li> <li>● Strengthening the Palli Sabha/Gram Sabha</li> <li>● Many local leaders contested the recently held PRI election and many of them got elected as ward member, Samiti member etc.</li> </ul>

Source: Prepared by RCSA-DBSSs

### RCSA, PUNE: Land and Dalit Rights

The RCSA, Pune, was formed in June 2006 and provides accompaniment services to 5 DBSS, namely Marathwada, Kolhapur, Nagpur, Mumbai and Nasik.<sup>16</sup> The office of this RCSA was shifted from Nagpur to Pune (see table 3).

The Nasik, DBSS has recently been revived for addressing tribal issues in Ahwa Taluk Dang district. While for long the strategic focus of this region has been on land rights and livelihood (BPL & NREGA), new initiatives relate to access to water and political empowerment through PRIs. A few of its DBSSs (Kolhapur, Marathwada and Nagpur) have a history of leading struggles of Dalits and other

**Table 3: Profile of Operational area, Resource Centre Pune**

DBSS	Districts	Blocks/ wards	GP/ Villages	SHG	PO members
Kolhapur	2	6	51	12	11040
Nagpur	2	6	59/98	357	53*
Dang	1	1	4/14		
Marathwada	1	3	47/76	35	14440
Mumbai	1+1	1/2	10/15	17	14*

<sup>16</sup> Earlier, this region had eight DBSS.



backward communities around the issues of land rights and PDS. The Kolhapur, Nagpur and Marathwada DBSSs have gained recognition for using enabling policies of the government to launching issue-based struggles on gairan and gouthan lands. In more recent times, these DBSSs have been addressing the land rights of the 1000 gairan dharak and 1000 'encroachment' families in the DBSS of Marathwada; 1400 families struggling for gouthan land rights in the DBSS of Kolhapur; 600 adivasi families and 600 dalit families struggling for land rights in the DBSS, Nagpur. In turn, three people's organizations have emerged in Kolhapur (Dalit Vikas Parishad), Marathwada (Manav Adhikar Sangharsh Samithi -MSSM) and Nagpur (MSSH). While the three people's organizations have notable achievements to their credit, they have also undergone several highs and lows in their trajectory. The Dalit Vikas Parishad, the flagship of Kolhapur, DBSS got embroiled in diocesan politics as one of the DBSS staff played a dominant role in leading the DSVP and getting overly identified with the movement. Currently, the DBSS itself is fragmented with the staff taking divergent stances. The DVP, which had registered itself as a state-level organization, was asked to deregister itself. Even as the organizational turmoil continues, DVP is reported to have grown in its identity - increasing its membership from 17000 to 22000. During the recent Zilla Parishad elections, 5 of its members contested (one in reserved seat and two in open seats) but lost with thin margins. This has made history, as Dalits contesting elections in these constituencies was unheard of. The Marathwada DBSS also had

its share of lows as one of its field units (Jalna) had to be closed down due to poor performance. Going by the lessons of Kolhapur, one of the programme staff who also took a leading role in the promotion of MSSM was asked to take a back seat which is reported to have caused a temporary setback to MSSM. Despite this, membership of MSSM has increased and its presence in one of the Taluks (Gangapur) has grown. Going by informal reports, the DBSS itself is getting divided.

The DBSS, Nagpur has also experienced dips in sustaining their people's organizations. A tragic road accident in 2004 of a group of tribals who were on their way to attend a conference affected the morale of MHSS. A good deal of effort went into rebuilding MHSS. The membership of MHSS now stands at 3000 with 9 village level offices. Another effort of MHSS's is the survey conducted by its leaders of 22,000 NREGA beneficiaries. Evidently, the ownership on the community has strengthened.

### **RCSA: As Accompaniers**

The functioning of RCSA, Pune has to be located against the organizational undercurrents of DBSSs. The RCSA has 8 staff (three programme staff, 3 group facilitators and 3 support staff). However, one of the programme staff is based in Dang (Nasik). Consequently, the RCSA, Pune lacks cohesiveness in their perspectives and team functioning. However, during the last six months, the three-member team in Pune has had to contend with streamlining the performance of the DBSSs, negotiate the conflict between the leadership of Kolhapur DBSS and its diocesan leadership and position basic systems. Although RCSA, Pune has developed a concept note on their future directions, (See Appendix 5), there has not been much progress in taking the ideas of this note forward. In many ways, the team of RCSA, Pune has stagnated and needs to revitalize itself.<sup>18</sup>

Yet, it cannot be gainsaid that the movement-based background of this regional centre continues to strongly underscore the RBA approach of SBSS. In terms of systems, we capture below a few trends:

- The organizational dynamics of DBSSs has compelled the RCSA staff to give thrust to monitoring visits - to appraise and correct course of action. Since the funds to DBSSs were being routed through RCSA, the staff's workload increased too - shifting their sights from their other roles.
- The acceptance of database exercise has been slow and only 3 DBSSs have completed the database. The staff of RCSA, in particular the senior staff, has been raising questions on what are data and the use of data. While this

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18. Since the Systems Appraisal visit, the staff of RCSA has been freed from diocesan responsibilities which have given them a lot of time to carve the future of this centre. The Head Office (Chief Coordinator and his team) has temporarily taken on the task of diocesan facilitation of DBSSs of RCSA, Pune. In the meantime, the position of one Programme Associate (Rev. Prashant has left for higher studies) has fallen vacant. One of the Programme Associates of RCSA, Agra has been transferred to Pune.

discussion continues, some data collected has proven to be a valuable document to assess our interventions. The RCSA itself is poorly equipped with data for larger level initiatives. Whatever be their contention, RCSA has to put together relevant database to consolidate their gains and more importantly for future planning.

