

**Report on  
Mid-Term Review/ Evaluation of  
Church of North India  
Synodical Board of Social Services**

including the programme titled

**'TOWARDS BUILDING  
COMMUNITIES OF  
RESISTANCE AND HOPE'**

*Let Justice Roll...*



March 2008

Dr. Jimmy Dabhi  
John Cunnington  
Dr. Evangeline Anderson-Rajkumar  
Manoj Fogla

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## Abbreviations

BPL	:	Below Poverty Line
CBO	:	Community Based Organisation
CBCLA	:	Community Based Centres for Learning and Advocacy
CEO	:	Chief Executive Officer
CME	:	Church Mission Engamement
CNI	:	Church of North India
DBSS	:	Diocesan Board of Social Services
DC	:	Development Communication
FC	:	Foreign Contribution
FCRA	:	Foreign Contribution Regulation Act
GB	:	Governing Board
GDP	:	Gross Domestic Product
HQ	:	Head Quarter
HRD	:	Human Resource Development
IT	:	Income Tax
LAN	:	Lobbying, Advocacy and Networking
MASS	:	Manav Adhikar Sangharsh Samiti
MIS	:	Management Information System
NABARD	:	National Bank of Agricultural and Rural Development
NAM	:	Mahila Adhikar Manch
NEI	:	North East India
NGO	:	Non-Government Organisation
NREGA	:	National Rural Employment Guarantee Act
PARAM	:	Programme Activity Review and Accompaniment
PESA	:	The Provisions of the Panchayats (Extension to the Scheduled Areas) Act
PNJSS	:	Purvanchal Nari Jagriti Sangram Samiti
PO	:	People's Organisation
PRIs	:	Panchayati Raj Institutions
RBA	:	Rights Based Approach
RCSA	:	Resource Centre for Social Action
RTI	:	Right to Information
SAP	:	Strategic Action Plan
SBSS	:	Synodical Board of Social Services
SHG	:	Self Help Group
TDS	:	Tax Deduction at Source
ToR	:	Terms of Reference
UNESCO	:	United Nations Educational Scientific and Cultural Organisation
VO	:	Voluntary Organisation
WUNC	:	Worthiness, Unity, Numbers and Commitment

# PROLOGUE AND ACKNOWLEDGMENT

*“The pursuit of dreams demands awakening.”*

When the basic right(s) itself is in the realm of dreams the awakening is just the beginning of struggle for justice.

The CNI-SBSS evaluation process has been like an tryst with destinies of millions amidst hope, resolve and despair. In the process of this evaluation, many people have co-operated and worked together. The team would like to thank the CNI-SBSS, DBSS, the people’s organisations and communities in the villages for their readiness to meet, share and discuss with us, for the patience and involvement.

We are grateful to the CNI-SBSS team who participated in the process and also accompanied the team during the field visits, facilitated study of various documents and systems.

This evaluation was planned to be a process of shared learning to all its stakeholders, including the external evaluators. Everybody involved in this evaluation can feel proud that that this purpose has been well achieved. This was possible because of the positive energies

and vibes of the people that accompanied the various physical processes of this exercise, all along.

CNI-SBSS programme has a number of unique components about it. The current phase of this program has been successful in consolidating the basket of uniqueness into a model of development with scope for replicability in to wider horizons of development. The donors and CNI-SBSS need to be thanked and acknowledged by the development fraternity in India for toiling on initiatives on rights and mainstreaming it as a model of development.

We wish to thank CNI-SBSS for the opportunity given to us, to be part of this shared learning process. Besides work, we wish thank , very specially for the opportunity of fellowship, hospitality, friendliness and warmth that we enjoyed in this assignment.

We fervently wish CNI-SBSS greater success in its journey for the cause of people. Let truth and sanity prevail in pursuit of the elusive justice.

**March, 2008**

**Dr. Jimmy Dabhi  
John Cunningham  
Dr. Evangeline Rajkumar  
Manoj Fogla**

## CONTEXT OF REVIEW

Synodical Board of Social Services (SBSS) is a justice and development arm of the Church of North India (CNI). In keeping with its vision and mission CNI-SBSS with Dioceses and DBSS is involved in the struggles of the vulnerable communities (Dalits, Tribals and Minorities). SBSS call these communities as reference community

At the time of its completion of 25 years of journeying with the people, SBSS carried out an evaluation and review process to assess the impact of its work on the reference communities and congregations.

Acknowledging the contribution of SBSS made in the lives of marginalised, it suggested various course corrections to make its functioning and intervention more effective at the service of the people.

Taking on board the suggestions, the SBSS developed a 10 year - long perspective plan and evolved a project proposal for the next 3 years. A participatory micro-level planning was undertaken to evolve the action plan for three years. The CNI-SBSS Strategic Action Plan elaborates this plan of action in details. It says, "This document is a reflection of aspirations of community and the changes they seek to work in next three years. The new role, responsibilities and actions of SBSS and its partners need to be complemented

with a transformation of organisational systems and process which are the ingredients necessary for the next course of action". The first 3 years phase of the 10 years perspective and programme plan is nearly complete and this review/evaluation has tried to briefly capture the progress made during the phase.

The overarching goals for the next three years were articulated (SAP) as:

"To accompany and work with the partner organizations (Dioceses and People's Organisations) so as to sustain and focus the struggles of the marginalised communities towards enhancing their negotiating capacity to acquire power and execute it at the decision making level and further make them realize their socio-economic, political and cultural rights to assert their political position and exert political authority".

The review/evaluation report needs to be seen as part of the process through which CNI-SBSS and DBSS have gone through and continue their journey. The chief executive of CNI-SBSS in the Annual Report 2006-07 writes,

"With the increasing role of the market and the growing aggression of the nation state, the civil society organisations are demanding

for a larger space for policy advocacy. Therefore, the perceptions of the civil society organisation and the NGOs have transformed from being mere shepherds of development to development actors. CNI-SBSS has also been attempting to evolve and strengthen itself as an organisation, which will influence and impact on policy formulation and policy implementation. Today, CNI-SBSS has been transformed into a vibrant rights-based ecumenical development organisation. There is a major shift in the way CNI-SBSS relates with community and the resource-sharing partner.”

He goes on to write, “CNI-SBSS has also ventured in strengthening the Resource Centres for Social Actions in developing their contextual theology, mission praxis and practices to become more relevant and self-sustainable.”

The Strategic Action Plan (SAP) 2005-2008 is a shift in perspective and approach of SBSS associated organisations. It is suggested in the SAP that the shift towards rights-based development intervention must address programmatic interventions along with the thematic issues.

The report suggests that “the issues of land and dalit rights; adivasis and social exclusion; and livelihood and food security have gained strategic focus along with cross-cutting themes of Gender, Lobbying, Advocacy and Networking (LAN) and the Church Mission Engagement (CME). Significantly, issue-based interventions and the dynamics of people’s organizations are also shifting and altering the operational reach of DBSSs. Efforts at networking in a few instances have also brought new stakeholders in partnership with SBSS-DBSS.

The development context of the 24 DBSSs and the People’s Organisations in the dioceses visited is diverse, complex, dynamic and enmeshed in the politics of the state and nation at large.

The stake holders and actors in the process of social transformation are CNI-SBSS, DBSS and the people represented and acting through the people’s organisations in the area. The collective effort is to create a dynamic people centric movement for change and sustainable development at the micro and macro level.

The above shift and change initiated was envisaged to encompass all the sojourners - the Resource Centres and the DBSS. One of the expected outcomes of this process was promotion and strengthening of People’s Organisations in the area/dioceses leading to people’s movement.

Addressing and responding to some of the issues, concerns and problems such as land to landless, right to safe drinking water, human trafficking, food security, sustainable environment have been the focus of CNI-SBSS and DBSS in the last two and a half years. The social interventions/responses were supposed to have emerged through data collection and analysis based on study, survey and documentations. The process-oriented interventions were envisaged as having political (power to people, development for and by people) and theological underpinning.

The 1<sup>st</sup> phase ending in August 2008 had concrete goals and objectives to fulfill. Strengthening and consolidating work with communities/groups and Self Help Groups (SHGs) and facilitate them to become people’s organisations (POs) was the main goal set for the 1<sup>st</sup> phase. It was envisaged that these POs with due process and inputs would converge into sustained people’s movements. The movements basically will be a political force to bring people’s agenda and concerns on the larger political arena. The arena in which the state and other actors are engaged in planning and implementing development, human and otherwise based on Human Rights and the Constitution of India.

The POs would be brought together to sustain and develop a movement. Their impact needs

to be visible in terms of participation in political empowerment process. Issues of livelihood, land right, social exclusion and tribal identity would be addressed. The gender issues would be incorporated in functions, policies and processes of the organization. The partners would be enabled to implement strategic shift and its implications.

SAP also stated that people centred advocacy would be developed as core strategy supported by lobbying and networking efforts. The congregations would be empowered to own and take the mission agenda of the church forward. SBSS would like to develop accountability to gospel and people as a core of all its functions.

The initial approach of SBSS was heavily leaning towards 'charity and relief'. Over the years, with changing development analysis and discourse, it shifted to community development with strong bias in favour of welfare. It is suggested that a consultative process lead to a further change and shift in understanding of development in SBSS in 1988 and it moved away from social service mode to social action.

The change in analysis and understanding had its impact on the methodology adopted so far – content and process influence each other. More participatory and people centric development planning and decision-making emerged.

The evaluation Terms of Reference (ToR) were suggested in the back drop of SBSS, taking on a mandate upon itself to engage with the DBSS and the community to develop their skills and assets so that they are able to negotiate and bargain with the policy makers to realise their rights (economic, social and political) and emerge as an alternative political force.

Some of the national programmes were important for SBSS and DBSS to take on board in their effort to promote POs leading to people's movement. Some of the core issues identified were 1) Livelihood and Food Security, 2) Right to Land and 3) Identity and Social Exclusion – Tribals and Dalits. Besides these there were cross cutting themes as part of this endeavour. These themes were 1) Gender Justice, 2) Advocacy, Lobbying and Networking and 3) Congregation in solidarity with the poor.

# REVIEW/EVALUATION - RATIONALE

## OVERVIEW OF THE EVALUATION

The evaluation of the vision, mission, and witness of CNI-SBSS, the Justice and Development arm - underlines the importance of a periodical self-critique which is necessary for any organization to remain critically relevant in history, in society. This evaluation juxtaposes what SBSS had set for itself as objectives in the first (three year) phase of its ten year program with what SBSS has achieved in various quarters, in different levels during that period to see if the goals set out were realistic.

Review and evaluation are organisational and management tools and processes by which work done by a group of people or an organisation/s is acknowledged, valued and critiqued.

The exercise of the review is to examine that things are carried out as planned and if there is a change or shift, why and how? The exercise at the end of the process must help the group/organisation and other stakeholders to see if they achieved what they had set to do, move forward and take corrective measures if need be.

Review is not an end itself but part of the process to facilitate the journey to reach the goal, to bring about a change in the society

and become the agent of change as well.

The team engaged in the process of review had clearly mentioned that the exercise is to help CNI-SBSS and DBSS to carry forward their work of – Let Justice Roll. The review is also to take stock of how things are and how are they perceived by respondents and reviewers. The feedback through the review then may be taken on board for further plan of action to consolidate what is affirmative and correct or reduce/eliminate, what is not facilitating the journey towards the goal/mission in order to make the vision a reality.

## A WORD FROM THE OD REVIEWERS

Evaluators are not value free. They bring in their subjectivity in what they perceive and how they perceive. Their assumption about reality, people and development discourses influence what they assess. The team of evaluators are not above this ‘subjectivity’ and at the same time as a team ‘collective subjectivity’ may add value to the review.

We would like to familiarise the stakeholders about some of the assumption and discourses that exists and are acknowledged by civil

society groups of which CNI-SBSS and DBSS is a part of.

First, the primary and most important responsibility of development of people and communities is that of the elected Government as it is formed by the representatives elected by the people themselves. Therefore involvement of NGOs/VOs in development is no excuse for the Government to shirk its responsibility. Likewise failure of Government in development is no reason for NGOs/VOs to attempt or pretend to replace Government. Second, violence on and exploitation of the poor, Dalit, Tribals Minorities and women by the rich, the so called high caste and men is seen as means to subjugate these communities, suppress their spirit to freedom and life of dignity and thus enjoy control and power over resources, means of production g themselves.

Development therefore is not merely growth (measured in term of increase in the GDP). Rather, in the words of Henri Bartoli (2002, 'Rethinking Development', a UNESCO Publication), "Development encompasses the enhancement of material well-being in low-income countries, be it food, health, education, or the duration and dignity of life... It also assumes a human dimension when, through vigorous human activity, it seeks to establish for men and women the world over the conditions essential to the maintenance and blossoming of life". Mahbub ul Haq, the architect of the Human Development Reports has the following to say,

'The basic purpose of development is to enlarge people's choices. In principle, these choices can be infinite and can change over time. People often value achievements that do not show up at all, or not immediately, in income or growth figures: greater access to knowledge, better nutrition and health services, more secure livelihoods, security

against crime and physical violence, satisfying leisure hours, political and cultural freedoms and sense of participation in community activities. The objective of development is to create an enabling environment for people to enjoy long, healthy and creative lives' (Mahbub ul Haq)<sup>1</sup>.

SBSS and DBSS as part of their strategies and action plan believe in spending a substantial amount of time, energy and resources at the grassroots, assisting people for collective action and reflection. Therefore the enablers from DBSS are either from the same area or nearby areas for easy reach and intervention and are in charge of about cluster of 10 villages. The Resources Centres (RCSAs) are located in the area/zone, though not following the diocesan boundaries. Locating offices and staff near the areas of intervention does help in mobilising people.

It is argued that the pressure from people to defend their rights and to remove obstacles and enhance their rights and opportunities will eradicate human poverty (HRD 1997). Therefore the NGO strategy must be such that eventually it is the people who should get empowered and their movements become strong and lasting. These movements must be allowed to take various forms and shapes as long as they address the issues of people's life in a consistent manner. These movements may be amalgamation of various actions and may take the shape of mass awareness programme (social-political, legal) on people's situation and rights. Activities like 'pad yataras' (rallies), public hearings, series of workshops and seminars, surveys and action-research lead to pressurizing the governments and other agencies to address the issues. These are activities that can make the masses aware, highlight people's concerns, problems, indicate where the responsibility lies, who are responsible for the sad state of affairs and

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<sup>1</sup>'What is Human Development'. Source: <http://hdr.undp.org/hd/default.cfm>

also possible responsible actions by various actors. The movement must aim towards inclusion of all socially and economically poor and discriminated, while not allowing domination by any internal and external group. The actions and programmes in and through the movements are to be such that they unite the poor, the marginalised, the discriminated, the displaced and excluded minorities. These actions have a follow up and are not just of symbolic value, a mere political stunt, or a game of achieving targets: 'We did so many programmes this year'. The end is envisaged in larger participation of people in planning and implementation of development programmes at local as well as national levels,

more so of marginalised communities (Dabhi, 2004). The end is visualised as change in policies so that they are pro-poor and effective and the efficient implementation of these policies.

It is further argued "These movements must encompass village level issues such as drinking water, electricity, roads, primary education, primary health services, minimum wages, bus service, to much larger issues such as land reform policies and regulations, access and control over natural resources, forest regulation, displacement, draught proofing programmes and other various schemes and programmes at the State and national level" (Dabhi, 2004).

# METHODOLOGY AND TEAM COMPOSITION

The Chief coordinator of SBSS suggested that the review/evaluation be carried out in a participatory manner providing room for learning and openness for dialogue.

A participatory methodology was followed and in spirit of this, the team not only consisted of the external reviewers but accompanied by the insiders from SBSS and RCSA. The data and information was volunteered through interactions and questionnaires from community members, POs, CBOs, partners, staffs and Governing Board.

The following instruments and processes were followed for gathering data and information.

1. Seven field visits to Dioceses, community and villages. Visits were organised to the RCSA, Education Centres (2 of them), DBSS offices and SBSS HQ.
2. Interaction with the CNI-Resource Centre for Social Action staffs.
3. Individual and group interaction with the CNI-SBSS Governing Board and staff.
4. Review of the past documents consisting of evaluation report 2001- 2004, Perspective Plan, Strategic Action Plan, Policy document, DBSS reports, Appraisal, Systems Appraisal and other documents.

5. Questionnaires were used for OD, Finance and Programme.

## **RESPONDENTS – PEOPLE INTERACTED WITH**

There was interaction with all the Governing Board members and Staff of DBSS and RCSA wherever it was possible.

Dioceses visited

1. Marathwada (Aurangabad) – 3<sup>rd</sup> to 6<sup>th</sup> January 2008: PO - *Manav Adhikar Sangharsh Samiti* (MASS). Visit to CBSL at Dalna.
2. Kolkata and Barrackpor – 15<sup>th</sup> to 17<sup>th</sup> January 2008: PO – Samaj Kalyan Samiti, Bishnunagar Nagrik Manch and SundarNagar Nagrik Manch.
3. Ranchi – 12<sup>th</sup> January 2008 (Evangeline alone).
4. North East India (Tejpur) – 18<sup>th</sup> to 19<sup>th</sup> January 2008: PO – Swaraj Jan Samiti
5. Mumbai – 22<sup>nd</sup> to 23<sup>rd</sup> January 2008: PO – no PO except SHGs and Sarpanch Forum and Mahila Mandal.
6. Kolhapur – 24<sup>th</sup> to 25<sup>th</sup> (26<sup>th</sup> via pune) 2008. PO – Dalit Samaj Vikas Parishad. Visit to CBSL - Shantinagar.

7. Agra – 1<sup>st</sup> to 3<sup>rd</sup> February 2008: PO – UTHAN.
8. Delhi – 4<sup>th</sup> to 6<sup>th</sup> February 2008: PO - Samajik Vikas Sangathan.
9. Delhi – 8<sup>th</sup> to 9<sup>th</sup> February 2008: HQ visited. Meeting with GB and SBSS staff including four RCSA.

### **METHODOLOGY OF CROSS CUTTING GENDER ISSUES**

The methodology included field visits, discussions with the concerned staff at different levels, discussion among the evaluators and also a debriefing session with all the staff of SBSS and RCSAs. There were interviews with people, the leaders, DBSS workers, community enablers, women and men staff in addition to meeting with reference communities. At times, it was necessary to meet women separately as a group; and sometime as women and men of the communities, together. The responses that we received from women (and on women) were also dependent upon the presence and absence of men.

### **FINANCE EVALUATION METHODOLOGY**

The methodology primarily was in terms with the TOR was designed with the aim of getting all the necessary informations and

explanation with the help of :

- i) Study of the Financial Statements, Audit Reports, Legal Documents, Budget Proposals, Financial and narrative reports, various MIS and other reports etc.
- ii) Sample Scrutiny of the financial transaction and supportings thereof.
- iii) Fields Visits made to Diocese, DBSS, the Peoples organisation and Communities
- iv) Interview and interaction of Finance and Programme Staff
- v) Meeting with Board Members both at SBSS and Diocese level.

### **COMPOSITION OF TEAM AND RESPONSIBILITIES**

The team comprised of Dr. Jimmy Dabhi, John Cunnington. Dr. Evangeline Anderson-Rajkumar and Manoj Fogla. The primary responsibility of programmatic issues as per Chapter - 2 and recommendations thereof is owned by John Cunnington. The primary responsibility of Governance and OD Issues as per Chapter - 3 and recommendations thereof is owned by Dr. Jimmy Dabhi. The primary responsibility of Crosscutting Gender Issues and CME as per Chapter 4 and 5 and recommendations thereof is owned by Dr. Evangeline Anderson-Rajkumar. The primary responsibility of Financial Evaluation as per Chapter - 6 and recommendations thereof is owned by Manoj Fogla.

## LIMITATIONS

Often strength and limitations are closely linked or two sides of the same coin. In this review getting the team of reviewers together has not been an easy task. Scheduling meetings and field visits have been a tough job for the coordinators respecting allocated days of the review, availability of time of the reviewers and programme schedule at the grassroots.

Language has been another limitation of the review. The team of reviewers had to often rely on translation. In such a process of translation there is always the danger of missing out on various nuances of meaning people may have liked to express and present to the reviewers.

The ‘subjectivity’ of the reviewer may be

considered a limitation from the perspective of ‘objectivity’. However Collective team ‘subjectivity’ counter ‘narrow subjectivity’ and often adds value to team task.

Anxiety and apprehension about the process of review among the respondents was yet another limitation which was addressed by reviewers to the extent possible.

The questionnaires used by the reviewers were in English and therefore once again the language became a difficulty. The questionnaires on DO have not been satisfactorily filled and in some places revised version was not administered. Therefore the picture that emerges from some of the data gathered is not very helpful.

## EXECUTIVE SUMMARY

### BACKGROUND TO CNI-SBSS PROGRAMME(S)

**1.1.1** The programme '*Resistance and Hope*' is a 10 year programme working in 20 dioceses of North India. The Programme concept has grown out of earlier SBSS/DBSS interventions. 'Resistance and Hope 2005-2015' consists of three interlinked phases constructed around the building and consolidations of peoples organizations at different levels. This report is part of the 'Mid Term' Review of the CNI-SBSS Strategic action Plan 'Let Justice Roll' of the first 3 year phase of the ten year commitment to 'Resistance and Hope'.

### ADOPTION OF RIGHTS BASED APPROACH

**1.2.1.** The concept of RBA is centred on justice and equality; rights to access and control over resources. For SBSS this translates into political mobilization and movement building for the realization of rights in relation to economic, social, cultural and political entitlements. These rights are also related directly to the *protection* and realization of enhanced livelihood and food security for the reference community through the process of empowerment and the enhancement of voice, agency and influence.

**1.2.2** For RBA survey, research and documentation needs to be strengthened. This shortcoming has been identified through at least one of the RCSAs. For example in Agra it is noted that whilst many DBSS partners are working towards the goal for reference communities 'to have access and control over livelihood resources' there has been no study of livelihood resources at local level. There is a need therefore to systematically assess the status of livelihood options in relation to the six livelihood capitals, that is, natural; social; human; physical; financial and personal (political). The results will provide a more accurate steer towards empowerment for the specific reference communities on a locational specific basis.

### SELECTION OF REFERENCE COMMUNITIES/VILLAGES

**1.3.1** The Diocese cover huge areas and from that a handful of districts and approximately 100 –part- communities are selected. It seems that there was and is no given criteria and it must therefore be assumed that the reference communities with whom the respective programmes are working are varied and may have no common features except that of identifying poor people.

**1.3.2** It is not clear from the objective what the relationship is between the '15000

marginalised families in 15 DBSSs' referred to in the objectives of 'Let Justice Roll' and the 20 Dioceses currently working in 'approximately 2000 communities'.

## **CAPACITATION AND ASSISTANCE (EMPOWERMENT)**

**1.4.1** With regard to the '*Right to Livelihood and Food Security*' there are four main activities defined in the SAP. They are the:-

- Promotion of sustainable agriculture
- Formation of cooperatives
- Skills enhancement
- Human resource development for livelihoods

Some observations are as under :

**1.4.2** It is not clear from either the project visits or discussions with the various field staff how 'exposure to other models of organic farming' will result in reduced migration.

**1.4.3** Promotion of sustainable agriculture needs to consider land rights, access – and control over – inputs, production (techniques) post production storage sale and distribution. This can be referred to as agrarian sovereignty.

**1.4.4** There are a number of instances where organized labour groups exist in some DBSSs yet payments have been made and accepted which are below the guaranteed minimum wage authorised by the state government. For example in Haryana the minimum wage is set at Rs 80/day yet the Review Team were referred to a number of instances where men had been paid as little as Rs 50-60 and women as little as Rs 25 for a ten hour working day. This obviously warrants further investigation and action.

## **RIGHT TO LAND**

**1.5.1.** The 5<sup>th</sup> and 6<sup>th</sup> Schedules provide an

obvious starting point for assessing land rights in those areas affected by the Schedules. The formation of the Janadesh movement and the subsequent Commission on Land (Agrarian) Reform provides opportunities for DBSSs to join forces – adding voice and agency - to the right to land for people in their respective reference communities.

## **RIGHT TO IDENTITY / SOCIAL EQUITY**

**2.10.1** The protection and promotion of the rights of Tribals and Dalits. Whilst both sets of people might be described and identified as 'disadvantaged' the reasons for disadvantage are very different. It is of vital importance that the SAP takes full account of the fundamental differences of working in Adivasi reference communities and give due respect to cultural values and social systems.

## **ADVOCACY AND COMMUNICATION**

**1.6.1.** Perhaps one of the major rights to focus on given the severe problem of unemployment and underemployment in most of the dioceses in the programme area would be the right to work. The NREGA should be operational and available in the whole of India by April 2008. This provides an opportunity to ensure that reference communities are aware of the Act and their right to work. It is of critical importance that the DBSSs make links with the respective State Advisors to the Commissioners of the Supreme Court in order that advocacy and communication efforts are optimised.

**1.6.2 *Right to land* :** A number of successful negotiations have been made in Haryana and elsewhere whereby communities have secured the rights of Panchayat held land for community utilization. These rights have also extended to utilization of ponds and tanks for irrigational water as well as pisciculture in a number of reference communities.

**1.6.3 'Tribal Identity'** : The emphasis for advocacy is for SBSS/DBSS to find effective ways to communicate within and between reference communities as well as to the wider community – especially the churches. This requires a complete understanding of the situation facing tribal people as well as the cultural and other differences which indicate different contexts for challenges and opportunities to be assessed. The need is to demonstrate to non-tribal, staff, public and churches, the rich culture and heritage, identity and social systems of collective ownership, caring and sharing attitudes and their symbiotic relationship with nature and secular spirituality.

**1.6.4 Dalit Rights** : Sharing of issues of concern with regard to social discrimination and use the CBOs in the wider reference communities need to be dealt with more systematically and comprehensively. It is important also to document the process(es) used in dealing with these abuses in order that those experiences can be used in other 'similar' situations. That is, building up institutional knowledge. There is a need to communicate and share experiences with like minded organizations – church related as well as secular organizations.

## **STRUCTURE AND FORMATION OF GOVERNING BOARDS - SBSS AND DBSS**

**1.7.1** The Governing Board of SBSS and DBSS are from within the CNI family. They are drawn by dual process of election and appointment following guidelines.

**1.7.2** However it has a serious disadvantage of missing out on other competent and professional members from larger civil society and non-CNI circles. Inclusion of external (non-CNI) members may help in enhancing the Governance of SBSS and DBSS.

**1.7.3** The provision of General Body and

a smaller (about 7 to 11 members) Governing Board may be considered to get committed development professional on the Board and make the Governing Board more effective keeping in mind the mixture of election and nomination principle stated above. In the General Body all the DBSS presidents can be included.

## **STAFF RECRUITMENT AND RETENTION – SBSS (INCLUDING RCSA)**

**1.7.1** Some of the staff of SBSS we interacted with are found to be competent and committed. Their knowledge of the vision-mission and functioning of SBSS, RCSA and DBSS is adequate as per the SAP. Their interaction and inputs are well appreciated by the DBSS staff as well as the some of the people we interacted with like CBOs/POs.

**1.7.2** The nature of the employment is contractual and therefore job security and continuation are some of the concerns raised by the staff. It is advised that the nature of contract be reworked and the contract after an initial one-year with a new comer be made for 3 years to be renewed later on for 3 years with due process of assessment.

## **STAFF RECRUITMENT AND RETENTION – DBSS**

**1.8.1** Number of staff of DBSS (coordinator and enablers) we interacted with are found to be skilled and committed. Some of them exhibited adequate knowledge of the vision-mission and functioning of DBSS but a few of them need to be well versed with the given framework of the SAP and be well grounded in these aspects.

**1.8.2** Though academic qualification is not the only criteria for appointments of the

staff but mandatory basic academic qualification will help in implementing the mission and objectives of SBSS-DBSS. It is recommended that the new recruits have at least a bachelor's degree in any of the disciplines.

**1.8.3** In case of contractual nature of employment the nature of contract needs to be reworked. The contract after an initial one year with a new recruit should be made for 3 years to be renewed again for another 3 years with due process of assessment.

**1.8.4** Evaluation of staff in all the DBSS should be done on yearly basis by SBSS. This need was also voiced by few GB members.

**1.8.5** The remuneration for the DBSS staff is not adequate. The motivation and output of work are linked to salary and competency of each person. The remuneration needs to be reworked and raised keeping in mind the job description, cost of living in the area, qualification and the performance of the person.

**1.8.6** Rigorous appointment, orientation and monitoring procedures need to be followed and appointments through influence need to be discouraged.

### **STRUCTURAL RELATIONSHIP AND ACCOUNTABILITY OF SBSS-RCSA AND DBSS**

**1.9.1** A well intended structure of SBSS and DBSS needs review as it contains some inherent structural (pertaining to governance and management) vagueness in accountability and line of command. The SBSS and DBSS are two separate entities [formal and in some places legal (registered body) as well] and working under the larger umbrella of CNI. The SBSS and DBSS have agreed to carry out the SAP as enshrined in the document but

the two bodies are different and governed and managed by different set of people.

**1.9.2** The DBSS receives funds from SBSS for implementation of agreed programmes (SAP). However the responsibility of raising funds lies with the CC or SBSS and therefore there is an element of 'free-rider' perceived. Unless the DBSS-GB and to some extent staff get engaged and feel responsible for raising the resources for the organisation the implementation and effectiveness will suffer. Therefore it is proposed that the DBSS as a separate entity raise their own funds besides receiving funds from SBSS for particular plan of action as laid down in SAP. The Role holders (President, secretary, treasure and DBSS coordinator) must be accountable to CC SBSS directly for the programme funded by SBSS with proper ToR.

**1.9.3** The RCSA is integral part of SBSS as of now and geographically located closer to DBSS. Their role is to facilitate DBSS and other area level PO and movements as well. The tenure of team leader (rotating and keeping as it is) may be more effective if it is for about 2 years.

### **ORGANISATIONAL FUNCTIONING**

**1.10.1** The job description, appraisal and feedback systems are in place. However their day to day implementation, strengths and limitation need to be taken on board to improve the functioning of the system. OD discussion among the staff at the HQ and RCSA will help in this regard.

**1.10.2** It is noticed that the Monitoring Reporting and Evaluation (MRE) system exist but it is not used much. Development communication unit can facilitate the process. DC therefore needs to be empowered with added responsibility of not only gathering data-information and providing inputs (electronic documents) but

also providing data analysis regularly, which will also serve the purpose of MRE.

**1.10.3** PARAM is a very good instrument which will make SBSS-DBSS a learning and transparent organisation. DBSS staff (especially the coordinators) has not taken pains to fully understand PARAM and make it effective from their end.

**1.10.4** The Development Communication needs to assist the RCSA and DBSS with data collection and tabulation to facilitate their field level engagement. Census, state and district level data on population, GDP, Development indicators, relevant data from ILO and HDR will help. This will help in PME done by the staff.

**1.10.5** Familiarising all the actors with the SBSS-DBSS including the GB members in terms of existing literature and documents such as SAP, Towards a Learning Movement, Not by ends alone will help in understanding organisational thrust and bring about synergy of efforts.

### **HUMAN RESOURCE DEVELOPMENT – DBSS**

**1.11.1** A number of enablers are experienced and have developed a working knowledge for fulfilling the mission and objectives of DBSS but some of them lack educational background, adequate training exposure to comprehend and analyse micro-macro situation and implication. They lack adequate knowledge of development discourses existing in India and therefore in spite of good will and commitment they cannot contribute as much as needed. In this context capacity building of the enablers on various development issues relevant to the State in which they work and sectors they are engaged in is important.

**1.11.2** The DBSS staff often faces conflict within the communities they work with and

the external power blocks in the area. Understanding and addressing conflict needs to be part of the capacity building of the staff at various level.

### **HUMAN RESOURCE DEVELOPMENT – SBSS**

**1.12.1** The HQ and RCSA staff is adequately competent in their profession. However ongoing personal growth training and workshop/seminar/reflection on development related issues will enhance their professional and personal development.

**1.12.2** The staff at RCSA need to have a well schedule plan of field visit on a regular basis, meeting enablers, participating in meetings and monitoring the field activities closely along with the coordinator-DBSS to expedite the SAP.

### **SBSS AND CNI SYNOD PROGRAMMES**

**1.13.1** SBSS is part of CNI engaged in social action. At the same time another wing of CNI does similar work. This seems to be duplication and straining on the human and financial resources. The SBSS GB must negotiate with the Synod and any development work of CNI be channel and carried out through SBSS will synergies and enhance social intervention.

### **FINDINGS ON THE ASPECT OF GENDER CONCERNS / ISSUES**

**1.14.1** The previous evaluation also named the importance of understanding Gender as a critical tool of analysis, of power and as necessary to correct our notions of development and transformation. Indeed the gender perspective has to be understood and integrated not only in terms of number, of visible presence, but in terms

of correcting structural inequities rooted in gender discrimination. Gender has to be seen not only as a cross cutting theme and addressed in all the other major foci but as an under girding principle that reconstructs and re-imagines a different future.

**1.14.2** There are visible and invisible structures of Power that people are conscious of as oppressive. This is seldom perceived but generally internalized as normative culture that is ideal for a society. The DBSS and the CBO need to be helped to detect this structures and mindset around those structure and plan out a transformation strategy and action plan.

**1.14.3** Corruption in high places has eaten into the vitals of the Indian society and it directly affects the pace of development and empowerment of people, especially women who have traditionally accepted their secondary identity and social status.

**1.14.4** Women compromise with justice when they are half way. Their mind is tuned to believe that real empowerment is not possible and therefore, they get satisfied with the crumbs that fall from the table.

**1.14.5** Unless the culture of patriarchy is understood and addressed as an issue at the very core, it is difficult to uproot patriarchy and bring about change. With regards to patriarchy it is like other kinds of discrimination women face it is important to resist it at home and outside. In the given rural scenario for women personal has yet not become political and therefore strategy and actions have to be worked out to resist patriarchy at all level.

**1.14.6** Women are able to name gender discrimination as violence against women when issues such as domestic violence, discrimination of wages, devaluation of labour, dowry, sexual harassment, eve teasing, rape, and other overt forms of physical violence on their bodies take place. However, many of these women find it difficult to name issues like “witch hunting”

(in Ranchi) as violence against women because women participate in perpetuation of patriarchal structure and values through their consent and support.

**1.14.7** When women have “learnt to be helpless” and have internalised patriarchal culture, values and world as normal, normative and ideal, the violence that women experience is often absorbed as inevitable, fate, and constructs a ‘permanent wounded psyche’, an inferior self image.

**1.14.8** It is indeed heartening to see many women registered as members of Self Help Groups as part of capacity building programs. The women themselves boldly articulate that there is a distinct change in the way they have grown in self esteem, and self-worth. The confidence with which they are able to choose different options and move forward in economic independence is surely a mark of distinct achievement for SBSS and the host of staff at different levels. Women’s listening to their own voice, hearing themselves into speech is certainly going higher in the level of empowerment. There is a possibility for these spaces to be made more radical and dynamic.

**1.14.9** Different models of leadership, of being, and use of power and money are important for unlearning patriarchy, and re-learning the values of “life in abundance for all”. The training of those women who have been elected as leaders of Panchayati Raj is certainly a program that would go a long way in building different models of leaders who prove that there can be an alternate way of governance and being.

**1.14.10** What was striking was that whereas women were quite vocal in articulating the concerns and needs of the whole community, such as need for good roads, water, land etc, they did not seem to give the same priority to the issue of human dignity and human rights of women.

One of the reasons for thriving of patriarchy was the tacit support of women under the banner of culture, and labels such as pativrata, sumangali, ideals of sita and savitri and so on. The link between the personal and the social, the public and the private is very important if one aims to move from PRIs, to SHGs to POs and People's movements. This only underlines the importance of partnership of women and men in the struggle for justice at all levels.

**1.14.11** When programs for women are envisaged, there is a tendency to look for traditional, stereotypical roles and functions for women and men in society. Alternate skill training, helping women and men to discover the potential and talents beyond their gender limitations is important to redefine the future course of action of empowerment by the SBSS.

## **THEOLOGY & CHURCH MISSION ENGAGEMENT: FINDINGS**

**1.15.1** Role and Identity of CNI-SBSS: The CNI-SBSS has carved out its identity, role and function in the light of mission statement of SBSS.

**1.15.2** Justice cannot be given in instalments, nor achieved in small doses. One has to become conscious of how a whole system called "Church" defines its own calling and purpose.

**1.15.3** Suggesting the possibility of sharing resources, power, roles and functions with the local congregation becomes a point for re-definition of the church.

**1.15.4** New sermons, Bible Studies, liturgies on the theme of 'understanding of mission' could help in sharing the vision of justice, for all.

**1.15.5** Redefining the quality of Life that God desires for every human being is for the "Image of God" to grow to its fullest

potential. The Congregation can be educated to get involved in Fair Trade and other avenues that provide alternate schemes for the poor people.

**1.15.6** Jesus' perspective helps to clarify what we as the Church are called to do in situations of injustice. Jesus never got angry with those who derided and scorned him when he was on the cross. He forgave the sins of those who abused him. On the other hand, Jesus does not simply forgive those who oppress the poor and the weak. In the cleansing of the temple in Jerusalem, Jesus was so angry with the religious elite who cheated the poor and the weak.

## **FINANCIAL ASPECTS**

**1.16.1** SBSS maintains proper computerised books of accounts in Tally software on day-to-day basis.

**1.16.2** There is a sharp decline in the share of the Diocese and DBSS. In other words the funds applied at SBSS level increased to close to half of the total funding from the originally envisaged 1/3rd allocations. As per the original budget the expenditure at SBSS level should have been 33% but as per the actual figures it comes close to 47%.

**1.16.3** In the next phase it is necessary that the anomalies regarding administrative component and salaries are addressed with greater diligence. Also, there is a need for greater clarity about the funds distribution between SBSS and the partners. Further the salary component at each stage needs to be reflected properly, currently the funds spent at SBSS level are much higher than the original allocations and the administrative component at DBSS level is much higher in proportion leaving virtually very little for activities.

**1.16.4** The capacity of the finance group for monitoring and management of the

programme is highly commendable, however there is no formalisation regarding the generation and processing of the above reports. There is a need for setting up of a properly formalised MIS and reporting setup within SBSS for analysis and decision making on the basis of the work which is already done in an unorganised manner.

**1.16.5** There is a need for immediate reconsideration of this cost reimbursement model as it is causing needless hassles and lack of funds at the partners level. Further

it is not understandable why SBSS is following a very strict norm of making monthly transfers to Diocese which creates the possibility of cash flow problems and also requires a greater and needless paper work at both ends.

**1.16.6** In our opinion SBSS should consider initiating internal audit process engaging professional accounting firms. Appointing a person from the Diocese creates conflict of interest and therefore, the independence of the auditor is under question.

## REVIEW OF PROGRAMMES

*“Where there is justice in the land, field and in the forest,  
every living being will dance and sing.”*

- CNI-SBSS slogan (Amos 5.24)

### BACKGROUND TO CNI-SBSS PROGRAMME(S)

**2.1.1** The programme *‘Resistance and Hope’* is a 10 year programme working in 20 dioceses of North India. The Programme concept has grown out of earlier SBSS/DBSS interventions.

**2.1.2** The Indian Government has adopted the declaration of the Human Rights- UN General Assembly 1948, and through a series of judicial interventions has expanded this right to include the

- Right to food
- Right to housing,
- Right to work

Thus, the Government of India has recognized a number of rights to which citizens are entitled.

**2.1.3** In spite of this apparent commitment and an impressive economic growth rate in recent years, India still has the largest number of people below the poverty line (260 million) 68 percent of whom live in rural areas. About half the sub-marginal farmers (<0.5 ha) are poor and under-nourished. In States like Assam, Bihar – Jharkhand – Chattisgarh -, Orissa, Madhya Pradesh and Uttar Pradesh there are much higher levels of poverty than the rest of India, going up to 40 percent and in specific pockets more than half the population lives in acute poverty.

**2.1.4** In 2001 the Supreme Court held both the union and state governments accountable for securing food especially to vulnerable populations and importantly recognized that it did not take famine (shortages of food) before mal-nourishment and starvation occurred in poor communities. The Supreme Court therefore ordered that an independent monitoring system to track both hunger and government performance be established and *The Commission to the Supreme Court of India for the Right to Food* was established. A number of significant orders passed including ‘hot cooked nutritious mid-day meals for all government aided primary schools - ‘Mid days meals’; ‘National food for work’; ‘Families and individuals in risk of hunger’; Targeted ‘Public distribution system’, etc.

**2.1.5** Potentially the most important legal act towards poverty alleviation and livelihood security for people is the *National Rural Employment Guarantee Act (NREGA)*. However, in spite of these gestures many observers consider that government policies are woefully inadequate and do little to alleviate the pain and suffering of hunger for the 260 million people. It is reasonable to assume that more than half of these people fall within the dioceses of North India. In recognition of this CNI-SBSS has boldly risen to challenge this violation of human rights and

aims to address these grave injustices and the underlying causes of poverty.

**2.1.6** There is a direct relevance of the rights promulgated by the government and the rights based activities promoted by CNI-SBSS through 'Let Justice Roll'. (*See recommendation 7.1*)

## **THE 10 YEAR CNI-SBSS PERSPECTIVE AND PROGRAMME PLAN.**

**2.2.1** 'Resistance and Hope 2005-2015' consists of three interlinked phases constructed around the building and consolidations of peoples organizations at different levels. This report is part of the 'Mid Term' Review of the CNI-SBSS Strategic action Plan 'Let Justice Roll' of the first 3 year phase of the ten year commitment to 'Resistance and Hope'. The objective of the review (evaluation) is to assess the activities of 'Let Justice Roll' part way through implementation and within the wider context of 'goal and purpose' to assess the soundness of the Strategy in bringing about the changes within the specific reference communities for improved lives and livelihoods.

**2.2.2** The principle objective of this part of the review from the ToR is:-

*'To assess the qualitative and quantitative impact of the programme activities of SBSS and its compatibility of with the goal and objectives (purpose) with regard to the Strategic Action Plan' (SAP).*

**2.2.3** The review report therefore evaluates the fitness of the programme(s) in terms of processes rather than on outcomes. This chapter focuses on an assessment of the SBSS programme activities -quality and quantity – and its compatibility with the goal and the purpose (objectives) of the strategic action plan 'Let Justice Roll'.

## **THE GOAL OF 'LET JUSTICE ROLL'**

**2.3.1** The Goal of 'Let Justice Roll' is stated as,

*To accompany and work with partner organizations (Dioceses, Peoples Organizations) to sustain the struggle of the marginalised communities, enabling their negotiating capacity, acquiring and executing decision making power, realising socio-economic (enhancement of reference communities), political, and cultural rights to asset their political position and exert political authority'.*

*(See recommendation 7.21)*

## **OBJECTIVES OF THE PROGRAMME**

**2.4.1** There are eight Objectives of the programme,

1. Enhancing the governance and operational capacity of the partner organizations.
2. Enhancing human capabilities and assets to have access to and control over life and livelihood.
3. Building People's organizations to people's movements.
4. Ensuring congregation in solidarity with the poor.
5. Mainstreaming gender concerns at all levels of society and organizational structure.
6. Leadership for social entrepreneurship and mission engagement.
7. Ecological conservation, disaster mitigation and conflict management.
8. Organizational capacity of SBSS.

**2.4.2** The focus of this section of the Review will be on the second objective, that is, 'Enhancing human capabilities and assets to have access to and control over life and livelihoods', comments are however offered on other objectives of the review as appropriate.

**2.4.3** The review process included a literature review, field visits to DBSSs and reference communities, livelihoods focus group questionnaire and (un)structured interviews.

## **ADOPTION OF RIGHTS BASED APPROACH**

**2.5.1.** The concept of RBA is centred on justice and equality; rights to access and control over resources. For SBSS this translates into political mobilization and movement building for the realization of rights in relation to economic, social, cultural and political entitlements. These rights are also related directly to the *protection* and realization of enhanced livelihood and food security for the reference community through the process of empowerment<sup>1</sup> and the enhancement of voice, agency<sup>2</sup> and influence.

**2.5.2.** The RBA focuses on Analysis; Assistance; Advocacy and Action – in short known as the ‘4As’.

- Analysis of the structural causes of poverty and exclusion.
- Assistance for the empowerment of people.
- Advocacy – for transparency and accountability.
- Action – political pressure to uphold rights for justice and equality.