- The cash flows of DBSSs reveal more non-budgeted activities. This raises questions on planning processes. In the case of Kolhapur, there is low utilization of budgets for programmes. However, DSVP Kolhapur has been raising funds from the community for the rallies and morchas - to continue their work. Despite the confusion that diocesan politics has unleashed, at the grassroots, people's collectives have grown within the reference community. Currently, there are 14 villages with visible board and 14 villages with offices of the PO which would function as resource centres.
- Altogether, the RCSA has also been slow in adopting the four-A approach and disseminating this information to the DBSS. A brief analysis of the executed programmes does not reflect planned processes along SBSS rights-based framework. There is also no shared understanding of the rights-based framework that SBSS has been advocating.
- With a background in movement-based work, there appears to be certain opposition to new systems that SBSSs has promoted. For the RCSA, especially the smaller team of three, getting some of the reluctant DBSSs to accept the new systems has been 'a harrowing experience'. 'Our role as both monitors and accompaniers has at times overlapped, with the SBSS staff taking on the role of the DBSS.'
- It is pertinent to highlight that some of the senior staff of both RCSA and DBSSs argue that beyond planning processes the relevance of systems gets diluted and are even a hindrance.
- Introduction of PARAM is on the anvil.
- Two of the five DBSSs have initiated the newsletter and are circulating this to the other DBSSs. This has benefited the DBSS as the awareness levels of the DBSS especially among the congregations has increased. There are a few efforts on the part of DBSSs to get connected to other networks. Some of the DBSSs are now better connected with government bureaucracy.
- Despite the many ups and downs that RCSA has experienced, at the grassroots, the POs have continued their work with impacts. (See Annexure 4)



### RCSA, AGRA: Livelihood and Food Security

The RCSA, Agra includes 6 DBSSs of Agra, Amritsar, Bhopal, Delhi, Lucknow and Rajasthan. However, the programmes of DBSS, Bhopal have been discontinued for a while. There are plans to bring Jabalpur and Chandigarh DBSSs under Agra region.<sup>19</sup>

Significantly, the RCSA, Agra is supported by three group facilitators (CME, Finance and Livelihood) and two Programme Associates and three support staff. It is pertinent to acknowledge the contribution made by the programme staff in setting up CRM (Bidyut Ranjan Sagar, Finance Desk); positioning CME (Rev. Manjari Nanda) within rights-based frame and LCP (Deepak Singh) which endeavors to promote local-level leadership to take peace initiatives. It must be mentioned that CRM also laid the foundation for designing PARAM.

At strategic level, the RCSA aspires to be a 'resource hub for POs, CBOs and civil society organizations with special focus on the unorganized sector, marginal farmers and children.' As mentioned earlier, under RCSA, Agra, there are two

19. Briefly, the Agra region covers the diocese of Agra (parts of districts of Etah, Hathras and Agra in western U.P.), Amritsar (parts of district of Amritsar, Taran Taran, and Gurdaspur in Punjab. parts of district Kullu and Kangra in Himachal Pradesh), Delhi (parts of district Yamuna Nagar in Haryana), Lucknow (parts of district Allahabad in eastern U.P.) and Rajasthan (parts of district Ajmer in Rajasthan)

people's organizations - Mazdoor Evam Simant Kisan Adhikar Sangathan (MESKAS) in Amritsar and Utthan in Agra. One of the highlights of RCSA, Agra relates to the increased participation of reference groups in PRI elections during 2005-06 in Agra, Delhi, Rajasthan and Lucknow and Assembly elections in Punjab and UP in 2007. In terms of programmatic events, among others, a few significant initiatives of the DBSSs include community advocacy for BPL, PDS, minimum wages, social security schemes, protest interventions against Dalits atrocities and bonded labour. (See Annexure 6)

Yet, the staff of RCSA does not reflect shared perspectives. Several perceptible trends need to be noted at this juncture. While at individual level, the programme staff of this RCSA has competencies, the requisite leadership to make this RCSA more dynamic is non-existent. With three group facilitators, this RCSA also has staff in several executive functions. It would be worthwhile to review the stakeholding of the staff on systems and their comprehension of RBA perspectives too. Another noticeable feature is certain lack of cohesiveness of the RCSA team. To promote team spirit, this RCSA has to nurture more collaborative ways of functioning. It is also pertinent to mention that in terms of perspectives and coordination, DBSSs are also not in tune with each other. Whether DBSSs reflect how RCSAs function or how RCSAs functioning is reflected in DBSSs is a larger issue that needs debate.

Some of the staff of RCSA, Agra and DBSSs has adopted the use of high-sounding concepts, which should be moderated. Many of these terms do not match the ongoing programme trends. To carry conviction, the staff should learn to speak in a language the common man speaks. The rights-based approach, in fact, demands that the language of the people is carried forward for its truth and realism. Below are given a few trends/perspectives of the staff on systems:

- At times the three-year project plan does not give necessary flexibility. Unexpected activities come up due to RBA and this consumes time and resources. In few DBSSs, planned activities did not take place due to natural calamities.
- Altogether, people have developed political agenda and participation of women in planning process has enhanced. There is some participation of reference communities in the board (ASR). In some instances the DBSSs' boards too are active in monitoring and finance (Agra, Rajasthan).
- Thematic or issue specific functions of the DBSS staff has increased their perspectives and capacities. Availability of capable field staff continues to be a limitation.
- PARAM is viewed as an enabling tool for diocesan partners to share their activities with RCSA and SBSS. It helps mutual learning. The technical limitation of PARAM is that there is no space for photographs and is limited to only activities mentioned in cash flow, and the report cannot be modified later. PARAM has to become a process monitoring tool of programmes.
- Timely submission of the monthly financial reports of the activities gets delayed

due to scattered geographical area.

- Cost Reimbursement Model is viewed positively as it helps to initiate programmes in the field on time. It helps to send financial statements in time from grassroots level to SBSS. It helps in financial monitoring. It helps in timely availability of funds; therefore, ensures smooth implementation of the programme. The limitation of CRM is that it does not allow us to do some activities, which are essential to perform without prior information.
- The RCSA, Agra has compiled several documents, which they have disseminated to the DBSSs and other RCSAs.
- The staff has reservations about database exercise and some DBSSs still have to complete the exercise.
- The staff also feels that they are overburdened with report writing. PARAM is expected to replace some of the reports such as annual report.