The process is summarised in Hindi as, ‘*Abhiyaan se Andolan aur fir Adhikar mein Hissedari*’, this translates into English as, ‘Acquiring equal Partnership over the rights through campaigns and movements to ensure life and livelihoods’. Thus the development intervention approach adopted is not based on more conventional project

implementation or providing infrastructure rather to recognise the latent potential and capacity of people – who are resource poor – and to enable a process of building livelihood capitals in order that individuals and communities take more control over their own lives. The RBA is adopted as a means to bring about positive changes in the lives of people who, usually through no fault of their own are locked in a vicious cycle of poverty and oppression and are subjected to a ‘quiet violence’. (*See recommendation 7.2*) There are two fundamental pre-conditions applied to the RBA in the SBSS programme. Firstly, that the rights demanded should be embodied in the constitution of India and secondly, that they should be promoted and achieved using non-violent action.

**2.5.3** ‘Enhancing Human Capabilities and Assets to have access and control over Life and livelihoods’. There are three defined rights identified by CNI-SBSS in this major objective. They are:-

- Right to Livelihood and Food security.
- Right to Land.
- Right to Identity/Social Equity – Tribal Identity and Dalit Rights.

## **ANALYSIS AND RESEARCH - THE CNI SBSS APPROACH**

**2.6.1.** This section is focussed on the compatibility and impact of Research and Analysis on the Goal and Purpose of the ‘Let Justice Roll’ Programme.

The SAP objective is stated as,

*‘To enable 15 DBSS to build capacity and assets (accumulation) of 15000 marginalised families to claim their rights over resources.’*

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<sup>1</sup> ‘Empowerment’ is here defined as, the enhancement of assets and capabilities of diverse individuals and groups to function and engage, influence and hold accountable the institutions that affect them.

<sup>2</sup> ‘Agency’ is defined here as a person and/or community’s ability to make meaningful choices– that is able to envision and decide on options in a given context.

**2.6.2.** With regard to *'Right to livelihood and food security'* the SAP identifies two main approaches for analysis. *'Critical assessment of the livelihood situation'* and a *'feasibility study for new alternatives'*.

**2.6.3**The *'Right to Land'* emphasises research and analysis focuses on 'land distribution, access to land, entitlements, displacement, land holding patterns of women, tribals and dalits'.

**2.6.4** The *'Right to Identity/Social Equity – Tribals and Dalits'* data collection has focussed on the specifics with regard to national tribal policy (and implications), specific instances of displacement and in the case of Adivasi people, specific instances of social discrimination and atrocities committed against dalit people.

**2.6.5.** To further the process of analysis, documentation of location specific circumstances and obstacles to well-being and livelihoods is of great value. CNI-SBSS has developed and applied a 'Database and Management of Information Systems' questionnaire (30pages) to be completed by all DBSSs. This 'data base' is designed to provide an 'institutional map' combining a stakeholder analysis as well as information on the Partner – the specific DBSS. Containing information on the origin and evolution of the DBSS and highlighting shifts in orientation, the 'Database' also sets out to identify the project areas, the identification of CBOs, government programmes operational in the area; the status and role of SHGs as well as information with regard to federation including rules and responsibilities; the propensity for violence; land ownership patterns and finally a staff profile of those associated with the DBSS. In some if not all DBSSs a 'Perspective Plan for the period October 2005 to September 2008' has been

drawn up. This provides ' Background; Problem description; Reference Community; Goal; Objectives; Activities; Intermediate Results; Assessment of Risks; Sustainability of the Project and its Impacts/Effects and the financial requirements. In addition some DBSSs have also conducted family surveys which indicate the status of families within a community. Where these three sets of information exist in the DBSSs the data is substantial. Although the data base is regarded by SBSS as a living document this does not always appear in practice at DBSS level. Neither is it verified that the data base is responsive to emerging challenges and opportunities – the changed and changing situation.

**2.6.6** The objective of closely studying specific situations is to better understand not only the symptoms of poverty and oppression but to identify the causes. The ideal therefore is to start with a problem tree analysis and develop this into an objective tree analysis in order that the cause and effect as well as the core problem(s) themselves are clearly identified along with the specific objectives that respond to the specific set of circumstances. (See recommendations 3 & 5.) Detailed local surveys, problem analysis and location specific objective setting appear to be lacking at DBSS level and clarity of purpose and detailed local knowledge amongst the community enablers is often incomplete.

**2.6.7** This shortcoming has been identified through at least one of the RCSAs. For example in Agra it is noted that whilst many DBSS partners are working towards the goal for reference communities ' to have access and control over livelihood resources' there has been no study of livelihood resources at local level.<sup>3</sup> There is a need therefore to systematically assess the status of livelihood

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<sup>3</sup> CNI RCSA, Agra, Action/activity Plan June - September 2007.

options in relation to the six livelihood capitals, that is, natural; social; human; physical; financial and personal (political)<sup>4</sup> (*See recommendation 7.8 and Annexure 1*) The results will provide a more accurate steer towards empowerment for the specific reference communities on a locational specific basis.

**2.6.8** The basis of assessing assets and problems in Adivasi areas with regard to livelihoods, land, food rights etc will be fundamentally different particularly because notions of social systems, ownership, gender (anti-patriarchal relationship) etc provides an entirely different starting point for strategic assessment. The current Database is an MIS tool for SBSS rather than data from which problem analysis and setting of objectives on a community to community basis can be identified and practiced. It is acknowledged that there is variation both in the collection, analysis and use of data in different DBSSs however, there is a need to study more closely the type of information, methodology and analysis employed in order to ensure that it is a living document that can be used to indicate progress and process of the Programme at field level and not only an MIS tool for SBSS. (*See recommendations 7.2 & 7.3*)

## **SELECTION OF REFERENCE COMMUNITIES/VILLAGES.**

**2.7.1** The Diocese cover huge areas and from that a handful of districts and approximately 100 –part- communities are selected. From the field visits made and in discussion with respective DBSSs it was observed that – in principle at least - programme areas/reference communities have been selected in the past and were identified on the basis of various criteria largely defined by the

specific DBSS. Commonly however it is on the basis of rural based, poorest of the poor (BPL), percentage of adivasi/dalit, status of panchayat, etc. In at least one case the location and proximity of reference communities in relation to the location of centre has clearly played a part. It seems that there was and is no given criteria and it must therefore be assumed that the reference communities with whom the respective programmes are working are varied and may have no common features except that of identifying poor people. (*See recommendation 7.6*)

**2.7.2.** One observation to be drawn from this – recognising that CNI-SBSS is reportedly working with some 2000 communities – is that location specific variations with regard to the reference communities will necessarily be very different with regard to the contextual setting. The respective challenges and opportunities presented will be different and if the activities are to be compatible and effective the intervention programme will also need to be different. It may be necessary for SBSS to review experience to date and, in conjunction with DBSS, define and agree on basic criteria so that in the future ‘lessons learned’ can use this as a reference point. (*See recommendation 7.6*)

**2.7.3.** It is not clear from the objective what the relationship is between the ‘15000 marginalised families in 15 DBSSs’ referred to in the objectives of ‘Let Justice Roll’ and the 20 Dioceses currently working in ‘approximately 2000 communities’. The issue here is whether objectives have already been achieved in relation to inclusion of families or communities or whether further communities have to be identified for Phase 1 activities to be carried out. (*See recommendation 7.25*)

**2.7.4.** If the human capabilities (livelihoods capitals) of individuals and communities are

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<sup>4</sup> The ‘Livelihood Framework’ more commonly refers to five livelihood capitals, omitting personal/political. However, given the nature of the CNI-SBSS programme it is considered appropriate to include ‘capital’ personal/political as a separate entity rather than submitting this under ‘social’ capital.

to be enhanced and more control over resources enabled it will be necessary to define the problem(s) accurately - not only to identify the symptoms of poverty and oppression but to understand the precise nature of the conditions and the structural causes of poverty in a specific context. This will require a clear conceptual framework developed in conjunction with the reference community in order that a comprehensive collection of data and a full analysis can be made. (*See recommendations 7.2, 7.3, 7.5*)

## **CAPACITATION AND ASSISTANCE (EMPOWERMENT)**

**2.8.1** From the previous section it is evident that a fully constructed problem/contextual analysis and identification of location specific objectives is necessary if the empowering activities (assistance and capacity building) are to contribute effectively to Goal and Purpose. However, general indicators are evident which enable comment on the assistance and capacity building activities to be made.

**2.8.2.** With regard to the *'Right to Livelihood and Food Security'* there are four main activities defined in the SAP. They are the:-

- Promotion of sustainable agriculture
- Formation of cooperatives
- Skills enhancement
- Human resource development for livelihoods

**2.8.3.** The first activity the *'promotion of sustainable agriculture'* is in turn supported by four proposed sub activities Skill development of organic practices; organic farming models (systems); vermi-compost and soil and water conservation structures. Whilst all of these activities are important components of promoting sustainable

agriculture the issue as to whether the focus community have access to and control over land is obviously essential. This emphasises the need to assess the compatibility and impact of land based activities on a location specific basis. Generally access to land will be more likely in tribal areas and other areas such as Haryana and UP the probability – apart from potential access to small plots of Panchayat land on a short term agreement – is less likely.

**2.8.4** It is not clear from either the project visits or discussions with the various field staff how 'exposure to other models of organic farming' will result in reduced migration.

**2.8.5** 'Vermi- composting as an IGA and as a means to enhancing livelihoods is a potentially useful contribution to improved livelihoods. However there is little evidence to suggest that the SBSS stated and planned output of '20 mens and womens groups increasing their incomes up to 40%', will be achieved in most reference communities. Promotion of sustainable agriculture needs to consider land rights, access – and control over – inputs, production (techniques) post production storage sale and distribution. This can be referred to as agrarian sovereignty. (*See recommendation 7.8 & 7.9*)

**2.8.6.** The *'promotion of soil and water conservation'* projects is an extensively practiced technology in most parts of India. The construction of check dams and ponds proposed in the SAP does not make sense in relation to securing rights to livelihoods and food security except if planned as part of a planned micro-watershed development where the reference community have control over the land and natural resources on a permanent or long term basis.

**2.8.7.** *'Formation of co-operatives'*. There are three activities listed under co-operatives in the SAP, the 'formation of cooperatives'; 'organizing labourers' and 'training in marketing'. It is not clear why these three separate yet potentially overlapping activities

have been subsumed under ‘cooperatives’. The notion of cooperatives obviously refers an institution owned and jointly run by its members in order to improve a common activity that contributes to the livelihood of a member. Whilst there are some co-operatives in the reference community areas they have not been formed as part of the SAP reference community or in association with the empowerment process of ‘Let justice Roll’. The SAP and subsequent discussion during the Review does not make it clear what the role of the membership or what function these co-operatives would play. If co-operatives are to be encouraged as part of the SAP therefore more planning with potential members etc would need to be facilitated. One opportunity would be to federate the SHGs into a cooperatives/producer organizations which are often considered a prerequisite for poor small scale producers to get access to services and markets. However, experience suggests that smaller producers often drop out of bigger organizations. It is therefore important before deciding in favour of a certain kind of organization to get the SHG and other potential members (with the full participation of the poorer members) to discuss organizational requirements and related options. A need to check carefully, in line with the principles of subsidiarity whether the indigenous/naturally formed groups and SHGs cannot fulfil the requirements of getting adequate access to goods, services and markets without merging small groups into bigger cooperative(s). The proposed introduction in this phase of the 10 year programme seems premature and there is no evidence provided from the Review findings to date to suggest otherwise. *(See recommendation 7.9.2)*

**2.8.8. ‘Organizing (unorganized) labour’** would appear to lie somewhat uneasily under ‘Formation of Cooperatives’ except in the sense of labourers being potential members.

**2.8.9** Organizing workers would normally be accommodated under labour unionization

where collective bargaining is used as a way to improve working conditions and rates of pay. Organizing rural workers has proved to be a very difficult sector because the right to withhold or withdraw labour are often not viable options for people living a ‘hand to mouth’ existence. Whilst there is evidence in some of the DBSSs of some reference community labourers coming together to take action on a common platform the common association is in fact of them being BPLs rather than members of a union to raise demands for improved working conditions or pay. There are a number of instances where organized labour groups exist in some DBSSs yet payments have been made and accepted which are below the guaranteed minimum wage authorised by the state government. For example in Haryana the minimum wage is set at Rs 80/day yet the Review Team were referred to a number of instances where men had been paid as little as Rs 50-60 and women as little as Rs 25 for a ten hour working day. This obviously warrants further investigation and action. *(See recommendation 7.12)*

**2.8.10. ‘Training in marketing rural products’.** Market research is a vital and essential activity to pursue for optimising value addition from both new and existing rural, often highly perishable, commodities. Once increases in existing produce, for example buffalo milk, or specialised products are planned or anticipated - other than for local consumption and markets - the skills required to assess supply and demand mechanisms of ‘external market’ mechanisms are highly specialised. The training of cooperative members in marketing may not be adequate in this specialization and there is a high probability that producers may be disappointed by uneconomic returns. *(See Recommendation 7.9)*

**2.8.11. ‘Skills enhancement’.** Enhancement obviously implies that someone already has rudimentary knowledge, experience and skills. Training in ‘entrepreneurship development’ would normally imply an ancillary increased

financial investment in the enterprise and thus be of limited application to the DBSS reference community. It is important for SBSS to distinguish between the rationale of the rural livelihoods systems and that of entrepreneurship and its promotional requirements. Livelihoods tends to follow objectives of improving their livelihoods reducing risk and vulnerability entrepreneurs on the other hand in contrast have to follow the objective of increasing profit and expanding business. People in the reference communities tend to have a range of underutilized potentials for example, indigenous knowledge on NTFP medicinal plants and uncultivated fruits; under-utilized labour capacity during off-season; underutilized common land resources and cooperation of skill utilization for example, house building. Skills development therefore is better related to indigenous knowledge and enhancement for artisans eg carpenters, bricklayers, electricians, etc and the use of producer collectives eg blacksmiths, can make available and enhance valuable skills in the community and in so doing ensure improved livelihoods through increased work for those semi- skilled/skilled artisans. Similarly training on improved (not exotic) rearing and production of small livestock can make significant contributions to improved livelihoods and to reducing vulnerability. *(See recommendations 7.9.3)*

**2.8.11. 'Human resource development for enhanced livelihoods'**. Human RD is one of the key components for enhancing livelihoods and is one of the five 'livelihood capitals' to be built with both individuals and groups from the reference communities. The activity is usually associated with training of people from the reference community in socio-economic understanding. For example, a group of women who have successfully managed both a SHG and a community grain store in NE diocese and now have aspirations to contest the Panchayat elections but require 'know-how' training. Whilst the SAP seems to provide in part for this eventuality as part of the 'empowerment process' it also

complicates the activity by including the training of DBSS staff and volunteers in training for '...increased capacities for managing and monitoring growth'. This would seem to put a rather different interpretation on the building of 'human' - livelihood capitals and it is suggested that the training of staff and volunteers might be better deal with elsewhere. *(See recommendation 7.7)*

## **RIGHT TO LAND**

**2.9.1.** There are three principle activities defined in the SAP relating to land rights and entitlements. 'Leadership training' for mobilization, CNTA/displacement, laws governing tribal lands; 'Legal advice' – documentation of specific cases, awareness of rights for reference communities; Formation of 'Legal Aid Cells' – rights protection and upholding. In practice this activity is seen in relation to rights awareness and protection/upholding of rights rather than securing new land rights (although this should not be ruled out of the objective.) This is a potentially valuable intervention particularly with regard to the onslaught by companies – multinational as well as national – who are increasingly making incursions and attempting to procure land for exploitative interventions. The 5<sup>th</sup> and 6<sup>th</sup> Schedules provide an obvious starting point for assessing land rights in those areas affected by the Schedules. The formation of the Janadesh movement and the subsequent Commission on Land (Agrarian) Reform provides opportunities for DBSSs to join forces – adding voice and agency - to the right to land for people in their respective reference communities.

## **RIGHT TO IDENTITY / SOCIAL EQUITY**

**2.10.1** The protection and promotion of the rights of Tribals and Dalits. Whilst both sets

of people might be described and identified as 'disadvantaged' the reasons for disadvantage are very different.

**2.10.2. 'Tribal identity'**. There are four activities defined in the SAP :

- Capacity building – PESA/5<sup>th</sup> Schedule;
- Exposure for volunteers;
- Seminar on National draft tribal policy,
- Training on herbal medicines.

**2.10.3** It is of vital importance that the SAP takes full account of the fundamental differences of working in Adivasi reference communities and give due respect to cultural values and social systems. The challenges posed by 'globalization' to community vulnerability, human security and environment must be taken fully into account in developing plans and the strategy for Adivasi development must focus on the need to strengthen self-governance systems and institutions.<sup>5</sup> The CNI-SBSS SAP should not make itself solely responsible for conducting seminars on Adivasi policy but should engage with and support other regional, national and international bodies to this end. 'Training and sensitization of village animators and staff' - towards understanding Adivasi culture and value systems is a valuable contribution for this programme to make. *(See recommendation 7.14 & 7.15)*

**2.10.4. 'Training on herbal medicine'** – would entail a specialised understanding of the potential of various herbs and necessarily require knowledge of processing and marketing and perhaps patenting of products or processes for value addition and can be included in market research.

**2.10.5. 'Dalit rights'**. Constitutionally dalit rights have focussed on the protection of rights in the face of discrimination and atrocities committed against them. Assistance in the SAP is detailed as 'Building the capacity of staff and volunteers' - to know

and understand the rights of dalits; and providing legal support. *(See recommendation 7.16)*

## **ADVOCACY AND COMMUNICATION**

**2.11.1. 'Right to Livelihood and Food security'**: With regard to 'advocacy and communication' for enhancing rights to livelihood and food security the SAP details five main activities :

- Community advocacy campaign to focus on issues such as BPL, unequal wages, right to food, forest rights, also to focus on promoting social audits for PDS etc;
- Work with the media
- Networking;
- Lobbying, for both support and working as pressure groups;
- Communication and information Sharing, to include forming information centres, publications on specific issues and performing arts groups.

**2.11.2.** Perhaps one of the major rights to focus on given the severe problem of unemployment and underemployment in most of the dioceses in the programme area would be the right to work. The NREGA should be operational and available in the whole of India by April 2008. This provides an opportunity to ensure that reference communities are aware of the Act and their right to work. (A minimum guarantee of 100 days per annum @ Rs.80 per. day.) Couple with this a demand by the labour groups that private employers and contractors should pay at least the minimum wages governed by State legislation.*(See recommendation 7.12)*

**2.11.3.** In the dioceses visited the advocacy and success of getting BPL cards issued is

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<sup>5</sup> 'Processes for Adivasi Development', Dr. Mardi. (Unpublished) 2008

judged to be high. The advent of the Commission to the Supreme Court on the Right to Food, unequivocally strengthens the advocacy of food security/food rights.

**2.11.4.** It is of critical importance that the DBSSs make links with the respective State Advisors to the Commissioners of the Supreme Court in order that advocacy and communication efforts are optimised. In addition to the TPDS other major government schemes must be held to account. These important schemes include :

- Mid-day meals;
- Integrated Child Development Services;
- Antyodaya Anna Yojana; National Food for Work Scheme;
- Old age pension scheme;
- National Maternity Scheme and
- The National Family Benefit Scheme.

A fundamental aspect of the right to food – arguably the most important aspect – is the right to access clean drinking water.

**2.11.5.** It is important that work with the media also brings these important rights to the fore and into the church and public domain. There should be no reason for ignorance on the part of those charged with administering these schemes or those potential benefiting – especially the reference communities. It should be emphasised that some of the rights advocated are underpinned by ‘Acts’ and as such are law enforceable rights. (*See recommendation 7.16*)

**2.11.6.** Advocacy and communication for enhanced livelihoods would necessarily address the six livelihood capitals. That is natural, social, human, physical, financial and personal/ political – recognising that advocacy

strategy will be dependent on the specific location and as such the combination of livelihoods capitals to be addressed is variable. (*Recommendations 7.2,7.8 & Annex. 1.*)

**2.11.7. *Right to land*** : There are four activities given for advocacy and communication with regard to land rights :

- Jan Sunwai – public advocacy;
- Campaigns on land entitlement and utilization;
- Video production; and
- Production and dissemination of information and promotion of street theatre.

**2.11.8.** A number of successful negotiations have been made in Haryana and elsewhere whereby communities have secured the rights of Panchayat held land for community utilization. These rights have also extended to utilization of ponds and tanks for irrigational water as well as pisciculture in a number of reference communities.

**2.11.9.** Process (video) documentation <sup>6</sup> can be used to illustrate the positive changes to a specific reference community and also to effectively to demonstrate to other communities facing similar issues how qualitative changes may be made result from following specific processes. Footage can also be used in promotional/campaigning films of various kinds. (*Recommendation 7.17*)

**2.11.10. ‘Tribal Identity’** : Six activities are listed in the SAP for advocacy related work in relation to Adivasi people.

- Formation of issue based groups;
- Campaigns launched on specific issues, eg. 5<sup>th</sup>. Schedule, PESA, proposals for land acquisition for dams, etc and
- Interface/panel discussions;

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<sup>6</sup> Development Alternatives (UK) in association with Acacia Productions have developed a system of process monitoring and documentation using of video cameras. (Further information from John Cunningham) It is emphasised that whilst the materials may contribute valuable, and sometimes unique footage to be used in the making of a documentary or promotional film(s), this is not the prime objective which remains process monitoring and documentation over time.

- Information dissemination - leaflet, pamphlet and poster campaigns; and
- The holding of 'public meetings including churches.

**2.11.11** The emphasis for advocacy is for SBSS/DBSS to find effective ways to communicate within and between reference communities as well as to the wider community – especially the churches. This requires a complete understanding of the situation facing tribal people as well as the cultural and other differences which indicate different contexts for challenges and opportunities to be assessed. The need is to demonstrate to non-advocates, staff, public and churches, the rich culture and heritage, identity and social systems of collective ownership, caring and sharing attitudes and their symbiotic relationship with nature and secular spirituality. The programme should be aimed at encouraging non-advocates people to celebrate these cultural differences and to understand the desire amongst advocates peoples to define their own development paradigm as 'advocates development'. Specific issue campaigns including protests against land acquisition for dam construction and other incursions are best attempted in consultation and collaboration with those representing and working with tribal communities. Also the system of democratic self governance and institutions should be strengthened by the advocacy activities. *(See recommendation 7.20)*

**2.11.12 Dalit Rights** : 'Advocacy and communication' activities in the SAP are focussed on highlighting cases of atrocities and social discrimination through 'campaigns and public hearings'; 'publications' outlining and defending dalit rights; and promoting advocacy through the 'media'. Sharing of issues of concern with regard to social discrimination and use the CBOs in the wider reference communities need to be dealt with more systematically and comprehensively. It

is important also to document the process(es) used in dealing with these abuses in order that those experiences can be used in other 'similar' situations. That is, building up institutional knowledge.

**2.11.13** There is a need to communicate and share experiences with like minded organizations – church related as well as secular organizations. This sharing and learning process should be primarily between practitioners<sup>7</sup> ie those active in promoting and enabling rights to be attained. *(See recommendation 7.23)*

## **ACTION**

**2.12.1. Right to livelihood and food security** : 'Rallies' and 'Conventions' are identified as compatible activities to focus on the right to livelihood and food security. 'Rallies and dharnas' - highlighting livelihood and food security issues; 'public demonstrations' - to demand and uphold rights eg minimum wage; 'collective action' – auction of panchayat land; 'Sammelan' of landless and marginal farmers, 'Celebration' of special days/events – Labour day, Human Rights day, Womens Day, Water Day, etc. There are a number of important activities indicated by different DBSSs which can be identified as empowering actions, some of these were planned as part of the programme others achieved as a result of spontaneous actions – the none intended effects – the majority of which were very positive. Similarly major gains are recorded in some DBSSs with regard to the full implementation of TPDS and the Mid – day meals schemes etc. 'Action' in the Programme –rallies, demonstrations or celebrations obviously rely on bringing people together for a common cause and collective or common action. The Review indicates that it is not always possible

<sup>7</sup> These are sometimes referred to as 'Communities of Practice' (See Recommendations this chapter)

to disaggregate activities and allocate them with regard to impact. Attrition of impact is especially difficult with regard to actions such as rallies and dharnas.

**2.12.2.** It is important for SBSS/DBSS to work with others in the diocese, district, state and national governments, NGOs, the Food Commissioners, Right to food campaign, etc. *(See recommendation 7.23)*

**2.12.3. Right to land :** In addition to ‘rallies’ for the right to land the ‘formation of pressure groups’ is identified in the SAP for attaining land rights at village level. In some DBSSs there have been notable successes in regaining land titles for people who have been dispossessed in the past. However, most of these achievements have been achieved on an individual basis and apart from initial identification of complainants it is not clear how the formation of ‘pressures groups’ can be effective. The formation of groups within reference communities has in some cases notably resulted in successful bids being made in the case of securing annual tenure over Panchayat lands and other natural resources. Since the inception of the SAP for ‘Let justice Roll’ there has been a tremendous achievement with regard to the historic march ‘Janadesh’ – (Peoples verdict) when more than 25000 people – mainly landless and marginal farmers walked from Gwalior in Madhya Pradesh to Delhi to present a demand justice with regard to land rights. Ekta Parishad who organised the march succeeded and the government have now established the National Land Reform Committee to start and address the abuses committed and the disparities that exist. The SBSS Resource Centre team led by Deepak Singh helped to provide support to the Janadesh marchers when they passed through Agra on their way to Delhi. There is still a long way to go but an excellent milestone has been laid. *(See recommendation 7.16)*

**2.12.4. Tribal Identity.** The SAP identifies

five key actions to be undertaken in support of Adivasi identity. ‘Community mobilization’ around 5<sup>th</sup>. Schedule; ‘Pro- adivasi policy and formulation of lok niti’ implementation of 5<sup>th</sup> Schedule and PESA; ‘Union of fisherfolk’; ‘rallies and dharnas’; ‘regional networking’ for common issues. Scant attention has been paid to the 5<sup>th</sup> and 6<sup>th</sup> Schedules during the formulation of relevant actions. In formulating and undertaking these actions there is a need to acknowledge the different opportunities defined under the constitution of India as well as cultural differences and value systems which demand different approaches if resources are to be optimised and compatible challenges and opportunities are to be responded to effectively. It is also important to bear in mind that most peoples’ livelihoods - including those of adivasi people - are multi dimensional and apart from coastal fisherfolk, the justification for forming specific occupational unions is questionable and may serve to further divide communities, essentially into occupational/caste lines. *(See recommendation 7.11 and Annexure- 2)*

**2.12.5. Dalit Rights :** The SAP identifies six activities to uphold dalit rights and similar *Action* activities are proposed. ‘Community mobilization’; ‘networking’ – with likeminded NGOs; formation of ‘solidarity forums’; ‘public debates’ and ‘street theatre’.

Dalits form a majority in a number of the reference communities and most DBSSs have demonstrated discrimination in their favour with regard to programme action. The objective to enhance prospects for social inclusion has received a tremendous boost in many DBSSs and brought about greater awareness amongst the non-dalit community in sensitising people to the atrocities being committed against dalits. This includes the proposal to develop an ‘inter-diocesan network on dalit issues’. Evidence from the Review indicates many effective activities have been implemented for upholding dalit rights.

## GOVERNANCE AND OD ISSUES

### BOARD AND ORGANISATIONAL STRUCTURE

**3.1.1** The SBSS Governing Board is appointed by the Synod Council. The SBSS Governing Board (tenure 3 years) appoints the Chief Coordinator (CEO) at SBSS level. The CEO has a direct line of command with the RCSA. The accountability of the DBSS staff and CEO-SBSS is vague since the DBSS staff has their own Governing Board (in some

cases independently registered and some cases working under the Diocesan council). The staff of SBSS is appointed by the CEO and a team from the Governing Board.

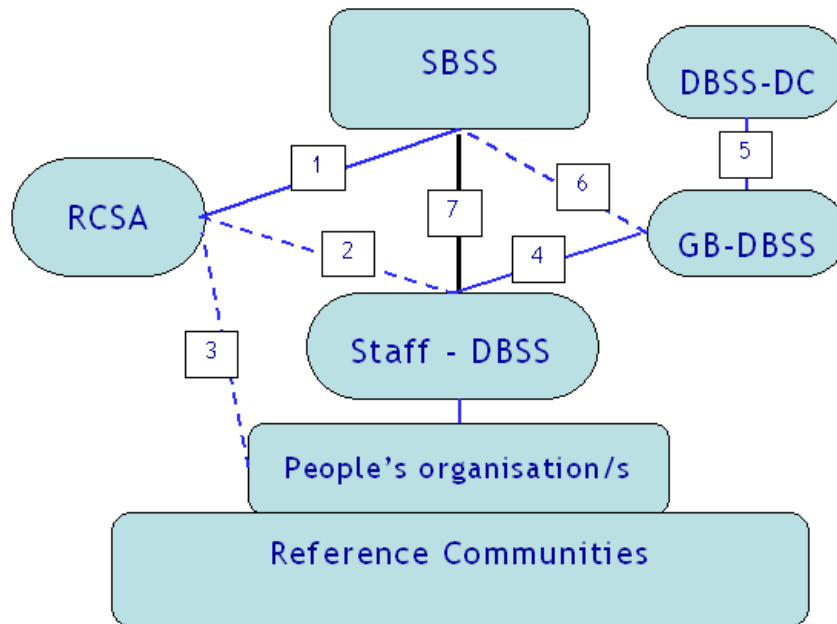
**3.1.2** The DBSS within a diocese has a similar structure. As indicated in the diagram, the SBSS and DBSS have direct line of command and so is DBSS and People's Organisation in terms of formation and support.

**SBSS organisational set up and line of accountability (Diagram 1)**



**From the perspective of the reviewer the strategic action plan is well laid down and articulated in the document CNI-SBSS. The goal and objectives (SAP:13-44) are clearly stated and explained. The organograms are available and explained in the SAP.**

**The web of Responsibilities, accountability and communication**  
(Diagram 2)



**3.1.3** The relationship of SBSS to RCSA [1] is direct and has clear accountability to SBSS CEO. However the line of accountability between DBSS-staff and RCSA [2] and POs and RCSA [3] need to be clarified, communicated and respected.

**3.1.4** There is a direct accountability-relationship between GB-DBSS and Staff-DBSS [4] but in reality there is triple reporting with some amount of conflict as Staff-DBSS reports officially to GB-DBSS but also reports (expected) to RCSA [2 – accompanying relationship] and thus to SBSS [7]. The relationship between the GB-DBSS and diocesan council [5] seems to be only for election and presenting report. There may be an opportunity to use it of CME and greater awareness among the congregation about the activities of DBSS.

**3.1.5** The above web of relationships needs to be defined in terms of who reports to

whom and who has the authority to demand formal accountability. Along with this there is need to define clear roles (who relates to whom and how) and responsibilities and task should be clearly laid down. The chart on role profile may help.

**3.1.6** Organisational structure of SBSS (SAP 2008:55) is clearly laid down in the documents but on the ground it does not seem to work effectively. The reason is that the Programme Resource Team and Programme Facilitation Team coordinators are also Team Leaders (TLs) of RCSA at the dioceses and stationed in the area and not head quarters. Keeping the distance and spread of dioceses it does not seem viable that the programme coordinators travel and spend substantial time at the grassroots leaving their own RCSA team.

**3.1.7 Options : 1.** The Programme coordinators are stationed at the HQs and

than travel extensively to ensure respective programme implementation. In this case each RCSA will have a TL responsible for the dioceses and area POs.

**3.1.8 Options : 2.** The role and responsibility of Programme (facilitation, development communications, PME, group facilitation) be developed at each RCSA independently and thereafter get transmitted to the HQs (respective programme coordinator).

### **SBSS-DBSS RELATIONSHIP AS PERCEIVED BY RESPONDENTS**

**3.2.1** Following points were emerged out of the discussions with DBSS staff

1. In all the DBSS visited, the relationship was found to be cordial and supportive between SBSS, GB, DBSS Staff and RCSA.
2. However, there are areas of tension and ill feelings. These are mainly related to financial support, which DBSS receive from SBSS. In spite of clear ToR there is a feeling among some of the DBSS-GB members that DBSS does not have much autonomy in usage of funds. It has been also brought to our notice that the fund flow is not regular and timely. Some of the programmes suffer due to lack of funds on time. The issue is highlighted in the finance part.
3. In spite of the insistence on participative planning there are a few voices which feel that it is heavily top down – “SBSS plans and we carry out here at DBSS”. Apart from a few, most of the staff and GB members think that the hierarchy is more functional based rather than driven by power relations (*see table 8 B*).
4. The RCSA as part of SBSS play an accompaniment role vis-à-vis the DBSS. The support from RCSA has helped the DBSS staff to development certain competencies required to support the POs. The guidance and information provided by the RCSA is greatly appreciated and desired, more in terms of frequency and keeping in view the changing and evolving development discourses. The data collected through the questionnaires (*Table 9B*) suggests that capacity building and human resource development has taken place to a great extent. Most of the DBSS staff reported to have received trainings and workshops. They have been able to enhance their capacities and skills to some extent from these trainings (*see table 28 B*).
5. The flow of information between RCSA and DBSS is on regular basis and the relevant data is exchanged. However the DBSS lacks certain basic data by the state and other agencies such as International Labour Organisation, Human Development Report and other agency which could help them in their work.
6. It is observed that some of the RCSA staff is not very happy with few DBSS staff in terms of their competencies and commitment. The SBSS staff is also at the same time concerned about the low salary received by DBSS staff.
7. DBSS staff was not very comfortable with the idea of being fully independent from SBSS as they perceive SBSS as a support structure where they can go back if they get stuck in any situation. DBSS desires a sustained support and guidance from SBSS. SBSS is also seen as a source of motivation and receiving necessary information on wider issues they address.

## **SBSS IN THE EYES OF GB OF DBSS**

**3.3.1** The Governing Board (GB) members we interacted with share a good relationship with SBSS. However there are a few GB-DBSS members who are not very happy with the SBSS. They think SBSS is not dynamic enough. They want SBSS to encourage dialogue with the GB-DBSS and provide critical feedback for greater effectiveness. They perceive that the Bishop and the SBSS are very supportive in their endeavours. They appreciate the work and support of SBSS. GBs of all the DBSSs are of the view that the financial support from SBSS should be increased.

**3.3.2** Most of the GB members (except at Mumbai) were not very keen on making DBSS independent from SBSS. Though they accept that this is desirable, given in the current situation of lack of funds, they don't think it would be a good idea. This might also be due to the reasons that DBSS staff are not professionals, rather they come from activists background and are not equipped enough for making DBSS adequately autonomous.

**3.3.3** Having the DBSS chairperson on the GB of SBSS helps in creating greater understanding among the DBSS-GB about the over all SBSS-DBSS functioning and objectives.

**3.3.4** A couple GB-DBSS members from two DBSSs (Aurangabad and Kolhapur) think that the activities of DBSS should be diversified and not just be focussed on land and livelihood. The example of land acquisition for Dalit families was cited where even after acquiring land, nothing was done for the last few years.

**3.3.5** It was also mentioned that the insistence on RBA approach on the part of SBSS negated some welfare and development work in the area.

## **DBSS AS AN ORGANIZATION**

**3.4.1** DBSS is part of the CNI church within a diocese and is an independent body (formal and in some cases registered). As part of the larger CNI setup it has a ToR with SBSS to implement programmes and activities at the grassroots level planned agreed upon in 2004. With the financial support from SBSS, it translates the vision and mission of CNI-SBSS at the ground level by targeting the most marginalized group. The overarching goal of the DBSS is to promote people's organisation among the marginalised communities at the area level (District/State) leading to people's movement for political alternatives to advocate people's rights.

**3.4.2** The Community Centres for Learning and Advocacy (CBSLA) in its concept of learning and scope has expanded, moving away from being confined to four walls. The one we visited were functional and the data gathered corroborates our finding (Table 29A). However there are voices of dissent and their critique need to be taken on board. Now the non-formal education among the dropped out children has helped these children to appear for formal examination through formal school. It was reported that 17 dropped out students appeared for examination through the process. The emphasis is on Right Based Approach to work in the CBSL. Therefore awareness about rights especially in the area of education and land rights were provided. CBSL has helped in promoting SHG among parents. The introduction of *Bal Panchayat* is a good concept where by students become aware of governing and managing the centre and their surrounding.

**3.4.3** The Lobbying Advocacy and Networking (LAN) has been an important endeavour of DBSS more so if the goal is to promote people organisations leading to people's movements. LAN committee in the initial stage was not working effectively. It is only after clarification of its role and

responsibility, conceptual clarity on lobbying, advocacy and networking among members that now it has begun to address some of the area level issues from LAN perspective. The people's organisation committee did not understand the concept which affected its translation on ground. Once it was understood things have improved. Now information dissemination is easy and effective. LAN has increase the organisation strength of POs and their bargaining power as well. Data on tables 3A and 4A suggests that capacity building on these lines have taken place but there are a few who feel that it is not adequate. Reviewers' interactions with staff indicate that may be inputs are given but they are not reflected in their understanding and work.

**3.4.4** Tools as leaflets, posters, and wall writings were used and exhibited to the reviewers.

**3.4.5** Responding to the difference made by the presence of DBSS (especially with the RBA) and formation of POs the people across all the visits had the following general comments:

1. There is an increase in awareness of various social issues we are confronted with,
2. There is an increase in confidence and self-reliance and it is exhibited in our ability to present our concern and demands before the district and state bureaucracy.
3. We have been able to engage ourselves with a larger movement in advocacy.
4. Earlier we were not very organized when it came to representing our demands and we feel more organized now. Our ability to agitate even to the extent of road blockade has shown our organized strength.
5. We have been able to resist the domination of the high caste in the area.
6. We have been able to place our demand for various needs collectively to the

institutions and people that are in power in the area including the State.

7. Being part of PO has increased our feeling of safety and security.
8. The rich and powerful in the area have realised that they cannot undermine our collective strength and to some extent they fear our collective power.
9. The implementation of NREGA and other Government schemes are better than before.
10. We have become more courageous to pursue our demands through organized power (repetition).
11. We are able to articulate our difficulties much better (repetition).
12. Women's organisations have come up and SHGs are established.
13. Hygiene in the household and village has improved.
14. Women reported to have gained some freedom of movement. They are able to go out and get exposed to other realities and represent their demands and concerns at a public forum.

## **GB OF DBSS AND ITS ROLE**

**3.5.1** The GB was drawn from the church circle and therefore had no members from outside the church development and academic circles. The diversity of profession was seen but was limited from within the church. Baring a few GB members the sense of ownership and passion for DBSS and its work was not very apparent.

**3.5.2** Table 1 A (nearly 85 % respondents) shows that orientation of GB has taken place but our interaction indicate that GB members barring a few are not aware of their role and the contribution they can make being in the governance. It

appeared from the interaction that a large number of GB-DBSS members lack orientation about SBSS-DBSS vision, mission, objectives and the role governing board has in governance. Most of them, being new and changed nearly every year, have no time to get familiar with the goal and functioning of DBSS. The GB meets regularly at least twice a year though the numbers of people attend the meetings is limited. It was also mentioned that some of the GB members are professional and busy and therefore are not able to take interest in DBSS.

**3.5.3** In couple of DBSSs the secretaries are playing similar role in other Church related bodies as a result did not seem to have time with DBSS activities. In the interactions they did not exhibit much knowledge about what was happening in DBSS. In most of the cases (barring Mumbai where the chairperson has just moved in) the chairpersons were well versed with DBSS activities. The role of GB meetings seemed to be limited to hold meeting where the DBSS coordinator would report to them about the activities of DBSS. A few GB members were found to have participated in the programmes and functions of the DBSS.

**3.5.4** In Kolhapur DBSS there seems to be a tension between GB members and DBSS regarding the registration of DBSS promoted PO without the prior approval of GB members. The conflict needs to be resolved. Outside facilitation may help in creating a dialogue and resolving the issue so that the PO can move ahead. It appears that a regular communication and sharing about the works between the coordinator and Secretary of GB-DBSS is lacking. The secretary needs to make time for the DBSS and the coordinator has to ensure that the secretary is briefed about DBSS on a regular basis (once a month).

**3.5.5** The president of the DBSS in Kolkata was keen on setting up indicators to assess

the progress of DBSS and PO which would help in moving ahead. He also mentioned that DBSS must think of diversifying both in terms of resource mobilisation as well the work it does. It was said that static DBSS would be difficult to sustain. In one of the Dioceses the Bishop echoed the voice of a few people from the GB. He said that however desirable it may be in the given circumstances DBSS cannot be independent. At the moment there is financial support by the SBSS, which according to many is not adequate.

**3.5.6** Some of the GB members were keen on having control over finance than taking interest in what can be done with the finance available to enhance the activities. A couple of GB members seem to be more interested in publicity. For an instance, it was pointed out that the news paper report what the PO has done but no where the DBSS or the Church comes in the picture.

**3.5.7** Data gathered through questionnaire suggests that Resource Mobilisation Capacity Enhancement have taken place in last 2 years under the aegis of RCSA (Table 5 A). However except the North East DBSS no DBSS has raised funds on their own and done what they wanted to do beside the funds received through SBSS in spite of having the possibility to do so.

**3.5.8** It is also of concern that nearly 22% of the respondents do not see the selection of board members for Diocesan (DBSS) based on criteria of development work to a great extent (Table 28 B), the lack of knowledge of development issues found in our interaction echoes the data in the table.

## **DBSS STAFF AND ORGANISATION FUNCTIONING**

**3.6.1** The DBSS has both the paid staff as well volunteers as and when required. The

Governance as mentioned above is from the Church circle.

**3.6.2** The recruitment process of the staff was found to be done either by advertising for the post and conducting interviews thereafter or recommended by any GB member. Most of the staff was found to be new (particularly in Mumbai), indicating towards the high staff turnover. However in DBSSs like Agra, and Delhi some staff had served DBSS for considerable. This aspect also surfaced during the meeting where staff reported to get low salary which sometimes proves to be an inhibiting factor in their motivation and dedication towards working in DBSS. The enablers by and large appeared to be committed but lack certain academic qualification which could enhance their output and quality of interventions. Most of them were educated only till 12th or 10th stds. It seems that the lack of qualified and committed staff, lack of adequate salary and adequate monitoring and motivating factors become a vicious circle one contributing to the other.

**3.6.3** Each DBSS has a coordinator who oversees and manages the human and other resources in DBSS. Different staff (community enablers) handles different issues and areas. Most of the staff stay near their field areas and visit the villages in their cluster. All the DBSS staff come together once a month to discuss the progress of work and other related issues. The interaction and the hand on knowledge of the DBSS staff did not indicate that they frequented the villages and if they did it was just some hours of a day visit.

**3.6.4** In most of the interaction a few staff members were very vocal with clarity about vision and mission while there were substantial numbers of Staff who lack clarity, skills of presentation and focus on the questions asked. However, they articulated well about the work they are doing in different areas. They were able to communicate the process of choosing the areas for intervention,

planning of activities, motivating the locals and bringing them together to form PO/PMs. Overall the conceptual clarity and skill for social analysis was lacking .

**3.6.5** DBSS in different States are working on specific issues and have developed relevant as specified in the report and brochure. Some the expertise developed through experience and training are related to land rights, livelihood and food security, dalit rights, tribal rights, National Rural Employment Guarantee Act, RTI, Education for urban poor etc.

**3.6.6** Though most of the staff seemed to be dedicated towards their work, but they lack in-depth understanding of the issues which they are working with. They seem to be using concepts without much critical reflection. To give one example, in most of the places there is wage disparity based on sex difference. Many POs and CBOs justified the difference. This may reflect that the enabler have not thought through many issues related to the main issues they are struggling with in spite of the inputs provided by the RCSA staff as indicated in Table 26 B.

**3.6.7** For number of people livelihood is equated with BPL and ration cards. The interrelatedness of land rights, livelihood, food security, gender discrimination, and Acts such as NREGA, RTI did not reflect in the interactions with many of them.

**3.6.8** The RBA has after initial struggle and resistance is accepted by the larger constituency including the GB. However there is need for continuous awareness and input to reinforce the understanding that has gradually emerged. The interrelatedness of RBA, development and empowerment of communities need to be reflected upon to have a more holistic approach to RBA.

**3.6.9** The staff suggested that the RBA brings them in conflict with powerful exploitative people in the area. It was

suggested that security of families and their own become an issue to be addressed by the organisation.

**3.6.10** The data gathered (Table 7 B) suggests that CNI-SBSS and DBSS have gone through an organized reflection on the rights-based approach that is contextual to SBSS-DBSS work. However observation of the reviewers suggests the organised reflection on RBA did not reflect in our interaction with number of DBSS staff. It was often limited to accessing government schemes and programmes. Interaction with the GB (SBSS and DBSS) members indicates that some of them lack understanding of what RBA is.