### **Programme Impacts**

It is important to highlight that some of the DBSSs; in particular the Amritsar DBSSs have a history of leading people's movements (Pallidars- head loaders). Currently, there are two people's organizations within this region, one of which has gained certain visibility during the recent elections. While the euphoria of the newfound success is good for its morale, these POs have to mature further with sustained long-term strategies and sound systems.

In terms of programme impact, a few trends are noticeable. The first relates to accessing government schemes, employment generation through NREGA and income generating activities of SHGs. Secondly, there is increased political awareness and members are now contesting elections with a few getting elected. The third trend is awareness of Dalit rights and growing protest on atrocities against Dalits, in particular women. (See: Annexure 6).



## Annexure 1: Systems Appraisal Team and Itinerary

Dr. Uma Ramaswamy Ms. Monijinir Byapari Mr. Bibhudutta Sahu Rev. P.K. Aksal (MRT) Mr. Santosh George	Dr. Uma Ramaswamy Mr. Bibhudutta Sahu Mr. Bidyut Ranjan Sagar Mr. Austin Luther Mr. Sunil Mahajan	Dr. Uma Ramaswamy Mr. Bibhudutta Sahu Mr. Ajay Sardar Mr. Bidyut Ranjan Sagar Mr. Amosdeep Ms. Reena Sarkar	Dr. Uma Ramaswamy Mr. Bibhudutta Sahu Mr. Santosh George Mr. Ashish Rajhans Mr. Subir Kisku
The Systems Appraisal was undertaken in two phases as under:			
<b>1st Phase</b> 20th - 22nd April 2007- RCSA, Kolkata) 23rd travel to Ranchi 24th-26th - RCSA, Ranchi		<b>II phase</b> 7th to 9th May 2007 - RCSA, Pune 9th - Travel to Agra 10th to 13th RCSA, Agra 14th - Feedback at New Delhi	

## Annexure 2: A Brief Analysis of Cash Flow for the Last One and Half Years

DBSS	Activities Implemented (Not in Cash Flow) Themes: G. Governance Vs. Issues	Activities Not Implemented (Which are in Cash Flow) Themes: G. Governance Vs. Issues
Agra	19 (9: 10)	9 (0: 9)
Amritsar	16 (5: 11)	14 (4: 10)
Delhi	12 (5: 7)	6 (1: 5)
Lucknow	17 (7: 10)	10 (2: 8)
Rajasthan	19 (8: 11)	14 (2: 12)
Barrackpore	19 (5: 14)	5 (1:4)
Durgapur	7 (0: 7)	21 (2: 19)
E Himalaya	12(3: 9)	26 (2:24)
Kolkata	15 (3: 12)	2 (0: 2)
N E India	5 (2: 3)	23 (0: 23)
Chotanagpur	12 (5: 7)	1(0: 1) (Last 6 months)
Cuttack	7 (3: 4)	12 (0: 12) (Last 6 months)
Patna	3 (2: 1)	5 (0: 5) (Last 6 months)
Sambalpur	10 (4: 6)	3 (0: 3)

**Note:** *Of the total 173 new activities, 61 are for good governance and 112 for community initiatives. Again among the 151 dropped out activities, 14 were for good governance and 137 for community initiatives. Significantly, the major activities undertaken which are not as per submitted cash flow are under good governance. In contrast the maximum activities dropped out (as per submitted cash flow) are for issues & themes. It means the priority/focus of the last one and half year has been on good governance.*

**Source:** *Financial Desk, SBSS*

## Annexure 3: RCSA, Kolkata: Core Achievements

A Brief Profile of DBSSs	
DBSS	Core Achievements
<b>North East</b>	<ul style="list-style-type: none"> <li>● The DBSS North East India has pioneered in setting up Purbanchal NariJagriti Sangram Samiti (PNJSS) - a mahila federation in February 2003. PNJSS has 3246 members (3092 women and 154 men). While PNJSS has several achievements, in more recent times, the database exercise has been helpful in identifying the poor functioning of Gram Sabhas. The members found through RTI that the Grama Sabhas are fake and subsequently demanded to the Chief Minister of Assam by sending 2000 post cards (March 8, 2007) that Gram Sabhas be regularized. In this process the federation also identified 4 candidates for forthcoming panchayat election.</li> <li>● The Swaraj Jana Sangathan, a registered PO, organized a signature campaign (22.8.2006) and submitted a charter of six demands to the Chief Minister (through the Additional Deputy Commissioner) to declare Sonitpur district as drought affected. The charter of demands included -NREGA to be extended in the Sonitpur district, provision for pure drinking water, agricultural loan (KCC) Kishan Credit Card holders from bank to be lifted, immediate arrangement for relief, MBBS doctors for health check-up at least for two days in a week.</li> <li>● Known as government at your doorstep, Panchayats in Assam started functioning since the last four years. But these Gram Sabhas are not in accordance with the 73<sup>rd</sup> constitutional amendment. The DBSS filed 135 RTIs (11.12.06) with the District PIO (Sonitpur) and found that existing Gram Sabhas have not conformed to the 3<sup>rd</sup> constitutional amendment. Not only is there now greater people awareness but pressure is being mounted to set up actual people-represented Gram Sabhas.</li> </ul>

<b>Eastern Himalaya</b>	<ul style="list-style-type: none"> <li>● In Eastern Himalaya DBSS, there is one federation with 112 SHGs, which covers Saontalpur, Gairkata, and Rimbick clusters. The federation has village level units (Nagrik Adhikar Suraksha Parishad) in three villages of Kumargram cluster, five villages in Saontalpur cluster, one village in Patlakhawa cluster, four villages in Gairkata cluster, five villages in Rimbick cluster, one village in Nimbong cluster. Village level unit has been formed in three villages. As Mahila Adhikar Manch, these women's bodies are addressing issue of trafficking (women and children), by forming vigilance cells, accessing ration cards from Annapurna, Antodaya and BPL Schemes etc.</li> <li>● A rally was organized in Darjeeling - 65 km from Rimbick, on 26<sup>th</sup> Feb. 2006 wherein some 100 women from Rimbick cluster participated under the banner 'Rimbick Nagarik Adhikar Suraksha Parishad (Mahila Mandal)' and submitted a memorandum of demands on PDS to the Additional District Magistrate who assured immediate implementation of PDS schemes.</li> </ul>
<b>Barrackpore</b>	<ul style="list-style-type: none"> <li>● There are 104 SHGs in Barrackpore with a total savings of about Rs. 8,96,464.00. The income generation activities include pisi-culture, zardosi sari making, developing organic compost and poultry. In a small way, most of the SHGs are now emerging as pressure groups – being active in NREGA, PDS discussions and have made efforts to improve the basic amenities in the villages. In Salpukur, a cluster in Bisnapur block, the SHG women have destroyed the local brewery and this has had a ripple effect in other villages – resulting in 75% reduction in drinking and alcoholism. The Santimoy Mahila Samiti, which is now being recommended by the local panchayat, has gained popularity for addressing issues relating to atrocities and women's rights.</li> <li>● Bisnapur Nagarik Manch (BNM) in Barrackpore is a prominent, registered (under pressure from the local political party) 400 member PO. All memorandums to the block level administration are routed through this PO. BNM has taken active interest in NREGA, BPL and developed its own literature to disseminate information on NREGA, BPL etc. The diocese has given a room to BNM, which is in its office. Among others, BNM has</li> </ul>

	<p>facilitated repair of a six km road through MLA funds – benefitting 13 villages, got electricity to 4 villages and got 225 job cards, out of which 25 members got 100 days of work.</p>
<b>Durgapur</b>	<ul style="list-style-type: none"> <li>● To address severe migration in Durgapur, KADAM was formed in 2006 with coverage of 12 villages and 15 SHGs (Kochpara Area in Malda). Kadam is making efforts to tap government schemes (got 113 job cards and 26 Indira Awaz Yojana houses), motivating PRI members (3) to voice the concerns of migrants got 113 job cards (NREGA) that are getting work regularly, 26 Indira Awaz Yojana houses.</li> <li>● A campaign on NREGA was initiated in all the NREGA districts that DBSS is working in Purulia and Malda. Three hundred and ninety five people who had been looking for jobs are now getting work regularly. Similar campaigns are being organized in other areas - Konchpara, Jargo, Mankar and Popra.</li> </ul>
<b>Kolkata</b>	<ul style="list-style-type: none"> <li>● The DBSS, Kolkata has been trying to regularize Target Public Distribution System (TPDS) in recent times. This process involved data collection and building awareness through different programmes. This has visibly raised awareness and villagers of Rameswarpur in south 24 Pargana have now begun to expose the corrupt practices of ration dealers. The dealer used to give 250 gm wheat instead of 500 gm as per the Supreme Court order. This particular case was brought in front of the public and the police dealt with the case.</li> <li>● The DBSS, Kolkata, which has 121 SHGs in 50 villages, has gone through lot of consultations to form a federation. Five villages of south zone have now formed an organization called Samaj Kalyan Samiti. Nineteen women leaders were identified to contest in the forthcoming panchayat elections.</li> </ul>

**Source:** RCSA, Kolkata – Discussions held with DBSSs staff and inputs from RCSA

## Annexure 4: RCSA, Pune: Core Achievements

A Brief Profile of DBSSs	
DBSS	Core Achievements
<p><b>Marathwada</b> Started in April, 2000</p>	<ul style="list-style-type: none"> <li>● Manav Adhikar Sangarsh Samiti (MASS) was formed on 15<sup>th</sup> October 2002 and now has 2500 members. On 8<sup>th</sup> June 2003, MASS began to work together with the Manav Hakka Abhiyan, an NGO working on the issue of land in Marathwada. As many as 5000 (1272 women participated) Gairandharaks rallied in front of the Regional Commissioner (Revenue Dept) to submit their memorandum of demands to secure gairan lands.</li> <li>● The DBSS is active in Jalna and Aurangabad districts. Although the community enabler was withdrawn due to poor performance, the DBSS continued its interventions in the three taluks - Aurangabad, Paithan and Gangapur.</li> <li>● MASS members contested in elections (2005) and eight women members got elected.</li> <li>● MASS has grown in strength in the clusters of Gurudhanora and Waluj in Gangapur taluk, which became evident when it fielded two candidates both from unreserved constituencies in the Panchayat Samiti elections held in 2006. Although they did not get elected, one of them stayed members of fundamental parties winning.</li> <li>● There are a total of 35 SHGs, out of whom 25 are registered and the 10 are unregistered.</li> <li>● This DBSS has completed the database exercise and has adopted the SBSS systems.</li> </ul>
<p><b>Nagpur</b> NDAA initiatives since 1989</p>	<ul style="list-style-type: none"> <li>● Established in 2002, MHSS, a people's organization has grown and has 14 field level offices and 53 village level committees. The MHSS has 53 members in the apex body elected by cluster committees. While currently MHSS has a membership of 1090 paid (Rs. 11 per member) and 687 unpaid members, it has plans to increase its membership to 12,000.</li> <li>● MHSS has been actively addressing the NREGA and has availed RTA to educate 60 Sarpanchs. Accessed 12,199 job</li> </ul>