**3.6.11** Not only by DBSS staff, but GB members and a few of RCSA members also understand gender issues as merely women issues. Gender issues were often interpreted as uncritical inclusion of women at various levels of governance and management and using them as forefront runner to raise common and public issues. The gender mindset, the power relationships and the gendered socialisation did not reflect in the interactions. In all the initiatives of DBSS, the women are placed in the forefront, with not much consideration for community at large and gender as an issue affecting all men and women and children. Violence against women was considered a non issue and some even consider that beating women occasionally was part of Indian culture.

**3.6.12** All the DBSS visited, in some degree or the other, have been successful in mobilizing people and have achieved remarkable results, though they still have to work a lot towards making their efforts sustainable and the POs viable and strong.

**3.6.13** THE DIAGRAM MAKING A DIFFERENCE IN THE COMMUNITY (SAP 2008:54) is not clear with regards to relationship and sequencing. From various staff (DBSS and SBSS) it appears that DBSS will facilitate formation of POs of

which NAM (Mahila Adhikar Manch) and PRIs (Panchayati Raj Institutions) are part. These POs eventually with political awareness and mobilisation will hopefully lead to emergence of People's Movement in the area/dioceses.

## **GOVERNING BOARD OF SBSS**

**3.7.1** Synodical Board of Social Services of Church of North India is an integral part of CNI-Synod with 15 members with adequate diversity and representation within the CNI circle. The total SBSS Governing Board is elected by CNI-Synod Ordinary Meeting once in 3 years. The continuity is not ensured formally. The GB-SBSS appoints the Chief Functionary of SBSS to facilitate, monitor, promote and manage the activities of SBSS in line with its vision and mission.

**3.7.2** The President and the secretary of SBSS interacted individually as well as a part of the group of board members.

**3.7.3** The GB members' view on globalisation and Right Based Approach were quite diverse and contradictory. Some of them viewed globalisation has a phenomena to stay and efforts required to swim with it. The negative aspects of globalisation and its ill effect on the reference communities did not reflect in their argument. While a few including the President were insisting that all is not well in the process of globalisation and if we do not want to resist and challenge some of these aspects than why are we here.

**3.7.4** The president and the treasurer seem to be quite aware of the problem of accountability with DBSS. They were aware of the inadequate salary of DBSS staff and the autonomy envisaged and practiced.

**3.7.5** The secretary within CNI has promoted a programme social service which apparently seems to be duplication or parallel of what

SBSS is doing. The SBSS staff have perceived the duplication and possibility of fund diversion which would otherwise be channelised through SBSS.

**3.7.6** The selection of board is heavily dependent of CNI personnel. Having expertise and professional outside the CNI church without turning the balance in favour of CNI is welcome. A formation of possible board is recommended.

## **THE SBSS HQ AND SERVICE PROVIDED**

**3.8.1** Interaction with Development Communication (DC) staff and others revealed that PARAM (what is PARAM can be put in a box) is a part of DC. The RCSA provides information to DC which is tabulated and edited and thereafter made available to the people concerned. PARAM is a good tool for DC, which promotes transparency and quick information across dioceses, Table 14B confirms our finding. However PARAM is not fully utilised by various stakeholders. Technological skill may not be so much of hindrance but motivation to make it more effective and being more accountable may be the issue to make it more functional.

**3.8.2** The staff confirmed in the questionnaires that visits and consultation by HQ staff have taken place (see table 11 A). Frequent visits by HQ staff to the field in various dioceses would not only create easy information flow from both sides but also improve learning and have first hand knowledge of work in progress and thus improve systems and improve work.

**3.8.3** DC can take up the responsibility of not only collecting data and information but analysing it with help of a few people in the field as well as HQ and make the analysis available to people. It can also provide documents pertaining to ground problems and possible responses.

**3.8.4** The system of flow of information and monitoring are well in placed but they need to be more systematically implemented and wherever necessary made more simple and manageable. Asking too many details if not able to tracked and monitored do not serve any purpose but demotivates people and the exercise loses its value. This seems to be case in many DBSS.

**3.8.5** As far as qualifications and knowledge are concerned the program staff has professional social work qualifications and/or significant social/development work experience (Table 6 B). Interacting with SBSS staff it appeared that SBSS has invested in staff development and finding corroborates with Table 15B.

## **RESOURCE CENTRE FOR SOCIAL ACTION (RCSA)**

**3.9.1** For community initiative, SBSS works with four CNI-Resource Centres for Social Actions situated in Agra, Ranchi, Pune and Kolkata. The four CNI-Resource Centres for Social Actions provide accompaniment services to the dioceses through DBSS.

**3.9.2** The information gathered suggested that the four RCSA have good hold on the thrust area of the Centre.

**3.9.3 *Pune RCSA:*** The centre focuses on land rights and Dalit studies. The two POs visited - Manav Adhikar Sangharsh Samiti (Marathwada), Dalit Samaj Vikas Parish (Kolhapur).

**3.9.4 *Kolkata RCSA:*** it is essentially responsible for conducting research studies for all the participating organisations in the CNI. Of the five dioceses covered under this RCSA, the visited dioceses Kolkata, Barackpore, and the North-East India are primarily engaged in livelihood and land rights.

**3.9.5 Ranchi RCSA:** The centre has taken upon itself the mandate of addressing issues related to tribal identity and rights of indigenous people (Indian Government does not recognise Tribals of India as Indigenous people).

**3.9.6 Agra RCSA:** Livelihood and Food security are thrust area of this centre catering to six dioceses of which UP, Punjab were visited.

**3.9.7** The RCSA staff closely works with the DBSS and provide the necessary services to all the DBSS staff. The RCSA also have specific specialisation within their staff. RCSA may provide services beyond the DBSS but by and large they are so far engaged with DBSS. DBSS in turn provide accompaniment services to the reference communities to sensitize socially, politically, economically and culturally to form People's Organization to People's Movement and establish an Alternative Political Forces.

**3.9.8** The Resource Person interacted with are adequately knowledgeable and well versed with issues of development, discrimination at macro and micro level with some amount of variation. Some of them have more in-depth theoretic grounding in development, empowerment and HRA than others. Table

**3.9.9** The reporting and documents for DBSS is done by the RCSA. PARAM developed by the SBSS HQ is a good initiative to make reporting simple, transparent and accessible to all. However there is a long way to make it fully operational. Beside the technological hiccup there are issues of motivation and skills to make it more effective.

**3.9.10** The staff we met in the RCSA are professional and are adequately competent to translate the mission of SBSS-DBSS keeping in mind the four As:

A = analysis,

A = Assistance,

A = Advocacy,

A = Action.

**3.9.11** The DBSS staff, as per the interaction, does not appear to be adequate to do so without the support of the RCSA in a substantial (conceptual clarity, analytical ability, professional competencies and managerial/technical skills) way.

## **SHGS AND THEIR ROLE IN BUILDING POS**

**3.10.1** SHG formation was found as part of all DBSS efforts and as mentioned above it was very women centred. DBSS has initiated SHGs in many places while in some places they had already existed. The SHGs have played dual role. They have been instruments of mobilising and organising women as well as providing some economic activity and supplementary income to women and household. Organising people may take varied shapes and forms, SHGs is one of them. However the SHGs are limited in numbers and scope of including many women and men of the area.

**3.10.2** Self Help Groups (SHGs) primarily means the groups that help themselves. SHGs as a concept and groups/organisations are familiar and common in many parts of the Asian countries especially in context of micro finance and credit. Over a few decades several informal, formal and innovative approaches in financing the poor in a substantiate manner have been experimented in many developing countries through SHGs. In her opening address Ms. Ranjana Kumar, Chairperson, NABARD at the High Level Conference on Microfinance in India on 3 May 2005, New Delhi, said that 7,78,501 Self Help Groups comprising 5,18,713 of new SHGs, and 2,59,788 of existing SHGs, have accessed credit to the tune of Rs.29.62 billion (2962 crore) from the entire banking system

(Dabhi, 2006). The SHGs are one of the alternatives as well as a supplementary approach to involve women specially in making credit facilities easily available to themselves out of a self managed pool of money generated through their own meagre savings. It provides women with the necessary motivation and support to take effective steps towards greater control of their lives both at the household level, the neighbourhood and in society (Dabhi, 2006).

### 3.10.3 The SHGs have come under criticism

in India as well as in other parts of south Asia. The SHGs are not always as effective as people claim them to be. However in the cases we have interacted they seem to have some purpose as mentioned above. Efforts are required to examine the present SHGs and vitalise them as well as increase their scope and minimise their limitation. It must be ensured that they just not remain economic ventures but besides economic empowerment they facilitate social empowerment in the community and address some of the gender, caste and issues of discriminative wages.

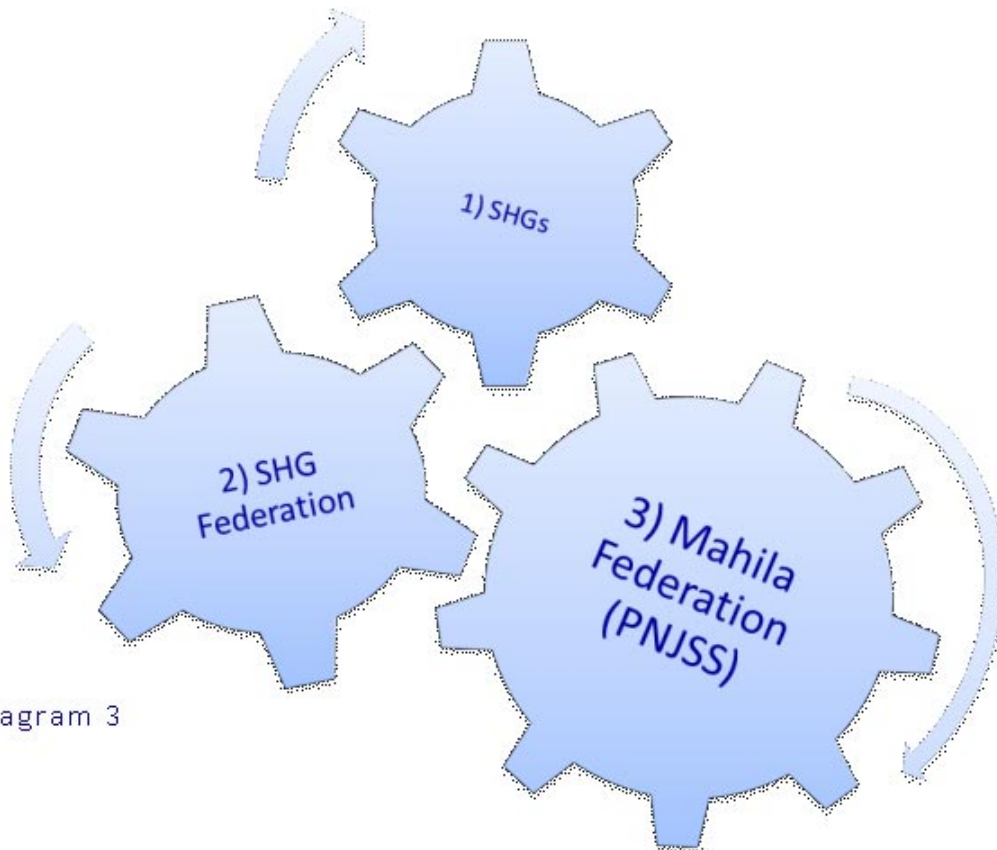


Diagram 3

**The Women Federation Model of DBSS, as laid down by Diocese of NEI**

**3.10.4** The Women Federation of DBSS, Diocese of NEI has laid down their model (Diagram 3) and it acknowledges the strength and limitation of SHGs and has moved forward :

- 1) SHGs: SHGs have just 10-15 women centred round saving a credit. The SHGs through a process of mobilisation federate as SHG federation.
- 2) SHG Federation: The membership still remains only that of SHG groups, and the objectives are still limited to saving and credit and to some extent getting engaged in social issues leading to women's and community empowerment.
- 3) Mahila Federation is an out come of a process through which Purbanchal Nari Jagriti Sangram Samiti (PNJSS) has emerged with 6069 membership. As claimed by the DBSS and the group the approach and the nature of engagement has changed and social issues are taken on board.

**3.10.5** When SHGs function only as savings and credit groups, they remain largely within the economic sphere of operation and even oblivious of social issues surrounding them. But when the SHGs realize that they also have the scope and space for development interventions and getting involved in socio-political issues then the place and role of SHGs become prominent and even threat to some of the power brokers in the area The DBSS with accompaniment of RCSA and community have moved in the right direction.

## **STATUS OF POS AND WAY FORWARD**

**3.11.1** It was evident from the field visits that all the DBSS have been able to mobilize people to promote people's organizations. The

people have clarity between PO and DBSS as an organisation. The existence of SHGs or/and promoting them have helped the process promoting PO. PO with a vision of promoting people movement is grounded in the Right Based Approach the DBSS and SBSS adopted.

*Social movements are not eternal. They have a life cycle: they are created, they grow, they achieve successes or failures and eventually, they dissolve and cease to exist.*

*A social movement is often created after a large number of people realize that there are others sharing the same value and desire for a particular social change. One of the main difficulties facing the emerging social movement is spreading the very knowledge that it exists. Second is overcoming the free rider problem - convincing people to join it, instead of following the mentality 'why should I trouble myself when others can do it and I can just reap the benefits after their hard work'.*

*Charles Tilly, a sociologist from USA argues that there are three major elements to a social movement:*

**1. Campaigns:** *a sustained, organized public effort making collective claims on target authorities;*

**2. Repertoire:** *employment of combinations from among the following forms of political action: creation of special-purpose associations and coalitions, public meetings, solemn processions, vigils, rallies, demonstrations, petition drives, statements to and in public media, and pamphleteering; and*

**3. WUNC displays:** *participants' concerted public representation of worthiness, unity, numbers, and commitments on the part of themselves and/or their constituencies.*

*Source: [http://en.wikipedia.org/wiki/Social\\_movement](http://en.wikipedia.org/wiki/Social_movement)*

**3.11.2** People's organizations (formal and legal) have diverse but area-specific thrust such as livelihood and food security, land rights, Dalit rights, tribal identify and rights etc. Under the umbrella of PO various CBOs are promoted and strengthened as shown below (diagram 4). It is also noted that the CBOs and POs are open and inclusive of all categories of people in the area. The groups interacted with had people from various castes but primarily from reference/priority communities. There were Hindus, Muslims, and Christians as members as well role holders.

**3.11.3** The concept of movement is yet not very clear among the members of CNI. Some characteristics of a movement as discussed in the box above exist in the area.

**3.11.4** The POs have initiated movements for land right and other issues described above with some success in achieving their goals – such as acquiring land, minimum wages, job cards, BPL cards.

**3.11.5** However the achievements need to be carried forward. Certain amount of stagnation and riding on success of past is found. What have we achieved, what is the way forward, where do we go from here are some the questions the POs have to discuss along with DBSS and RCSA.

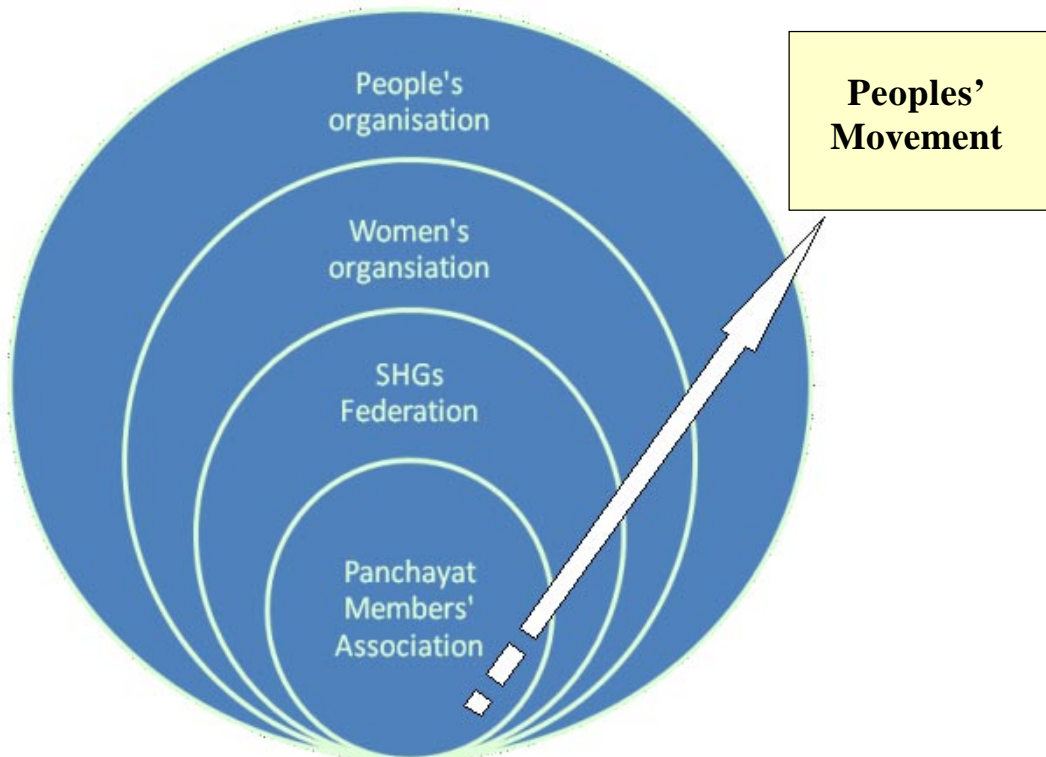
**3.11.6** The POs and the related CBOs have to make a conscious effort to ensure that gender equations are addressed at all levels and in all their efforts. SHGs often focus their training on economic activities (some of them what we might consider the stereotype – *papad* and candle making), which is important but unless gender awareness is taken on board the empowerment of the group and community may suffer. An engendered mindset, relationships, engendered sharing of labour roles and creating more gender just relations need to be addressed in the trainings. It must be noted that the achievement of the POs have been largely due to the women and yet some of the issue of gender relationship in the private and public places are not addressed.

Diagram 4



**Peoples' Organisation Structure**

Diagram 5



**Peoples' Organisation Model**

**3.11.7** The above diagram seems to depict the model followed in the dioceses visited, with little variation. The model seems workable and initiatives to formalise the model are under way in all the dioceses visited with various degree of effectiveness. The above processes discussed seem to be in the right direction in promoting people's organisation.

**3.11.8** The model followed has the advantage of learning from smaller organisations/units and moving into larger units at the same time gaining in organising and organisational experiences. The process the model assumes helps in taking on multifactor issues as the organisation/s

have to deal with many actors and factors at the area level.

**3.11.9** The diagram 5 indicates the progression in which the SBSS-DBSS are moving with some amount of success. The Putting it differently the strategic plan has the potential and workability of bring about change in the society. As shown the people's organisation is inclusive of the various CBOs and people's group.

**3.11.10** Each organisation and its relationship with the larger PO is not clear and thought through yet. In course of time this need to be discussed at all levels for clarity, emerging ownership of PO and making it functions more effectively.

## **CAPACITATING PEOPLE'S ORGANISATION**

**3.12.1** Capacity building of people is vital component of institution building and equally important in the process of empowerment of people and communities. Enhancing one's capacity and the capacity of the group helps communities to live, adapt and challenge the socio-economic and political order and environment and the milieu they live in. Further, the emphasis on the process of capacity building is also linked to the notion of 'sustainability and strengthening of secular and democratic civil society' in context of India. Interaction with the people in the field, the members of POs and the reports of RCSA of DBSS revealed that some amount of training programmes have been held for the grassroots as given here.

1. The training of the CBOs and POs include Panchayat provision awareness, SHGs related inputs, skill training regarding concrete economic activities, input on NREGA and RTI.
2. Gender awareness is given as part of the inputs.
3. However from the intervention it appears that a sustained training on gender, rights based approach, PO have not organised except for some discussion.

**3.12.2** Capacity building trainings seems to be continuous as per the data procured through the questionnaires. The only exception is Delhi where only 42 % the staff confirmed this (Table 19 A).

**3.12.3** It is therefore *recommended* that following training may be discussed and be included.

**3.12.3.1** Creating critical consciousness: In the context of SBSS-DBSSS efforts to promote POs leading to people's movements, the use of social analysis is one of the capacity building measures as well means for creating 'critical

consciousness' among the grassroots as Paul Freire highlights in his book the Pedagogy of the Oppressed.

**3.12.3.2** Ability for social analysis: Learning and doing social analysis is an important and foundational ingredient of any process of capacity building. A capacity building process, built on a multidimensional social analysis is envisaged to help the POs and the reference communities in which they live 'to determine and sustain an equitable and inclusive development process. It is important for both community leaders as well as the DBSS staff. It is both a process and outcome of examining and unravelling various forces, their dynamics and interactions that determine the lives of an individual, a community, a society and a country. Social analysis is usually seen as a process through which one tries to obtain an ever more complete picture of a social situation by exploring its historical and structural relationships. Social analysis involves mapping and measuring of relationships and flows between people, organisations, groups/communities (caste, religion ethnic). It also includes examining the socio-cultural, institutional, historical and political context of the group/community, and its relationship with other communities in the village/area. It further includes analyses of stakeholder views and priorities, including as many relevant stakeholders as feasible in the development and empowerment process.

**3.12.3.3** Gender awareness and sensitisation: Gender equality and gender justice are part and parcel of human development and healthy society. Gender cannot be considered as a mere cross cutting theme but as an under girding theme that keeps the gender question alive all the time. Ability to promote and create gender awareness and gender-just work culture should be developed among various people at various levels. Gender awareness and sensitivity should be a regular ongoing program of the Church and in the field.

Training of people in engendered leadership patterns, spreading gender awareness among all women and men is important for all those who are engaged in the process of justice.

**3.12.3.4 *Capacitating the Staff*** : Social intervention through empowerment and development by non-government organisations requires committed and qualified staff and/or volunteers. In the changing world, ongoing formation of staff is important to meaningful intervention for social change and facilitate people's organisation and support movements. SBSS through RCSA has provided training inputs to DBSS staff.

1. Capacity building of DBSS staff included training on Panchayat Raj, Human Trafficking, advocacy, leadership, the NREGA, RTI and documentation etc.
2. Exposures to other areas and organisation have been a part of the capacity building.
3. Making presentation in the group on work done or an issue were mentioned in a few DBSS.

**3.12.3.5 *Capacitating the DBSS personnel*** on the following may be considered.

1. Ability to understand and implement the Right Based Approach as SBSS and DBSS have courageously taken upon itself to promote and adhere to RBA.
2. The idea of PO leading to people's movement and emerge as a new political force is a right path SBSS and DBSS have agreed to walk together. HRD argues "achievement in eradication of human poverty depends, first and foremost on people's ability to articulate their demands and mobilise for collective action (HRD 1997)" and this is feasible through people organisations and movements. Therefore mass level awareness and educational campaigns which include understanding of human rights, constitutional provisions, role and obligation of the State, and rights and responsibilities of the citizen, is essential.

**3.12.3.6** Basic managerial skills will help the DBSS staff in managing the grassroots activities and programmes.

## CHAPTER – 4

# MAINSTREAMING GENDER CONCERNS

### BACKGROUND OF THE PROCESS

**4.1.1** One of the main challenges for the CNI-SBSS is to be radically relevant in the context to shape the faith response of the Church through empowering mission among God's people. There is a conscious effort to align the perspective of justice in all the diversified tasks such as prioritizing food security, affirmation of identity for all, access to basic human rights and dignity for all with that of the gospel values.

**4.1.2** The evaluation process will highlight how and where there is a vacuum in this process and how the same can be addressed in concrete ways.

### THE AIMS AND OBJECTIVES

**4.2.1** The terms of reference crisply states the two fold task:

a.) "to examine and study mainstreaming of gender issues and concerns in governance and management and programs and activities inclusive and biased towards women.

b.) The theological understanding of CNI - SBSS in context of its program and activities and its realization in its efforts towards building movement of reference communities.

### CRITERIA FOR OBSERVATION AND STUDY

**4.3.1** While the category of women's experiences as a primary source for gender analysis is underlined and accepted as important content by all, it is necessary to further sharpen the gender perspective within the framework of justice. The relevance of this evaluation lies in its ability to identify the spaces / points where equity, transformation and justice are denied overtly and covertly to one section of the society because they are women. The perspective of justice need not to be abstract at all for it looks to the way women's lives experience a better quality of life and grow towards affirming their own bodies, rights over their own bodies and how women take control of their lives, their bodies, their voice and speech.

**4.3.2** Gender is not a new term/ concept to CNI-SBSS and this is evident in the way gender perspective is narrated as an important critical and integral perspective in the Rights Based Approach adopted by the SBSS. (See Let Justice Roll, SAP October 2005 - September 2008) However, when one takes a critical look in to gender aspects in the field, in the reference communities, there seem to be a vacuum in the system that prevents gender injustice and violence from being named as issues. The formulation of criteria therefore will bear this challenge in mind while naming women's experiences and analyzing the same critically as a primary resource.

**4.3.3** In spite of working on women's issues, organisations fail to mainstream gender in their empowerment initiatives due to lack of clarity in perspective and ideology. Thus, gender concerns become insignificant while other issues get highlighted. To resolve this concern, CNI SBSS opted and tried to address Gender concerns as a cross cutting theme and introduced it effectively in the last project phase of Let Justice Roll.

restricted to women alone ensuring equal representation of the sexes in organization nor it intended to conduct programme exclusively for women though stress was put on this aspect. Gender mainstreaming includes women but does not exclude men. For SBSS, mainstreaming is a strategy to establish gender equality by creating space for both the sexes so that shared vision would come as reality through collaborative approach.

## **KEY QUESTIONS EXPLORED**

**4.4.1** How do women experience their own bodies at home, in society, in religions, rituals, and traditions and in politics?

**4.4.2** How do women gauge their own sense of power, worth, powerlessness, achievement, vulnerability and helplessness in their daily lives?

**4.4.3** How do women express their dream of an alternative world?

**4.4.4** Do the women feel they have the right and power to translate the self-confidence they achieve through SHGS into a permanent sense of "Self" in a larger context, at home, church and society?

**4.4.5** Can women's quest for equity and justice gain strength and propel people's organizations into becoming people's movements?

## **PROGRAMME INITIATIVES**

**4.6.1** In 2004, SBSS launched a gender desk. A qualified development professional was appointed for coordinating the gender desk. There was an accompanier available for discussion. Gender team was also formed pooling resources from different Resource Centres. At the DBSS, a staff for gender was identified and appointed the team were given training both in house as well as send for exposures and programmes gender specific organizations like Jagori and Vistar. Efforts were taken to redefine the policy of organisation. A policy on sexual harassment at workplace was introduced. Adequate budgetary allocation was also made available.

**4.6.2** At the organization level SBSS had tried to make a more gender inclusive board. At the office bearers SBSS has a women treasurer. CNI SBSS amended its constitution for fair and due representation. In SBSS program team women leaders played a key role. Coordinator of the Program Resource Team is always a woman. Working atmosphere at CNI SBSS is sensitive and responsive to needs of women staff members. Due support from management has been ensured. Santosh George and Bibhudutta Sahu have attended various training programs.

## **POLICY AND PERSPECTIVES**

**4.5.1** CNI SBSS defines gender in terms of power distribution and emphasize on ensuring gender equality in terms of policy, programme, resources allocation and procedures of the organization contributing to organizational transformation. Therefore, gender mainstreaming as a process was not

## **INTEGRATING PROGRAMMES**

**4.7.1** SBSS has set certain objectives in order to mainstream gender at all levels. Gender was integrating in key issues (e.g. land/livelihood/ exclusion) and in the Planning, Monitoring and Evaluation processes at DBSS and SBSS levels. There was an attempt made to include church institutions and systems for the cause to develop new leadership and ensuring power in favour of women. From these objectives it is clearly visible that 'gender' was a plan to address the issues (mainly livelihood and food security and land rights) that SBSS is focusing as well as strengthening the mission agenda of the Church.

**4.7.2** For integrating PME and Gender, issue-based database at field level was developed at the DBSS level. This gave opportunity for collating gender specific information. To do so, appropriate format was developed to capture trend analysis of SHG (Self help group). Database development and systems development initiatives helped SBSS to ensure these objectives. Initiative has been taken in promoting women leadership at both the community level and at the work place. Identification of potential women leaders have taken place at from the SHGs and federations who have contested the PRI election under their independent banner. In order to strengthen the gender initiatives most of the Micro credit were federated in to Mahila Adhikar Manch that're involved addressing the social and political issues.

## **OBSERVATIONS**

**4.8.1** The previous evaluation also named the importance of understanding Gender as a critical tool of analysis, of power and as necessary to correct our notions of development and transformation. Indeed the gender perspective has to be understood and integrated not only in terms of number, of visible presence, but in terms of correcting

structural inequities rooted in gender discrimination. Gender has to be seen not only as a cross cutting theme and addressed in all the other major foci or unit but as an under-girding principle that reconstructs and re-imagines a different future.

**4.8.2** SBSS' work in gender, as a part of church becomes more demanding and needful. Earlier evaluation too had pointed towards SHG-centred economic developmental initiatives and sporadic attempts in addressing violence against women. Victory in the PRI elections contested with SBSS' support and participation of women in large numbers for SBSS programmes are noteworthy. So SBSS' decision to transform SHGs into Mahila Adhikar Manch rather than federations is indeed a very progressive step.

**4.8.3** SBSS has certainly gone a long way in its effort to consciously integrate the principle of gender justice. One of the women office bearers of CNI-SBSS is a woman and this is only one of the examples. There are quite a few women recruited as staff. Gender Training through seminars, workshops and other opportunities have been arranged for the staff of SBSS in the past. This intent can also be followed up with the DBSS staff and those who work in the reference communities.

**4.8.4** There are visible and invisible structures of power that people are conscious of as oppressive. This is seldom perceived but generally internalized as normative culture that is ideal for a society. The DBSS and the CBOs need to be helped to detect this structures and mindset around those structure and plan out a transformation strategy and action plan.

**4.8.5** Corruption in high places has eaten into the vitals of the Indian society and it directly affects the pace of development and empowerment of people, especially women who have traditionally accepted their secondary identity and social status.

**4.8.6** Women compromise with justice when they are half way. Their mind is tuned to believe that real empowerment is not possible and therefore, they get satisfied with the crumbs that fall from the table. For example, they do not think it is a problem if only their husbands were given job card while they themselves are denied. The ideal image of a “sacrificial woman” plays on her mind and silences her from naming gender discrimination.

**4.8.7** The promises of the government on the one hand go hand in hand with the level of corruption of officials and those executors of projects and programs. Gaining knowledge of different opportunities and schemes provided by the government for the people is applied within the same fundamental framework of gender disparity in culture and tradition. Unless the culture of patriarchy is understood and addressed as an issue at the very core, it is difficult to uproot patriarchy and bring about change.

**4.8.8** With regards to patriarchy it is like other kinds of discrimination women face it is important to resist it at home and outside. In the given rural scenario for women personal has yet not become political and therefore strategy and actions have to be worked out to resist patriarchy at all level.

**4.8.9** Women are able to name gender discrimination as violence against women when issues such as domestic violence, discrimination of wages, devaluation of labour, dowry, sexual harassment, eve teasing, rape, and other overt forms of physical violence. However, many of these women find it difficult to name issues like “witch hunting” (in Ranchi) as violence against women because women participate in perpetuation of patriarchal structure and values through their consent and support.

**4.8.10** When women have “learnt to be helpless” and have internalized patriarchal culture, values and world as normal, normative and ideal, the violence that women experience is often absorbed as

inevitable, fate and constructs a ‘permanent wounded psyche’, an inferior self image. The challenge for mainstreaming gender issues therefore is to first of all be clear on the vision of justice, an ideal that is rooted in the mission mandate of justice namely “life in abundance - for all, regardless”. Justice cannot be doled out in small doses, in installments. Once “violence against women” in any form, under any label (culture, male ego, too old a system that is here to stay”) is denounced as fundamentally wrong against individuals as well as against God, it is possible to redefine the process of empowerment anew.

**4.8.11** It is indeed heartening to see many women registered as members of Self Help Groups as part of capacity building programs. The women themselves boldly articulate that there is a distinct change in the way they have grown in self esteem, and self- worth. The confidence with which they are able to choose different options and move forward in economic independence is surely a mark of distinct achievement for SBSS and the host of staff at different levels. Women’s listening to their own voice, hearing themselves into speech is certainly going higher in the level of empowerment. There is a possibility for these spaces to be made more radical and dynamic. The focus of the program is largely on “how much loan can be made accessible to SHG women, from which quarter(s)” or “how can more number of SHG units be formed in a given area / village / reference communities”. Women have already begun to use the SHG space to share their personal stories, of success and failure, of their needs and dreams, of both individuals and communities. When new ways and spaces are created to knitting individuals into communities, it is a definite marker of progress in the process of empowerment.

**4.8.12** Different models of leadership, of being, and use of power and money are important for unlearning patriarchy, and relearning the values of “life in abundance

for all". The training of those women who have been elected as leaders of Panchayati Raj is certainly a program that would go a long way in building different models of leaders who prove that there can be an alternate way of governance and being.

**4.8.13** Gender sensitization programs conducted periodically, by a team of experts comprising of women and men is a must to keep the perspective of gender alive. A special program on addressing the issue of violence against women should be taken up by the men, as a strategy. This is to help women and men to address an issue that is condoned as culture. Street theatre programs, simple study material, audiovisuals like short films would certainly help in driving home the point of gender awareness.

**4.8.14** What was striking was that whereas women were quite vocal in articulating the concerns and needs of the whole community, such as need for good roads, water, land etc, they did not seem to give the same priority to the issue of human dignity and human rights of women. One of the reasons for thriving of patriarchy was the tacit support of women under the banner of culture, and labels such as *pativrata*, *sumangali*, ideals of Sita and Savitri and so on. The link between the personal and the social, the public and the private is very important if one aims to move from PRIs to SHGs to POs and people's movements. This only underlines the importance of partnership of women and men in the struggle for justice at all levels.

**4.8.15** When programs for women are envisaged, there is a tendency to look for traditional, stereotypical roles and functions for women and men in society. Alternate skill training, helping women and men to discover the potential and talents beyond their gender limitations is important to redefine the future course of action of empowerment by the SBSS.

**4.8.16** Occasions like International Women's Day celebrations, Women's Sunday events and other marked days of the calendar help in underlining women's issues as a priority. However, if the perspective of gender justice is integrated as principle for formulating policies, for monitoring, for evaluation and other related tasks, then gender perspective will cease to be just a perspective. It will become a necessary tool of change. Concerted effort to bring about awareness and sensitivity among men and community leaders with regards to gender justice will go a long way in DBSS' interventions with CBOs and communities.

## ROAD AHEAD

**4.9.1** What requires SBSS is more than intention. There should be systematic working/ discussing groups in CNI SBSS. WFCS linkages were restricted to one time event though it was not planned. SHG could make strategic shift. In NREGA, very few women got job card. In Land struggle joint patta was ensured. In POs women are not getting due place. Interest of staff remains to operate at issue based framework than gender inclusive atmosphere. Leadership was interested to celebration than long term perspective based programs. Gender also got isolated from various campaigns in spite good participation of women. PRI women need to come together for political mobilisation and bargaining. Still they get adhered to women's issues than redefining the power.

## CHURCH MISSION ENGAGEMENT

### THEOLOGY & CHURCH MISSION ENGAGEMENT: AN OVERVIEW

**5.1.1** The SBSS is firmly rooted in its vision and mission on the faith mandate that God has created human beings in God's own image. The creator God is a God of Justice and wills fullness of life for all regardless of race, gender, class, creed or caste. The Church (*ecclesia*, a called-out community) derives its meaning and purpose for existence in this world by being and becoming a community that will live for the other. The relevance of SBSS and DBSS as 'agents of God who participate in the struggle to build communities of Justice' can be tested by the extent to which local congregations are motivated to join the struggle for liberation.

### PERSPECTIVE & POLICY

**5.2.1** Being an integral part of the Church of North India, SBSS since its beginning is involved in developing Comprehensive Human Community (CHC) as an instrument for transformation and renewal of both the church and society. But in 2003 when the SBSS programs underwent evaluation, it was found that most of the activities related to 'Congregation Action and Participation' (CAP) were limited only to workshops and meetings. The dioceses were focused as a 'unit of intervention'. In CAP apparently no effort were made to involve the local congregations intensively though it was expected. Programmatically this theme was addressed through training, workshops, consultation and retreat involving selected

representatives from the pastors, lay leaders, youth and women not yielding too much success.

### PROGRAMME INITIATIVE

**5.3.1** Since 2004-2005, SBSS developed strategic shift with a new perspective and thrust of involving the local congregations in mission engagement, the foci or the unit of intervention change to local congregation from the diocese. A change in perspective took place from 'Congregation Action Participation' to '**Church Mission Engagement**' (CME) which is stated clearly in the SBSS perspective plan and strategic action plan. The CME as a cross cutting theme become a core and energizing force to integrate the mission agenda of the Church to be in solidarity with the poor. Thereby empowering its constituency to identify with the poor and respond appropriately for suitable changes (Resistance and Hope - perspective plan 2005-2015). It aims at identifying the local congregations in each Diocese (minimum 4 congregations, both urban and rural) and then equipping and supporting them (ref. Let Justice Roll : objective 4). It was decided to follow a graded approach during the triennium and 4 congregations per diocese were identified as a model. The shift was very programmatic and emphatic to bring change in community where congregation and community will be engaged and interwoven. Soon after the new theme of CME, SBSS launched a CME desk. An ordained minister of the Church with Bachelor in Divinity (BD) was appointed for coordinating CME. A CME

team was also formed pooling resources from different Resource centres. At the DBSS, a staff for CME was identified and appointed the team were given training both in house as well as send for exposures and programmes to CNI and other church related institutions. A resource pool of trainers and practitioners was developed

**5.3.2** After the introduction of the Church Mission Engagement programme into the diocese the first step taken was to identify the congregations as well as the CME leaders who will take the CME process forward. The CME desk has also evolved well defined criteria for selecting these congregations (Let Justice Roll 2005-2008). There are 3 criteria for selection congregations

- Congregations located within the boundaries of the SBSS reference areas which are called the **congregation as change agents**
- Congregations very close to SBSS reference area which are yet to involve themselves in the struggle of the poor as congregation **building neighbourhood community**
- Congregations located outside SBSS field and have no relation with the DBSS reference community as congregation **in solidarity with the poor**

**5.3.3** Most of the congregations at the diocesan level are selected keeping this selection criterion in mind. The selection procedure is discussed in the DBSS board and approved. The list of the congregation selected under the CME is also approved from the synod

For developing a shared perspective on CME a concept note was developed by the CME facilitator which was discussed at the DBSS and SBSS level. To strengthen the perspective several orientation workshop were organized in different dioceses like Agra, Amritsar, Barrackpore, Durgapur, Lucknow, Rajasthan North East India, Chotanagpur, Cuttack, Delhi, Marathwada,

Sambalpur, Eastern Himalaya and Jabalpur. As a result 53 congregations have been identified for CME interventions in 19 dioceses. It was a long term process of building ownership of ideas and concepts.

All these dioceses have also identified CME facilitator. The facilitator in DBSS is community enablers having multiple roles. In order to strengthen their capacity and enhance the perspective of the facilitators an in-house training organized by SBSS.

**5.3.4** In order to develop new leadership for social entrepreneurship an internship programme was organized for the last 3 years by the CME desk for the Bishops College a theological seminary in Kolkata. The internship programme aims at developing mission praxis of SBSS as well as enhanced their theological base. The internship programme offers 2 types of programme, the first one is for 10 day called as *Encountering Ecumenism* and the other is for 6 weeks called *Experiencing Ecumenism*. Every year 15 students from Bishop College participate and equip themselves for mission engagement. The CME desk has also developed materials for the Reformation Sunday for the last 2 years. The Celebration calls congregations to reform them to meet need of the world in action.

**5.3.5** Meanwhile the SYNOD of CNI initiated a programme similar to CME for the congregational renewal: CREEM. (Congregations Renewal for Effective Engagement in Mission) Presently CME and CREEM have undertaken programmes in partnership. The Chief Coordinator and the CME Coordinator are in the core committee of CREEM. This will help in creating collective leadership involving more congregations and having more intense work and better coordination

## **METHODOLOGY OF EVALUATION OF THE THEOLOGY AND CME**

**5.4.1** The methodology to examine and evaluate aspects of theology and CME demands a critical understanding of the theological basis on which SBSS rests, and narrates its mission task. Recapitulating the themes that served the SBSS in directing its mission task in the past helps to show how seriously, the theological underpinnings are considered. Some of the key themes like “from Charity to Justice”, “Let Justice Roll”, “Church for Resistance and Hope” and so on constantly help to redefine the nature and goal of the Church in context. The field visits, sharing by community enablers with specific responsibility for CME, sharing of stories by women and men in reference communities, the discussion with DBSS and the Board: all these served as crucial resource to analyse, interpret and review the theological aspects and CME.

## **AIMS AND OBJECTIVES OF EVALUATION**

**5.5.1** The terms of reference crisply states the task as looking into the theological understanding of CNI - SBSS in context of its program and activities and its realization in its efforts towards building movement of reference communities. How can the Church be motivated to engage in mission of justice? How can the Church make the whole congregation to be committed to stand in solidarity with the suffering, the poor and the marginalised?

## **CRITERIA FOR OBSERVATION AND STUDY**

**5.6.1** The SBSS aims to sharpen the perspective and commitment of the Church to identify with the poor and the oppressed. The document titled “Congregation in Solidarity with the Poor” states the fundamental framework for CME. “As fire exists by burning, the church exists by

mission”. It becomes imperative to comment on the clarity with which the mission mandate of the church is articulated in this document. In other words, there is a clear articulation of “accountability to the people and accountability to the Gospel, spelt out in clear terms. However, whether this vision has become a reality in context is a crucial question.

## **PERSPECTIVE AND FRAMEWORK FOR EVALUATION**

**5.7.1** The theology of the Church/ (ecclesiology) is also clearly articulated in the document describing the opportunities where the church can be more effective an instrument for the cause of justice. The question that continues to challenge our values is to ask oneself whether one can be truly accountable to the people as well as to the Gospel. The Church is the Body of Christ. One cannot plead for the identity of the Church as the Body of Christ and yet be selective about who can belong to the Body of Christ and who not!

## **THE ROAD AHEAD**

**5.8.1** Role and Identity of CNI-SBSS: The CNI-SBSS has carved out its identity, role and function in the light of mission statement of SBSS.

**5.8.2** Justice cannot be given in installments, nor achieved in small doses. One has to become conscious of how a whole system called “Church” defines its own calling and purpose.

**5.8.3** Suggesting the possibility of sharing resources, power, roles and functions with the local congregation becomes a point for re-definition of the church.

**5.8.4** New sermons, Bible Studies, liturgies on the theme of ‘understanding of mission’ could help in sharing the vision of justice, for all. Organise annual retreat for all the

staff, to sharpen their faith formation and articulation.

**5.8.5** Redefining the quality of Life that God desires for every human being is for the “Image of God” to grow to its fullest potential. The Congregation can be educated to get involved in Fair Trade and other avenues that provide alternate schemes for the poor people.

**5.8.7** Jesus’ perspective helps to clarify what we as the Church are called to do in situations of injustice. Jesus never got angry with those who derided and scorned him when He was on the cross. He forgave the sins of those who abused him. On the other hand, Jesus does not simply forgive those who oppress the poor and the weak. In the cleansing of the temple in Jerusalem, Jesus was so angry with the religious elite who cheated the poor and the weak.

## **CONCLUSION**

**5.9.1** The shift from CAP to CME took time in internalizing the perspectives, process and approach. Almost all the dioceses are in different stages but most of them have identified the congregations and selected the

receptive leaders in their congregations. The next stage is to go for equipping and supporting. The detail data of the congregation has not been taken which created a lack of understanding of the context. Some of the congregations were still undertaking the similar and regular activities of the DBSS which required strategic shift. The capacity of the CME facilitator varies from DBSS to DBSS. The Reformation Sunday worship material and Liturgy was contextual and prophetic. Though it was distributed across the dioceses of CNI, no appropriate data is found as to how the materials were used.

**5.9.2** The clarity with which SBSS set off on its journey of mission of justice three years ago has certainly come a long way. The same clarity needs to be present also among all those who work in different capacities at the DBSS, RCSAs and community enablers’ levels... The quality of life that the people expect and experience has changed marginally throughout India. The process of empowerment that we dream of, needs ‘catalysts’ who will quicken the process of transformation There in lies the calling of the Church to be like yeast in the leaven, the salt of the earth and light of the world.

## FINANCIAL EVALUATION REPORT

### **BOOKS OF ACCOUNTS & INTERNAL CONTROL**

**6.1.1** SBSS maintains proper computerised books of accounts in Tally software on day-to-day basis.

**6.1.2** At the Resource Centre level also proper books of accounts are being maintained which are being consolidated at the Headquarter level on monthly basis.