	<p>cards, got 208 days of work to its members. Although 1480 men and 1610 women have given their labour, their wages are still to be paid. Through media advocacy, MHSS has effectively used NREGA platform to visibilise their work in Bhandara and Chandrapur without the help of DBSS.</p> <ul style="list-style-type: none"> <li>● MHSS has kept ready 873 cases, 299 revenue papers and 579 forest papers for filing and interventions.</li> <li>● 22 of the MHSS are elected members in the Gram Panchayat.</li> <li>● MHSS has promoted 357 SHGs, which have promoted income-generating activities through livestock and vermiculture etc. These SHGs have mobilized loans amounting to Rs. 35,55,000.</li> <li>● Plans are on to promote a federation of these SHGs.</li> </ul>
<p><b>Kolhapur Since 1991</b></p>	<ul style="list-style-type: none"> <li>● The Dalit Samaj Vikas Parishad a people's organization was formed in 2002 under the auspices of Kolhapur DBSS, and works in the two districts of Sangli and Kolhapur, covering 90 village level branches in 8 taluks. Their coverage outnumbers that of DBSS which is active in 51 villages and 6 taluks. It has a membership of 22000 with 30 active second level leaders.</li> <li>● DSVP members have contested gram panchayat elections in the year 2002 and 2004 in Miraj, Walwa, Tasgaon, Palus, Shirol, Hatkanangle, Kagal and Panalha taluks. Twenty five members of DSVP were elected to gram panchayats. Eight of them were women.</li> <li>● Although DSVP was registered under the Societies Registration Act, 1860, and was on its way to be registered under the Bombay Public Trust Act, 1950, it had to deregister itself in 2006 due to internal differences within the diocese.</li> <li>● Despite factional politics, DSVP continues its development interventions. Three of its Dalit members (one woman) contested panchayat elections in 2007 – which was unheard of in the history of K. Digraj constituency – and set a precedent.</li> <li>● The DSVP has conducted rallies and dharana creatively through Zada-Zadti Morcha (people go to the government offices with all their belongings - live stock, stoves, kerosene, ration etc) Handa Morcha (water vessel), Thhiyya Andolan (sitdown), Uposhan (fasting), Bombthothok Andolans (shouting loudly) etc. on various issues related to them like the BPL, land, atrocities on Dalit women, access to government schemes such as Gharakul, Rajiv Gandhi Niradhar Yojana, compensation for flood relief etc. Impacts</li> </ul>

	<p>of these include accessing government schemes, registration of 7000 in the BPL list. Efforts are on to make DSVP members as part of the Government BPL Survey Committee. DSVP has accessed title deeds to 50 hectares of Gairan lands.</p> <ul style="list-style-type: none"> <li>● Rs. 1,70,000 was mobilized through the Indira Awas Yojna of the government in Malgaon for 17 families.</li> <li>● While DSVP is involved in several instances of Dalit atrocities, women's wing took a leading role in agitation held on the issue of rape of a Dalit woman from Miraj in March 2007. The case is ongoing.</li> <li>● The DSVP is a member of the Government Committee (Tehsil Level) to oversee matters relating to regularization of the land entitlements. During the floods in 2006, DSVP was closely involved in relief and rehabilitation work (accessed Rs. 10 lakhs for essential commodities, Rs. 68,000 for house repairs etc.) in flood-affected villages of K. Digraj, M. Digraj, Malwad and Dhawali. DSVP took out nearly 5 – 6 rallies, not only for the compensation package for the flood affected but to bring to light caste-based discrimination in the survey conducted. Acknowledging their contribution, DSVP is now a member of the Government Committee to do survey of the flood affected area at the Tehsil level.</li> <li>● This DBSS has not completed the database.</li> </ul>
<b>Mumbai</b>	<ul style="list-style-type: none"> <li>● Operational areas include two slums and 15 villages. The sole focus has so far been on building awareness on accessing food schemes. There are 29 SHGs engaged in savings and credit.</li> <li>● Formed a Sarpanch Forum in Nov 2005, named Adivasi Jagrut Sarpanch Ekta Sangh - does not yet qualify to be a PO.</li> <li>● The database exercise is expected to be completed by July 2007</li> </ul>
<b>Dang Initiative</b>	<ul style="list-style-type: none"> <li>● Dang (Gujarat) is a new initiative of SBSS. The focus is on Bhils, a semi-nomadic tribe. Bhils are not only backward but experience the trauma of high migration.</li> <li>● A survey of the socio-economic status of the families has been conducted.</li> <li>● Analysis of the Gramin Rajkiya Rojgar Guarantee Yojna.</li> <li>● The DBSS staff of Nasik gained visibility in their interview on All India Radio Dang on 25<sup>th</sup> June 2007 on the issue of NREGA and its status in Dang.</li> </ul>

Source: RCSA, Pune - Discussions with DBSSs staff and RCSA inputs.

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## Annexure 5: RCSA, Pune: The Road Ahead

- Document and analyze the land rights/dalits issue in the DBSS areas of operation and disseminate this information to the people's organization for effective action.
- To identify the lack of basic needs of the dalits in the communities and create awareness regarding the existing laws and provision on Right to Livelihood.
- To build clarity on issues related to land right, within the organization and help the partners to establish legal aid cells.
- To build and evolve methods on self-sustenance of the people's organization formed in the DBSS areas.
- To educate the front line workers on legal provision related to land/dalit rights. Appropriate knowledge about legal applications related to forest and revenue land will be gained.
- Identify and network with organization involved in land/dalits rights.
- To strengthen the community organizing process and support the movements around land rights/dalit rights issues.
- To educate and challenge the congregational members/church leaders. The need to rise to the occasion and reaffirm its ethical and theological stand on the issues related to land and dalit concerns.
- Would provide a platform for the dalit Christians to reassert their identity within the church.
- Should be a training centre for the land rights and dalit issues.
- Would provide a platform for the advocates of dalit Christians rights on reservations for dalit Christians.
- Study of the National Slum Policy and its effect on the rehabilitation and eviction of slum dwellers.
- Further examination of the land holding patterns of women in the diocese and the exploration of viable alternatives.
- Documentation of the Government Resolutions and their impact in the dioceses pertaining to land rights.
- Formation of a regional land/dalit rights body.