**6.1.3** At the DBSS & Diocese level also proper books of accounts are maintained. However it was noted that all the expenditures incurred at DBSS level was being consolidated at the SBSS headquarter on monthly basis. Such consolidation creates an accounting problem where the DBSS or the Diocese is a separate legal entity. Because the same expenditures are also reported in the FC and IT returns at the DBSS level, as a result the expenditures get reflected in two audited statements as SBSS also shows them as expenditure. The correct legal and accounting procedure would be to treat transfers made to DBSS as grants and consolidate the expenditures incurred at DBSS level only in subsidiary records for donors reporting purposes. In returns filed

to IT and FCRA authorities the grant made to DBSS should only be shown. Similarly, the balance available at DBSS level should not be shown as balance available with SBSS.

**6.1.4** Vouchers are properly prepared and maintained. The supporting and evidences were also found to be adequate and well organized. Overall the financial control system is adequate and well organised with necessary checks and balances.

**6.1.5** The bank accounts are operated on dual signature basis. It was noted that there were three signatories out of which any two could make a payment by cheque. The following are the signatories :

1. Mrs. Kiran Elizabeth Jeremiah
2. Dr. Shailendra Awale
3. Dr. Samuel Kishan

### **OVERVIEW OF PROJECT AND DISTRIBUTION OF FUNDS**

**6.2.1** The total project outlay for the three year period 2005-2008 is around Rs. 115.38

million out of which the donor contribution is Rs. 106.75 million. The details are as under :

Funds Received during the period Oct. 2005 - Dec. 2007

Receipts	Budgeted	Actual
EED	62.40	55.40
BftW	27.00	18.02
Christian Aid	17.35	18.70
	-----	-----
Total	106.75	92.12
	=====	=====

**6.2.2** It was noted that out of the original budget of Rs. 106.75 million the share of Diocese/DBSS was Rs. 71.34 million which is around 67% of the total funds available (*See Annexure-03*). However it was noted that the funds transferred to various Diocese/DBSS was Rs. 48.39 million which is around 53% of the funds received during the period (Details as per *Annexure-04*). There is a sharp decline in the share of the Diocese and DBSS. In other words the funds applied at SBSS level increased to close to half of the total funding from the originally envisaged 1/3rd allocations. As per the original budget the expenditure at SBSS level should have been 33% but as per the actual figures it comes close to 47%.

**6.2.3** It is important to understand that the originally proposed budget in 2005 was in excess of Rs. 150 million but due to fund constraint it was reduced to Rs. 106.75 million which resulted in considerable decrease in the programme component at the Diocese and DBSS level. And a further cut in funds transferred has impacted greatly the availability of funds at the field level. The situation has come down to a radical level where the salaries and administrative components has become too high and virtually very little is left for programmatic interventions. For instance, every month Rs. 904788.00 is being paid

to staff at DBSS level (As per *Annexure-05*). If we multiply the monthly salary over the period upto December 2007 then it comes to around Rs. 25 million, therefore, it can be seen out of Rs.48.39 million transferred to DBSS during the period around 52% is spent on salaries alone. There are other administrative expenses also. It seems that in the effort of reaching diverse and large number of communities the finances have been distributed too thinly which may affect the quality of the programme.

**6.2.4** In addition to the 52% salaries incurred at DBSS level the salaries at SBSS level are Rs. 5,05,250.00 which is around six million rupees per year and will be around Rs. 14 million for the period upto December 2007. Therefore, it can be seen that out of the Rs. 90 odd million funds received, Rs. 39 million have been incurred on salaries alone which is 42% of the total budget.

**6.2.5** In the next phase it is necessary that the anomalies regarding administrative component and salaries are addressed with greater diligence. Also, there is a need for greater clarity about the funds distribution between SBSS and the partners. Further the salary component at each stage needs to be reflected properly, currently the funds spent at SBSS level are much higher than the original allocations and the administrative component at DBSS level is much higher in proportion leaving virtually very little for activities.

## DATA MANAGEMENT AND MONITORING

**6.3.1** Data management and monitoring are two important and inter-related tasks for any organisation. At SBSS these both need to be improved upon. The subjective and narrative reporting by the DBSS create

masses of data which can not be aggregated or analysed to understand important implementation trends, nor can they be used for monitoring purposes, etc. For instance, the narrative reports are too vague and unverifiable in terms of the reporting period specific facts and figures. In financial reports at the planning stages itself there is no clarity about the breakup components of each budget lines. For instance salaries are booked as programme facilitation. As a result the monitoring and reporting becomes more of a routine exercise rather than a scientific tool for analysis and decision making.

**6.3.2** In the next phase it is necessary that the budgetary planning is done in a more comprehensive manner. And the breakup of the permissible expenditures under each budget head is also specified. There is a need for greater understanding about the permissible natural head under each programme head. For example, if the budget line is “Accompaniment services” it is not clear what are the type of expenditures permissible under this head and in what proportion ? With such lack of clarity monitoring and variance analysis will not be very effective. A concept note on programme heads and natural heads is provided in *Annexure-06*.

**6.3.3** Proper monitoring is being done by SBSS over the partners and around 4 visits are made to each DBSS partner during the year. It was also noticed that under the leadership of finance team facilitator Mr. Bidyut Sagar, many innovative tools have been developed for financial accompaniment and monitoring. Some of which are as under :

- Finance accompaniment instrument
- Financial status report
- Monthly monitoring report
- Monthly variance analysis
- Status and books and records maintained at DBSS level

- Half yearly planned and implementation status.
- Half yearly cash flow status
- Mid-term assessment, etc.

**6.3.4** The capacity of the finance group for monitoring and management of the programme is highly commendable, however there is no formalisation regarding the generation and processing of the above reports. There is a need for setting up of a properly formalised MIS and reporting setup within SBSS for analysis and decision making on the basis of the work which is already done in an unorganised manner.

**6.3.5** Further partners should be advised to distinguish between a short term report and a long term report. The half yearly/ annual narrative report should be in terms of the budget heads and tangible activities taken during that period. On the other hand long term narrative report should be in terms of achievements and fulfillment of the objectives.

**6.3.6** A financial narrative report is a report, which provides explanatory value to the various expenditures undertaken during a reporting period. A suggestive format to such report has been annexed in *Annexure-07*.

## **CAPACITY OF THE FINANCE DEPARTMENT**

**6.4.1** The finance department is headed by Santosh George and supported by Banamali Mohanty at the head quarter level. The resource centres are supported by a competent finance person each. The finance department has very senior and experienced accountants who are efficient in performing and complying with the existing accounting policies and norms.

However there seems to be a dearth of professional expertise within the finance department. It is desirable that SBSS should contemplate adding a professional staff or consultant, in order to consolidate the finance department. The financial decision making needs to be improved in the light of various instances involving delayed transfer of funds to Diocese and lack of a financial MIS and reports processing and decision making mechanism.

**6.4.2** Further SBSS may even contemplate of restructuring its finance department in each of the resource centre. Because the size of the programme and the funding is not large enough to afford so many centres for financial accounting and monitoring.

## **COST REIMBURSEMENT MODEL**

**6.5.1** It was noticed that SBSS was following cost reimbursement model in this phase. The cost reimbursement model implies that the partner should first incur the expenditure and later on will be reimbursed. Various shortcoming were noticed in this model of funds transfer at policy level and also at implementation level.

**6.5.2** It was noticed that in the current phase monthly transfers were being made to the partners. The idea was to give a two month advance at the beginning of every half year. In other words if six installments are to be given in six months, the first and the sixth instalment will be given in the first month and the remaining installments will be given in the normal course so as to reduce the balance to zero at the end of six months. However this was not followed and the partners remained without funds for considerable period throughout the phase. For instance in Agra Diocese on scrutiny of books it was found (during the

past six months) that no balance was available at the beginning of the month and the funds were generally received between 15th to 20th of the month. In other words for 15 to 20 days in every month the Diocese had no fund for activity and funds were received only during the later part of the month. Another problem was that if the expenditure is not incurred then it can not be reimbursed which creates a vicious circle for the Diocese. For instance the Agra Diocese could not pay the salary for the month of October and because it did not pay the salary it could not be reimbursed.

**6.5.3** There is a need for immediate reconsideration of this cost reimbursement model as it is causing needless hassles and lack of funds at the partners level. Further it is not understandable why SBSS is following a very strict norm of making monthly transfers to Diocese which creates the possibility of cash flow problems and also requires a greater and needless paper work at both ends.

## **INTERNAL AUDIT SYSTEM**

**6.6.1** SBSS does have a mechanism of internal audit at the head quarter level. An individual auditor from within the Church circle is being appointed as the internal auditor who comes for a couple of days every six months. Currently the internal auditor is Rev. Navin Chandra Tudu, who is the Treasurer of the Diocese of Durgapur.

**6.6.2** In our opinion SBSS should consider initiating internal audit process engaging professional accounting firms. Appointing an person from the Diocese creates conflict of interest and therefore, the independence of the auditor is under question.

## **FINANCE COMMITTEE**

**6.7.1** SBSS does not have a finance committee all the important and strategic decision are taken at the Board Meetings only. It is desirable that SBSS should constitute a finance committee which can look after the financial decision making in the more focused manner.

## **OWN MEANS OF CONTRIBUTION**

**6.8.1** It was noticed that at DBSS level records were being maintained for assessing the non-cash and in kind contribution made in project.

## **BUDGETARY PROCESSES**

**6.9.1** At the commencement of the phase, the budget is consolidated at the head quarters on the basis of the proposal and planning made at the DBSS level by the programme department with grassroot participation. However the planning at the DBSS and grassroot level got negated when the actual approved budget was 30% less than the proposed. Further the reduction was made arbitrarily as there was no time to revisit the process. There was certain amount of discontent at the DBSS level about such unilateral cut in budget allocation without a participative process.

**6.9.2** As discussed earlier there is a need

for greater clarity about the size and cost effectiveness of the programme because as per the current actual figures the overall salary component and the administrative expenditures at the DBSS level seems to be very high. Such issues needs to be addressed while the next phase budgeting.

**6.9.3** It may be noted that high proportion of salary and administrative expenses need not be construed as high salaries. The salaries paid by SBSS are reasonable keeping in view the team of highly committed and competent individuals.

## **STATUTORY COMPLIANCES**

**6.10.1** It was noticed that SBSS was filing proper returns to various authorities such as Registrar of Societies, IT Department and FCRA.

**6.10.2** SBSS has also been deducting tax at source and is also filing proper TDS returns.

**6.10.3** However it was noticed that proper care was not taken with regard to the transfers made to various Diocese and DBSS. Under the FCRA laws FC funds can not be transferred to non-FC registered organisations. SBSS has been transferring funds to various Diocese and DBSS who do not have FCRA registration. In our opinion such transfers are in violation of the law and should be immediately stopped.

## REFLECTIONS AND RECOMMENDATIONS ON PROGRAMMES

**7.1** *There are a number of areas where the rights based work of CNI-SBSS overlaps with the government's 'guaranteed' rights. It is **recommended** that opportunities for synthesis between the two are fully assessed implemented.*

**7.2** *The Rights Based Approach should not be regarded as a static entity but rather a flexible guideline used as a basis to suggest relevant and often different activities to promote empowerment with specific reference communities. It is important that the RBA does not automatically exclude entry point activities or those essential to empowerment, such as health and functional literacy. It is **recommended** that the livelihood approach also be used in conjunction with the RBA (See also Recc. 8 & Annexure1).*

**7.3** *Research and Analysis. (Concept, approach (RBA) and planning) If part of the major overall objective of the programme is to enhance livelihoods it is necessary to identify and establish clear location and site specific (reference community) objectives based on a problem and stake-holder analysis. It is **recommended** that SBSS explore the most effective method of achieving this. The clearest way forward would be to organise a workshop with a facilitator well versed*

*in problem identification/analysis and objective setting. This would enable the staff to identify the particular needs of every reference community.*

**7.4** *It follows from recommendation 1. that the SBSS programme design which has evolved to date appears to be externally set and driven and, whilst this is not intended, it seems to be primarily a 'Blueprint approach' rather than an adaptive learning 'Process approach'. It may be that the programme plan is a compilation of analysis at community and DBSS levels but implementation requires that the plan be disaggregated in order that the activities are appropriate for a specific reference community. Across the board identical programmes are not effective – the 'one size fits all' does not work. At present, the programme analysis is made at Diocesan Board level, on the recommendation of DBSS staff and developed into a 3 year perspective plan. There is little evidence that the data collected and collated has been analysed on a community to community basis and where it has happened it hasn't influenced the implementation. This is of critical importance if the capacity and assets of poor people are to be enhanced. It is **recommended** that the process of planning at DBSS level be further*

assessed. Further it is **recommended** that activities that have limited applicability to only a minority of communities are not rejected in the interests of a 'neat' programme proposal.

**7.5** Taking the first two recommendation's into account it is **recommended** that CNI-SBSS consider adopting a 'Participatory objective orientated planning process – a logical framework for a Planning and Monitoring Process. The Framework would lend itself to being applied at different levels, reference community, village, diocese, RC, and SBSS. The system of 'cascading' or 'nesting' frameworks should be considered if appropriate. Training at DBSS level will be required to carry out this process effectively.

**7.6** Identification of reference communities. CNI-SBSS are working with some 2000 reference communities. The diversity of these communities emphasises the need for location specific problem analysis. It is evident from the field visits that in some, if not all cases, DBSSs have continued to work in the same villages and with the same communities they were engaged with prior to 'Let Justice Roll' programme. Whilst there may be nothing inherently wrong with continuation, the practice raises some questions with regard to communities adapting to the changed approach following a move to RBA. For instance it means that the process of validating the Let Justice Roll RBA may be made more complicated and more difficult to verify. Also previous interventions made by the DBSS teams will have impacted on the reference groups either positively or negatively and this will also need to be taken into account in analysing the impact of the RBA.

It is **recommended** that further consideration of identification and justification of the reference communities is given with a view to establishing critical

criteria if opportunities for scaling up the approach are to have relevance.

**7.7** In recognising the inherent value of groups, group membership and informal indigenously formed groups it is **recommended** that the promotion of new groups in the programme – SHGs; labour; women's; youth; etc be assessed with regard to reducing vulnerability to avoid duplication. Also links be strengthened between reference community groups and formal institutions for example SHGs with banks .

**7.8** Livelihood Security. A key objective of the Programme is enhanced livelihoods for vulnerable people. There is need for increased conceptual clarity in DBSSs and some parts of SBSS with regard to what constitutes increased livelihoods security for poor people.

It is **recommended** that use of the Livelihoods Framework be considered as a means for DBSS to more fully understand and appreciate the importance of livelihood capitals and their contextual relationship. Individuals and communities need to build on these if they are to be empowered and take more control over their own lives. The livelihoods framework encompasses the cross cutting issues and recognises the importance of institutions and services in securing more sustainable and improved livelihoods by resource poor people. Existing groups and institutions used by and of value to the reference communities are of critical importance to maintaining and enhancing survival strategies of the poor. Finally, the framework demonstrates how development interventions can be used to effectively reduce the 'envelope' of vulnerability. (See Annexure 1.) This is of critical importance in relation to assessing fast and slow onset disasters and especially in relation to the changing situation and threats faced by climate change. Some of the RC staff may be used

as trainers in the use of Livelihoods Framework otherwise specialist trainers can be employed for short ( 2 day) training programmes.

**7.9.1** The programme of assistance for the right to livelihood and food security indicates a number of weaknesses. It is **recommended** that economic viability for all livelihood promotions – particularly for highly perishable products eg milk from buffaloes are verified on a location specific basis, this should include market research. It is **recommended** that soil and water conservation practices should only be made by the programme where the reference community is proven to have control over the utilization of natural resources.

**7.9.2** It is **recommended** that the justification for ‘co-operatives’ be further studied. This would need to include the proposed function, type, membership, rules, etc. The study should include visits to different types of cooperatives for example, Samakya AP. (re 2.8.4.)

**7.9.3** Unionization – organization of the unorganized sectors can only be carried out successfully when specific the situation in a location is fully appraised.

**7.9.4** It is **recommended** that market assessment studies be carried out to explore opportunities for existing products including medicinal herbs and prior to the promotion or serious expansion of new or ongoing products.

**7.9.5** Skill enhancement for entrepreneurs in SAP is not compatible with enhancing livelihoods for poor people. It is **recommended** therefore that resources be transferred to make available skill upgrading training for artisans.

**7.9.6** It is **recommended** that all DBSSs carry out training needs assessment with reference communities including the building of non economic livelihood

capitals for example functional literacy and political education. These assessments are straight forward and brief and do not require long periods of time on the part of SBSS/DBSS. The information needed from the reference communities should include opinion re skills needed to reduce vulnerability such as functional literacy and numeracy, understanding of how local political systems work and contesting elections, interpretation of market analysis, etc.

**7.10** A fundamental component of ‘Resistance and Hope’ is empowerment and the construction of political platforms from which to effectively challenge the perpetuation of poverty and oppression. The concept of sovereignty is a vital part of this process. For example, sovereign rights of the adivasi communities, agrarian and food sovereignty. The latter has a potential role to play in relation to the sustainability of farming systems land rights; access to inputs; production and post production storage and sale/ distribution including the supply of food grains to PDS. It is **recommended** that understanding of sovereign rights be integrated and applied to the respective processes and practices as appropriate in the programme.

**7.11** Resistance and Hope is to be implemented in three stages, ‘Let Justice Roll’ is the first of those stages. It is not clear from the overall plan or from the subsequent discussion what will trigger the move from Phase one to Phase two and Phase two to Phase three. Recognising relative progress between the different DBSSs and even within the DBSSs with regard to the reference communities is important. It is **recommended** that criteria be established for assessing progress in the reference communities and for moving onto the next phase – recognising continuity and flow of programme implementation. It is further **recommended** that the Livelihood Social Inclusion/

*Empowerment Framework be considered to help construct the conceptual process and application of this assessment.*

**7.12** *In addition to the direct monetary benefits one of the other major advantages of the NREGA is that it potentially offers employment opportunities for a minimum 100 days a year. In turn this puts pressure on landlords and other private employers and contractors to pay people the statutory guaranteed minimum wage. Hence NREGA has the propensity to push up wage rates by providing this minimum employment guarantee. It is **recommended** therefore that SBSS and DBSS give priority to this important scheme ensuring that both demand and supply – in relation to approved projects and job creation are maximised in the interest of reference communities.*

**7.13** *As part of its improved livelihood strategy the SAP understandably currently places a heavy emphasis on economic improvements. Most of the activities therefore focus on the building on the financial/economic component of livelihoods. (NB See Livelihood Framework Annexure 1) The focus on able bodied people potentially misses out other vulnerable members of the community, the old and infirm, the young and school pupils in particular. It is **recommended** therefore that important government schemes such as old age pension and mid-day meals schemes are fully integrated as vital components of the empowerment process if the objectives of the programme are to include the most vulnerable in the reference communities.*

**7.14** *Whilst there are differences between all the reference communities to be taken into account in the programme, in the case of the Adivasi communities there are substantive and special considerations to be made. The constitutional 5<sup>th</sup> and 6<sup>th</sup> Schedules and the tribal policies (NDTP)*

*place a different emphasis on the challenges and opportunities presented. Thus there is a need for a comprehensive appreciation of Adivasi identity and social systems. It is **recommended** therefore that the 'Resistance and Hope' programme and approach be formally discussed with adivasi NGOs in order that opportunities are optimised for this sector of the community. This is of particular importance since there are imminent proposals to establish a resource centre for the North East.*

**7.15** *It is **recommended** that in the case of advocacy for tribal rights that the DBSSs work closely with the indigenously based NGOs. Also that the rights pertaining to those tribal areas under the jurisdiction of the 5<sup>th</sup> and 6<sup>th</sup> Schedules are taken fully into account when defining response actions for opportunities and challenges.*

**7.16** *Advocacy and communication. The community advocacy campaign forms a vital component of the programme and is the basis of tangible activities for enhancing empowerment. In advocating and upholding government accountability it is **recommended** that strong links be forged with the respective Commissions established by the Supreme Court at State as well as central level; in the case of livelihoods, the Food Commission and land, the Land Reform Commission are potentially important allies. It is also **recommended** that SBSS and respective DBSSs reflect on the potential advantages of being part of national networks such as the 'Right to Food Campaign' and 'Janadesh', to name but two. The media should also be encouraged through press briefing to follow these developments on a local, regional and national levels.*

**7.17** *Video, street theatre and puppetry are powerful mediums for advocacy and communication. It is **recommended** that these media be explored and further*

encouraged and in the case of video recording and production that this be tied in with a training on process monitoring using video. Valuable documentation can be collected and collated lending itself to proposed future 'developments' such as dam construction when it can be used as part of a set of documentary evidence and impact analysis.

**7.18** It is important to document the process(es) used in dealing with dalit abuses in situ and in order that they can be used in other 'similar' situations. That is, building up institutional knowledge. It is **recommended** that video documentation be used to communicate and share experiences with like minded organizations – church related as well as secular organizations.

**7.19** Action A number of different DBSSs have identified empowering actions, some of these were planned as part of the programme, others were achieved as a result of spontaneous actions – the none intended effects – the majority of which were very positive. It is **recommended** that these non – planned/intended effects be fully documented and shared between DBSSs. It is further **recommended** that SBSS/DBSS identify and work with others in the diocese, district, state and national governments, NGOs, the Food and Land Reform Commissions, Right to food campaign, etc. so that actions are disseminated more fully.

**7.20** Special constitutional rights have been provided for local governance for some tribal peoples. Full use is not yet being made of these in the programme. It is **recommended** that these differences – including the 5<sup>th</sup> and 6<sup>th</sup> Schedules - be properly assessed in order that opportunities for promoting rights in these areas be optimised. It is further **recommended** that formation of occupational groups be avoided in adivasi

areas except where this is done in conjunction with people directly representing adivasi communities.

**7.21** The stated 'goal' of the programme - **To accompany and work with partner organizations (Dioceses, Peoples Organizations) to sustain the struggle of the marginalised communities, enabling their negotiating capacity, acquiring and executing decision making power, realising socio-economic (enhancement of reference communities), political, and cultural rights to asset their political position and exert political authority'**.

The 'goal' should be more wider, perhaps relating to the estimated 120 million + people in the CNI dioceses who are currently living below the poverty line.