**Source:** RCSA, Pune - *The RCSA staff developed the above in 2006.*

## Annexure 6: RCSA, Agra: Core Programme Impact

DBSS	Core Impact
<b>Amritsar</b>	<ul style="list-style-type: none"> <li>● Mazdoor Evam Simant Kisan Adhikar Sangathan (MESKAS), a people's organization has made a political presence. During the recently-held assembly elections in Punjab, leading political parties sought its support.</li> <li>● Sixty five cases of Dalits atrocities and 'Athri' - a kind of bonded labour were identified, out of which 9 cases of bonded labour, 22 cases of sexual assault and 5 cases of atrocities by land owning communities were dealt with successfully and people got justice. This has had positive impact on the morale of reference communities. Media visibilised CNI-diocesan struggle against land mafia, which had grabbed church land.</li> <li>● In Himachal Pradesh in December 2005, thirty-one candidates contested panchayat elections. Five ward members, 1 Pradhan and 1 Block committee members were elected from the reference communities. Two hundred and twenty three women of SHGs organized a campaign against distribution of liquor during Assembly elections in Punjab. 'Mahila Shikayat Niwaran Sabha' is now a full-fledged local women's body – dealing with cases of domestic violence against women. Two hundred and thirty nine women have started their income generation programme.</li> </ul>
<b>Agra</b>	<ul style="list-style-type: none"> <li>● The village level committees have merged to form PO, named Utthan with 410 members. Utthan has organized a few rallies on May Day for TPDS rights and fare minimum wages. Through its efforts 44 ward members were elected to the panchayats. Utthan is making efforts to revitalize the functioning of Gram Sabhas.</li> <li>● Some of the government schemes accessed by Utthan include listing of 1142 families in BPL, Antodaya cards to 422 families, Annapurna cards to 176 families, widow pension to 88 women, Matratva Labh Yojna to 54 women, Indira Awas Yojna to 72 members.</li> </ul>

	<ul style="list-style-type: none"> <li>● DBSSs staff are now better known to local and district administration.</li> </ul>
<b>Delhi</b>	<ul style="list-style-type: none"> <li>● Dalit women of an SHG group in village Gadhela Majri fought against the landlord for panchayat land against many odds, atrocities. This resulted in women getting 3 acres of land back but court ordered the landlord to pay compensation of Rs. 35000/-. In the villages of Sultanpur, Tibbi and Gadhauli, there were protests lodged with the Collector against the corruption of the ration depot holder – resulted in depot holder apologizing to the CBO members. Now people are getting ration on time.</li> <li>● Some of the schemes accessed include - 43 families got Rs. 25000/- each under Indira Awas Yojna and 4 families Rs. 10000/- each to repair their house; 21 families in villages Sultanpur, Khanpur, Kotmustarka and Kot Majra took 18 acre of Panchayat land for cultivation in panchayat auction; 16 families in villages Gandapura, Sabalpur, Sultanpur, Bhagwanpur, Kot Majri got Rs. 5000/- each per year for 5 years under ‘LadLi Scheme’; under ‘Vivah Shagun Yojna’ 7 girls got Rs. 15000/- each in village Gadhauli and Tibbi. Thirty seven school - going girls got bicycles in 6 villages and 16 labourers got bicycles from MP quota. As the CBO members submitted memorandum to District Collector, a school was reopened in village Mali Majra where now 80 children are attending school. Again 41 old age pensions, 9 handicapped pension (Rs. 300/-pm), 9 scholarships for SC students were accessed.</li> </ul>
<b>Rajasthan</b>	<ul style="list-style-type: none"> <li>● 20 VDCs came together to form a people’s organization known as Magra Dalit Mazdoor Adhikar Sangathan. Twenty two women and men have emerged as leaders.</li> <li>● One information centre was opened in Bagliya village of Surajpura area. Through this information centre 98 non-BPL families were included in the BPL list.</li> <li>● Adivasi Vikas Sangathan of Church congregation was formed in Banswara.</li> </ul>
<b>Lucknow</b>	<ul style="list-style-type: none"> <li>● There are 27 SHGs with a membership of 400 hundred members. About 80 women candidates participated in Jansunvai Karyakaram on PDS and right to food at Allahabad on 9th December 2007. Consequently, 27 PDS</li> </ul>

	<p>cards were cancelled of undeserving candidates and new cards were issued to the deserving candidates.</p> <ul style="list-style-type: none"><li>● Some SHG members of Girdharpur village demanded that they be given minimum wages or 10 kg crop as wages. When the landlord hired other workers, they went to the field and forced the workers to leave – a struggle that lasted more than 3 days. The landlord gave in and accepted their demands.</li><li>● Twenty two candidates contested in panchayat elections held in December 2005 and 9 members from 5 villages were elected.</li></ul>
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**Source:** *RCSA, Agra – Discussions with DBSSs staff and inputs from RCSA.*

## Annexure 7: Jharkhand Initiatives: The Road Ahead

**Objective:** political mobilization and social reconstruction

Strategies	Methodologies
<ul style="list-style-type: none"> <li>● Identification/ Formation of experts/ Technical committee (Legal Aid Cell)</li> <li>● Networking with resource agencies at state, regional and national level</li> <li>● Extension of area coverage</li> </ul>	<p>To lay down the framework of analysis, identify the key issues specific to the Jharkhand Land Reforms debate, Adivasi identity/rights and establish the methodology. This shall include the formulation of a questionnaire/schedule that shall be distributed to individuals, organizations and movements already working on land-related and tribal rights issues. The questions in the questionnaire/schedule shall seek to elicit responses on who is working on what, what research already exists, what are the positions and strategies of the groups or individuals, etc. This would then help to identify those with whom focus could work on research and on networking.</p>
<ul style="list-style-type: none"> <li>● Documentation and dissemination</li> </ul>	<p>All the above-mentioned research would be for the purpose of production of popular literature on issues, policies and acts in various forms and its dissemination through workshops, seminars (local, regional, national), booklets, briefs, articles, newsletters, training manuals etc. for grassroots organizations, social movements, citizens' groups, NGOs.</p>
<ul style="list-style-type: none"> <li>● Making the Tribes advisory committee to be functional</li> </ul>	<p>To demonstrate better ways to expose flaws in the dominant paradigm, and to shape debate. This exercise may result in the formulation of a comparative report or in short issue-based proposals dealing with specific problems. Dissemination would be undertaken through production of popular literature, holding seminars and workshops with the policy-makers and members of Parliament.</p>

<ul style="list-style-type: none"> <li>● Promotion of tribal leaders in the Jharkhand politics</li> </ul>	<p>Indexing the reserved constituency and identifying the tribal leaders in the region while building their capacity to contest in the forth coming elections.</p>
<ul style="list-style-type: none"> <li>● Involve the inter-denominational Church leaders to be a part of the movement</li> </ul>	<p>To understand issues and draw linkages between macro and micro policies; this would be achieved by conducting research on ongoing programmes and efforts toward land and Adivasi identity/rights, past experience of the Church in movement building, research on grassroots efforts and social movements, critical monitoring of the key policy initiatives. It shall help to mount an analytical base on informed analysis, empirical data and alternative examples.</p>
<ul style="list-style-type: none"> <li>● Launching of the food security campaign based on the study</li> </ul>	<p>Strengthen the partnership development with the NGOs/CBOs built during the food security scheme. Resource mapping (spotting of the influential leaders) in the state politics.</p> <p>State level event, presentation of the research study to the intellectual, network organization and selected congregation leaders and publication of book.</p> <p>Series of activities to address the food security problems at local and state levels with the DBSS and network organization.</p>

### ***Networks and Partnerships***

Critically identify organizations, individuals and movements engaged in land-related issues and Adivasi identity/rights through a profile building exercise, which will lead to the analysis of the same and building a record/profile on the networks and movements. This shall lead to the creation of a network of activist researchers, and partnerships within the political context. Our activities would include working with social movements, grassroots organizations, community groups and appropriate networks to share and exchange information and knowledge on issues pertaining to land and Adivasi identity/rights.

At the same time, a mobilization strategy would be drawn up with the identification of specific issues such as women's groups etc in order to broaden the base and help in alliance building. Partnerships of this kind would in turn lead to strengthening of movements and the discovery of more avenues to influence debates at local, national and international levels.

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## Annexure 8: Questionnaire on Systems Appraisal

We request the DBSS Coordinators and staff to fill the following formats. The objective of this exercise is to appraise the existing organizational systems for their effectiveness and more specifically to improve the systems, wherever necessary, for organizational growth.

The following brief formats have to be filled by the Coordinators, DBSS in consultation with his/her programme staff. These filled formats have to be brought for dialogue to the CNI-RCSA for wider discussion. You can expand the format to suit your need.

For the various questions raised, give answers which are analytical and reflective to help the appraisal process.

Fill the following formats in a free climate.

For a wider dialogue that will be held in the regional centres, bring the blank formats of the systems that are currently operational.

Include formats for any new themes which have been missed out.

<b>1. Planning Systems</b>	
What are the existing planning systems that your organization follows? State them.	
Is there scope to improve the planning processes? If so, how?	
Are there any planning processes of the past that you continue to use – because they are useful? State them.	
Any other comments	

<b>2. PARAM</b>	
What are the positive features of Param?	
In what ways has PARAM helped you perform better? State three or four ways how PARAM has helped.	
What are the limitations of PARAM?	
Give suggestions for improving PARAM	
Any other comments	
<b>3. Monitoring and Review</b>	
Briefly state the monitoring processes/systems that are being followed.	
What are the limitations of the present monitoring and review processes/systems?	
Suggestions for improving the monitoring and review systems/processes	
<b>4. Database</b>	
Highlight/state the broad trends/conclusions that DBSS drew from the database	

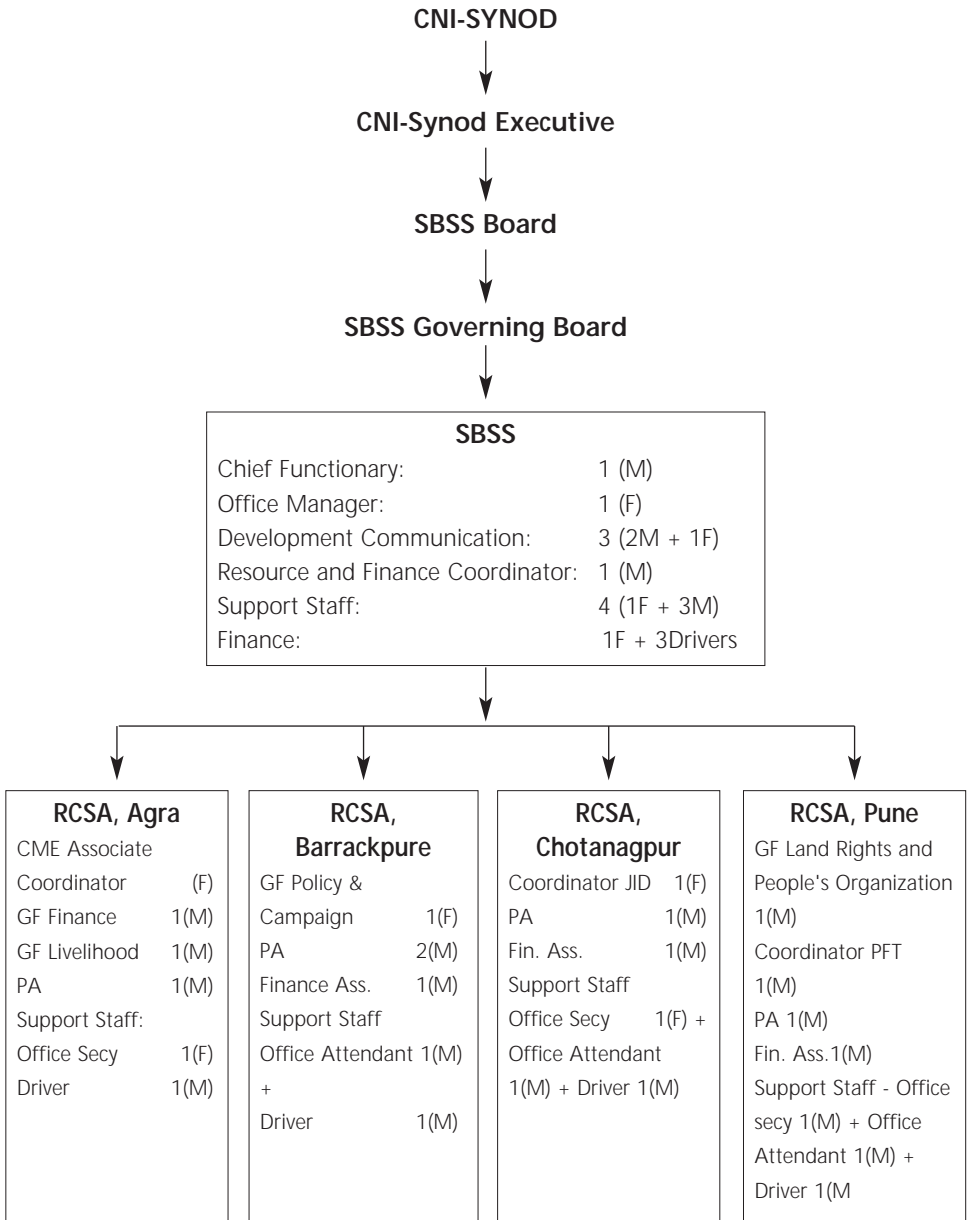
Have you modified the database formats to suit your context? If so, state.	
In what ways has database helped in planning processes?	
Add more as per context.	
In what ways has database helped you in your monitoring processes?	
How would you like to take the database forward for effective planning and monitoring?	
<b>5. Cost Reimbursement Model</b>	
How has CRM helped in your financial management?	
What are the strengths of CRM?	
What are its limitations?	
Suggestions for improving CRM	
<b>6. Accountability and Transparency</b>	
What are the existing systems of accountability that the organization practices both in terms of: Financial Programmatic	1 2 3

What are the limitations of the present accountability and transparency systems?	
How do you want to strengthen this process of accountability and transparency?	
<b>7. Policies</b>	
State the policies – formal and informal – which are operational in your organization. HR Policies (for example)	1  2
What systems do you have in place to give effect to these policies?	
Give suggestions to strengthen the existing HR policies or adopt new policies to enable the organization perform better	
<b>7. A: Policies - Programmatic</b>	
<b>Gender:</b> Is there a gender policy?	
What systems are there to operationally gender policy?	
In what ways are these policies adding value to the health and growth of the organization?	

What are the challenges in developing policy and appropriate systems for gender?	
<b>7 B: Policy</b>	
<b><u>CME</u></b> Is there a policy (stated or unstated) on CME?	
What systems are there to operationalize CME policy?	
In what ways are these policies adding value to the health and growth of the organization?	
What are the challenges in developing policy and appropriate systems for CME?	
Any Suggestions?	
<b>7 C: Policy</b>	
<b><u>Tribal Identity</u></b> Is there a policy (stated or unstated) on Tribal Identity?	
What systems are there to operationalize Tribal Identity?	
In what ways are these policies adding value to the health and growth of the organization?	
What are the challenges in developing policy and appropriate systems for tribal identity?	

Any Suggestions?	
<b>7 D: Policy</b>	
<b><u>Land Rights and Livelihood</u></b> Is there a policy (stated or unstated) on Land Rights and Livelihood?	
What systems are there to operationalize Land Rights and Livelihood?	
In what ways are these policies adding value to the health and growth of the organization?	
What are the challenges in developing policy and appropriate systems for land rights and livelihood?	
Any other suggestions?	
<b>8. State how effective are the following systems and formats. Give suggestions to improve the following formats/systems that are currently being applied. Add if a few are missed out.</b>	
Cash Flow Format	
Coordinators Monthly Report	
Community Enablers Monthly Report	
Monthly Expenditure Report	
Parameters for Cash Flow	
Planning and Review Systems	
Programme Design	
Programme Analysis	
Reporting Status	
Accompaniers Report (CVR)	
Group Facilitators Report	
Analytical Reports	

# Organizational Structure



# Vision

Where there is justice in the land, fields and forest,  
every living being will dance and sing

# Mission

In the spirit of service and sacrifice of Christ, CNI-SBSS would like-to-accompany DBSS and its partners-to engage with the reference communities, so that they will develop the capacity (skills and assets) to negotiate with the policy makers and to realize their rights and emerge as an alternative political force. To move towards this direction, communities should be sensitized socially, politically, economically and culturally to organize themselves to claim their rights over livelihood means while protecting their identity.

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# 'The whole is more than the sum of parts.'

-Aristotle

What are systems and what is a systemic approach?5 Broadly, one may argue that a systemic approach underscores a holistic perspective that views interacting parts that make the total - of an organization as being interdependent. Systems therefore, are any set of interdependent parts located in a given environment.

An organization which puts utmost importance on realizing its mission and vision spends its valuable resources in creating and sustaining necessary systems. SBSS as an organization after the evaluation on the eve of its silver jubilee year took some decisive steps. One of them is to undergo an organizational development process to bring in more distinguishable systems, to be relevant to the context rather than clinging to incremental modifications process. This also implies integrating the learning which is indeed nothing but developing-systems and a developing-a culture of learning and change.

This document appraises the effectiveness of the systems in SBSS and points out the areas where change is required and can be improved further.



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