**7.22** The 'Livelihoods Focus Questionnaire' distributed for this part of the Review to the 20 DBSSs only 10 were returned completed. It is not clear what the reasons or implications for these non-returns are, it is **recommended** that this be followed up by the respective Resource centres and SBSS. Once all the completed questionnaires are available these should be carefully analysed by SBSS paying particular attention to the location specific challenges and opportunities as well as the 'none intended/none planned' effects from the programme and used as lessons learned for the future.

**7.23** Knowledge and Information. There is clearly a great deal of knowledge and information available with SBSS/DBSS staff as well as the reference communities. Firstly, there is a need to manage this information more effectively across the Programme for optimum utilization. Accurately recorded information is obviously of importance to the media. It is **recommended** that SBSS assess options fully. Secondly, there is a need to collate lessons learned within the diocese. It is **recommended** that this be done in

conjunction with other actors at State/ Diocese level through 'Communities of Practice'. There is also a need to share information between reference communities located in the same diocese. Thirdly, it is **recommended** that staff and representatives come together from the 20 diocese to formally share experiences. Initially this might take the form of an annual meeting 2-3 days organized at a mutually convenient time during a 'slack period' perhaps as a 'Monsoon Workshop'.

**7.24** The 'Resource Centres' are bodies of expertise and information on for instance, 'food security and livelihoods'. This is seen as something of an artificial and arbitrary divide. It is **recommended** that all the RCs should have a common mandate to collect and collate information pertaining to 'Enhanced sustainable livelihoods'. Information drawn from individual communities should be recorded. This would encourage and facilitate better information, learning and creative dialogue. In turn this would help produce a responsive and flexible programme in every community.

**7.25** 'Let justice roll' constitutes Phase 1 of a three phase programme. Within 'Resistance and Hope' there is scope to implement at least a further two or three rounds of 'Let justice Roll' in the 10 year planned programme. This would be possible even allowing for each round of the 3 year programme to be implemented prior to starting a new one. That is, 'Let justice roll' to commence Years 1; 4; 7; 10. This would potentially and substantially increase the planned outputs of the programme currently stated as 'To enable 15 DBSS to build capacity and assets (accumulation) of 15000 marginalised families to claim their rights

over resources.'

Having completed the first pilot and review of 'Let justice roll' and once concerns have been addressed the programme could be scaled up and a new phase of 'Let Justice Roll' started annually. (It is acknowledged that this may not be desirable from a number of different perspectives.) It is **recommended** that consideration be given to introducing a new round of Phase 1 activities in a new set of reference communities in Year 4; 7 and 10, and second and third rounds of Phase II in years 7 and 10.

**7.26** Many of the Review Questionnaires on livelihoods indicate that an 'exit strategy' is intended and that in many cases responsibility for the programme will be assumed by the communities. Others indicate that this is not intended. It is **recommended** that exit strategies be discussed and criteria defined to enable the process to be pursued to a logical conclusion.

**7.27** According to a number of interviews and questionnaires the M&E in the Programme is geared to meeting reporting requirements. 'Activities achievement report' 'Cross checking cluster/DBSS'. It is **recommended** that the monitoring process be reviewed and a system adopted which enables 'lessons' to be learned and applied in response to changed and changing situations. In addition to the ongoing programme monitoring it is **recommended** that self monitoring (process and progress) by groups – SHGs, womens, youth, labour, etc be facilitated as part of the empowerment process. Also **recommended** that training be organized for process monitoring using video in selected locations and diocese.

## REFLECTIONS AND RECOMMENDATIONS ON GOVERNANCE & OD ISSUES

**8.1.1** *The overall review suggests that the SBSS-DBSS have tried to implement the Strategic Action Plan 2008 – Let Justice Roll (SAP) as ardently as possible with some degree of effectiveness varying from place to place. The direction in which it is moving seems to be largely in synchronisation with the goal and vision and in keeping with the guidelines agreed upon by all the actors as laid down in the documents.*

**8.1.2** *The concerns and recommendations stated here are with a view to help and revisit some of the areas and issues within the SBSS-DBSS setup to enhance the effectiveness in which they can move towards the overall objectives laid down in the SAP for the coming 6 years. The concerns and recommendations are structured under various headings for easy reference.*

### **STRUCTURE AND FORMATION OF GOVERNING BOARDS - SBSS AND DBSS**

**8.2.1** *The Governing Board of SBSS and DBSS are from within the CNI family. They are drawn by dual process*

*of election and appointment following guidelines. It has the advantage of having the members who are familiar with CNI vision-mission, programmes and perspectives. This is important for CNI and its engagement in social intervention S to have people who are well versed with its mission and vision in SBSS and DBSS.*

**8.2.2** *However it has a serious disadvantage of missing out on other competent and professional members from larger civil society and non-CNI circles. Inclusion of external (non-CNI) members may help in enhancing the Governance of SBSS and DBSS. The suggestion is as follows:*

**8.2.3** *Out of 15 (or whatever number is fixed of the GB) the majority, say about 10 members, are elected and/or ex-officio members and the remaining 5 members are invited to join the GB from civil society organisation by the Chief coordinators of SBSS (for the DBSS it can be done in consultation with the RCSA as they are in touch with number of organisations and persons). The CC of SBSS may provide the list of 7-10 people to the GB for their approval and in priority they may be invited to join the GB.*

**8.2.4** *The provision of General Body and a smaller (about 7 to 11 members) Governing Board may be considered to get committed development professional on the Board and make the Governing Board more effective keeping in mind the mixture of election and nomination principle stated above. In the General Body all the DBSS presidents can be included.*

**8.2.5** *The tenure of the GB (SBSS and DBSS) must be at least for 3 years with provision for continuity and change adhering with the FCRA and Trust and Society Acts. The modus operandi with regards to continuity may be worked out by the CC and proposed to the GB.*

**8.2.6** *Data suggests (Table 1A) that governance, orientation and sensitization programme for the Board of DBSS have been carried out but our interactions indicate that in spite of this understanding is lacking. Some of the GB members are not aware of their role, responsibilities and the contribution they can make being in the governance. There is a need, therefore, for the orientation for GB members about the vision-mission and activities of the respective organisations (SBSS and DBSS). Understanding of a few GB members with regards to gender and development appeared to be limited and they should be facilitated to understand the perspective CNI-SBSS has developed over the years. It should be done in an interactive mode (meetings, workshops, discussion) as well with some documents for reference. In the given circumstance when the entire board changes at a time there is all the more need and urgency of it.*

**8.2.7** *The responsibility of the Treasurer and the Secretary for DBSS is an important one since the President has more than one responsibility in a diocese. Therefore, having a person who is familiar with the work of DBSS and pay maximum*

*attention to the functioning and wellbeing of DBSS is important. Change of secretaries and treasures is suggested in a few DBSS from this perspective if improvement is not seen after a proper feedback.*

**8.2.8** *Interface meetings between congregations/community and the GB are very productive especially CME. Though Table 7A suggests that they have been organised to great and some extent a concerted effort on regular meeting of such a nature may further the SAP.*

## **STAFF RECRUITMENT AND RETENTION – SBSS (INCLUDING RCSA)**

**8.3.1** *Some of the staff of SBSS we interacted with are found to be competent and committed. Their knowledge of the vision-mission and functioning of SBSS, RCSA and DBSS is adequate as per the SAP. Their interaction and inputs are well appreciated by the DBSS staff as well as the some of the people we interacted with like CBOs/POs.*

**8.3.2** *There are provisions for ongoing formation and upgrading of their knowledge and competencies which must be ardently followed and monitored.*

**8.3.3** *The nature of the employment is contractual and therefore job security and continuation are some of the concerns raised by the staff. It is advised that the nature of contract be reworked and the contract after an initial one-year with a new comer be made for 3 years to be renewed later on for 3 years with due process of assessment.*

## **STAFF RECRUITMENT AND RETENTION – DBSS**

**8.4.1** *Number of staff of DBSS (coordinator and enablers) we interacted with are found to be skilled and committed. Some of them exhibited adequate knowledge of the vision-mission and functioning of DBSS but a few of them need to be well versed with the given framework of the SAP and be well grounded in these aspects.*

**8.4.2** *The Coordinators-DBSS from Mumbai, Agra and Delhi were found to be weak in terms of their leadership skills, knowledge about the area and analysis of the situation. We strongly suggest that they be changed unless proved competent in taking the organisational process forward and show output in terms of SAP objectives.*

**8.4.3** *Though academic qualification is not the only criteria for appointments of the staff but mandatory basic academic qualification will help in implementing the mission and objectives of SBSS-DBSS. It is recommended that the new recruits have at least a bachelor's degree in any of the disciplines.*

**8.4.4** *In case of contractual nature of employment the nature of contract needs to be reworked. The contract after an initial one year with a new recruit should be made for 3 years to be renewed again for another 3 years with due process of assessment.*

**8.4.5** *Evaluation of staff in all the DBSS should be done on yearly basis by SBSS. This need was also voiced by few GB members. SBSS can also have a common format for evaluating the activities and performance internally of all the DBSS, whereby SBSS can compare different DBSS and progress made.*

**8.4.5** *The remuneration for the DBSS staff is not adequate. The motivation and output of work are linked to salary and competency of each person. The remuneration needs to be reworked and raised keeping in mind the job description, cost of living in the area, qualification and the performance of the person.*

**8.4.6** *Rigorous appointment, orientation and monitoring procedures need to be followed and appointments through influence need to be discouraged.*

## **STRUCTURAL RELATIONSHIP AND ACCOUNTABILITY OF SBSS-RCSA AND DBSS**

**8.5.1** *A well intended structure of SBSS and DBSS needs review as it contains some inherent structural (pertaining to governance and management) vagueness in accountability and line of command. The SBSS and DBSS are two separate entities [formal and in some places legal (registered body) as well] and working under the larger umbrella of CNI. The SBSS and DBSS have agreed to carry out the SAP as enshrined in the document but the two bodies are different and governed and managed by different set of people.*

**8.5.2** *The DBSS receives funds from SBSS for implementation of agreed programmes (SAP). However the responsibility of raising funds lies with the CC or SBSS and therefore there is an element of 'free-rider' perceived. Unless the DBSS-GB and to some extent staff get engaged and feel responsible for raising the resources for the organisation the implementation and effectiveness will suffer. Therefore it is proposed that the DBSS as a separate entity raise their own funds besides*

receiving funds from SBSS for particular plan of action as laid down in SAP. The Role holders (President, secretary, treasure and DBSS coordinator) must be accountable to CC SBSS directly for the programme funded by SBSS with proper ToR.

**8.5.3** The RCSA is integral part of SBSS as of now and geographically located closer to DBSS. Their role is to facilitate DBSS and other area level PO and movements as well. The tenure of team leader (rotating and keeping as it is) may be more effective if it is for about 2 years. A formal ToR will help where by the TL and Coordinator of DBSS be jointly accountable for the work carried out by DBSS especially expediting the responsibility of promoting PO leading to people's movement. In the present circumstances, the Coordinator of DBSS needs to be hold more accountable. The data in Table 5B suggests that the tenure of TL is for 3 years in number of places but ground reality does not corroborate it.

**8.5.4** The SBSS and DBSS have, very courageously and admirably, taken up the RBA approach but in terms of responsibility and accountability (between SBSS and BDSS) there seem to be compromises which are adversely affecting the implementation SAP. A strong knowledgeable, strong and committed GB is recommended, without which the management (CC and SBSS and staff) will find difficult to implement the SPA.

## **SCOPE OF SBSS**

**8.6.1** SBSS must further explore the avenue for non-formal education and see whether open school centres become part of their efforts. They should also

try to link up with the existing ones and provide drop out children a new lease of education.

**8.6.2** Engaging parents, relatives and elders in the activities of SBSS is a good move and the platform created can be used for creating awareness on Human Rights and gender justice.

**8.6.3** It is a platform through which learning about communal harmony and diversity in unity can be extended and respected.

**8.6.4** The teachers need to be further oriented in gender sensitivity and justice in dealing with children to address the biases that exit in self and children.

**8.6.5** Exposing the Staff of SBSS to specialised training in dealing with children, creativity and learning will contribute to effectiveness of SBSS.

## **ORGANISATIONAL FUNCTIONING**

**8.7.1** The job description, appraisal and feedback systems are in place. However their day to day implementation, strengths and limitation need to be taken on board to improve the functioning of the system. OD discussion among the staff at the HQ and RCSA will help in this regard.

**8.7.2** It is noticed that the Monitoring Reporting and Evaluation (MRE) system exist but it is not used much. Development communication unit can facilitate the process. DC therefore needs to be empowered with added responsibility of not only gathering data-information and providing inputs (electronic documents) but also providing data analysis regularly, which will also serve the purpose of MRE.

**8.7.3** *PARAM is a very good instrument which will make SBSS-DBSS a learning and transparent organisation. DBSS staff (especially the coordinators) has not taken pains to fully understand PARAM and make it effective from their end. The format of PARAM should be shared with the community enablers so that they report in the same format (may be in written form as they often do not have facility of computer and internet). This reporting should be fed in to the PARAM website by a person in the DBSS office regularly. Therefore, to make PARAM active, it needs a proper channelization for flow of information. Field level staff—DBSS office—PARAM website—SBSS. This channel can be used.*

**8.7.4** *The Development Communication needs to assist the RCSA and DBSS with data collection and tabulation to facilitate their field level engagement. Census, state and district level data on population, GDP, Development indicators, relevant data from ILO and HDR will help. This will help in PME done by the staff.*

**8.7.5** *Familiarising all the actors with the SBSS-DBSS including the GB members in terms of existing literature and documents such as SAP, Towards a Learning Movement, Not by ends alone will help in understanding organisational thrust and bring about synergy of efforts.*

## **HUMAN RESOURCE DEVELOPMENT – DBSS**

**8.8.1** *A number of enablers are experienced and have developed a working knowledge for fulfilling the mission and objectives of DBSS but some of them lack educational*

*background, adequate training exposure to comprehend and analyse micro-macro situation and implication. They lack adequate knowledge of development discourses existing in India and therefore in spite of good will and commitment they cannot contribute as much as needed. In this context capacity building of the enablers on various development issues relevant to the State in which they work and sectors they are engaged in is important.*

**8.8.2** *The enablers are provided some inputs (Panchayati Raj, SHG functioning, livelihood) through meetings but it does not seem to be adequate. May be special short courses/trainings may help in HRD for more in-depth knowledge and practice on development related issues. These trainings can be in-house or outside but must be on the regular basis. Besides these trainings there is a need for ongoing training on leadership and personal growth.*

**8.8.3** *Gender and right based approach seem to be a part of the regular and ongoing training agenda.*

**8.8.4** *The DBSS staff needs to be further grounded in theories and skills of mobilising people towards strengthening the CBOs (such as SHGs, Panchayat Associations) consolidating POs and movement to expedite the progress made so far on this line.*

**8.8.5** *The POs visited and interacted seemed to be facing difficulties to move forward. For example in one place, through the intervention of PO land is acquired for dalits and other poors but nothing has been done further. In another instance, job cards have been given but further action is not coming forward from the authority. Thus lack of 'positive' outcome of the protests by POs has a danger of de-motivating people. Unless*

*these issues are addressed on regular basis through dialogue and meetings with people, POs may loose the impetus to become a movement and that could even endanger the work done so far. The process of accompanying people must be physically exhibited by the SBSS and DBSS staff by regular visits to the area, meeting concern staff and discussing strategies and plans.*

**8.8.6** *The DBSS staff often faces conflict within the communities they work with and the external power blocks in the area. Understanding and addressing conflict needs to be part of the capacity building of the staff at various level.*

## **HUMAN RESOURCE DEVELOPMENT – SBSS**

**8.9.1** *The HQ and RCSA staff is adequately competent in their profession. However ongoing personal growth training and workshop/seminar/reflection on development related issues will enhance their professional and personal development.*

**8.9.2** *In depth study and/or training/short course on PO and movement for some of the RCSA staff will help them in*

*their role as accompaniment.*

**8.9.3** *S Training and workshop for congregation and other related organisation on development issues by SBSS will help their development as well contribute towards CME and LAN.*

**8.9.4** *The HQs staff will benefit from regular purposeful field visit for their own professional growth as well as the contribution they can make to the field.*

**8.9.5** *The staff at RCSA need to have a well schedule plan of field visit on a regular basis, meeting enablers, participating in meetings and monitoring the field activities closely along with the coordinator-DBSS to expedite the SAP.*

## **SBSS AND CNI SYNOD PROGRAMMES**

**8.10.1** *SBSS is part of CNI engaged in social action. At the same time another wing of CNI does similar work. This seems to be duplication and straining on the human and financial resources. The SBSS GB must negotiate with the Synod and any development work of CNI be channel and carried out through SBSS will synergise and enhance social intervention.*

## REFLECTIONS AND RECOMMENDATIONS - 'GENDER, THEOLOGY & CHURCH MISSION ENGAGEMENT'

**9.1.1** *Networking with likeminded, NGOs and other organizations for the sake of justice and peace because God is a God of Justice.*

**9.1.2** *The Churches in an area can come together to prioritize issues and work in a spirit of ecumenism. Women's issues, struggle for justice are themes that can provide a common platform for action. Sharing more information about the reference communities, highlighting issues will also help congregations to link up with the already existing groups and forums.*

**9.1.3** *The resources of the Churches can be shared while working for a common concern so that more programs can be organized without duplication benefiting more people. For example, there are many churches and NGOs that prioritize on HIV and AIDS awareness. If there is a networking among the NGOs and the Church and the DBSS, the quality of the outcome of the program can be enhanced. Prioritizing of programs combined with a clear intention to organize a follow up will add to the process of building up of perspectives.*

**9.1.4** *Adoption of poorer congregations by the richer ones. This is envisioned as an important aspect by the SBSS / DBSS*

*and we know that there are a few congregations that have already put this into practice. The Church in Solidarity with the poor can begin with the churches but are called to move on to forge their collective energy and commitment for the sake of mission and justice.*

**9.1.5** *Re-reading the Bible with new eyes. This should become a regular program of and for the churches that would help the common people to understand the Bible in context. Rereading the Bible with new eyes is a challenging task that can help the younger generation especially to grow with critical consciousness and understand the Gospel of Jesus Christ as "Justice and Life in Abundance for all, regardless.*

**9.1.6** *Need for a shift from "mission to" the poor, weak and marginalised to mission along with". The poor cannot be looked upon as objects that deserve someone's pity. Rather, if one takes the poor and the marginalized along in the process of empowerment, and they are treated as subjects, the empowerment process receives a different fillip. "Mission with" demands a relook at the present structures to ensure that the "accompanying" role of SBSS and DBSS gets translated in more concrete terms. Small pamphlets with basic*

*information about the reference communities, highlighting their issues and challenges could be circulated to the local congregations that are placed geographically close by to the reference communities.*

**9.1.7** *Create new models of leadership so that communities of people can learn alternate forms of leadership. The PRI is a revolution in India where common and rural women are teaching (have taught) the world that there can be models of leadership that are not necessarily hierarchical, and loaded with power that operates top down. The Church would benefit much from their association with such groups to motivate women (and men) in congregations. The vision is that the whole Church should turn into People's Movement and define its calling and purpose as existing for "Justice and Life in Abundance for all". When women who*

*have experienced different ways of affirmation of their lives and personhood while serving the PRI in different capacities, they can also inspire other women and men to dream of similar possibilities. Such a community oriented action would help the SBSS and DBSS to sharpen its own commitment to Justice.*

**9.1.8** *The DBSS needs to be further strengthened in its resolve to reflect the mission and vision of the CNI- SBSS. Whereas it starts off as a definite program with clear cut goals and tasks when it is conceived at the SBSS and RCSA levels, there is every chance for the task to get translated into "a job" at the other end. In order that the same commitment remains at the level of the reference communities, it is important to ensure that intermediate structures and systems also align with the larger goal of Justice and Abundant Life for all.*

## REFLECTIONS AND RECOMMENDATIONS - FINANCIAL EVALUATION

**10.1.1** *The expenditure made at DBSS level are again consolidated in SBSS books. The correct legal and accounting procedure would be to treat transfers made to DBSS as grants and consolidate the expenditures incurred at DBSS level only in subsidiary records for donors reporting purposes. In returns filed to IT and FCRA authorities the grant made to DBSS should only be shown. Similarly, the balance available at DBSS level should not be shown as balance available with SBSS.*

**10.1.2** *In the next phase it is necessary that the anomalies regarding administrative component and salaries are addressed with greater diligence. Also, there is a need for greater clarity about the funds distribution between SBSS and the partners. Further the salary component at each stage needs to be reflected properly, currently the funds spent at SBSS level are much higher than the original allocations and the administrative component at DBSS level is much higher in proportion leaving virtually very little for activities.*

**10.1.3** *In the next phase it is necessary that the budgetary planning is done in a more comprehensive manner. And the breakup of the permissible expenditures*

*under each budget head is also specified. There is a need for greater understanding about the permissible natural head under each programme head.*

**10.1.4** *The capacity of the finance group for monitoring and management of the programme is highly commendable, however there is no formalisation regarding the generation and processing of the above reports. There is a need for setting up of a properly formalised MIS and reporting setup within SBSS for analysis and decision making on the basis of the work which is already done in an unorganised manner.*

**10.1.5** *Further partners should be advised to distinguish between a short term report and a long term report. The half yearly/annual narrative report should be in terms of the budget heads and tangible activities taken during that period. On the other hand long term narrative report should be in terms of achievements and fulfillment of the objectives.*

**10.1.6** *It is desirable that SBSS should contemplate adding a professional staff or consultant, in order to consolidate*

*the finance department. The financial decision making needs to be improved in the light of various instances involving delayed transfer of funds to Diocese and lack of a financial MIS and reports processing and decision making mechanism.*

**10.1.7** *Further SBSS may even contemplate of restructuring its finance department in each of the resource centre. Because the size of the programme and the funding is not large enough to afford so many centres for financial accounting and monitoring.*

**10.1.8** *There is a need for immediate reconsideration of this cost reimbursement model as it is causing needless hassles and lack of funds at the partners level. Further it is not understandable why SBSS is following a very strict norm of making monthly transfers to Diocese which creates the possibility of cash flow problems and also requires a greater and needless paper work at both ends.*

**10.1.9** *In our opinion SBSS should consider initiating internal audit process engaging professional accounting firms. Appointing an person from the Diocese creates conflict of interest and therefore,*

*the independence of the auditor is under quesiton.*

**10.1.10** *SBSS does not have a finance committee all the important and strategic decision are taken at the Board Meetings only. It is desirable that SBSS should constitute a finance committee which can look after the financial decision making in the more focused manner.*

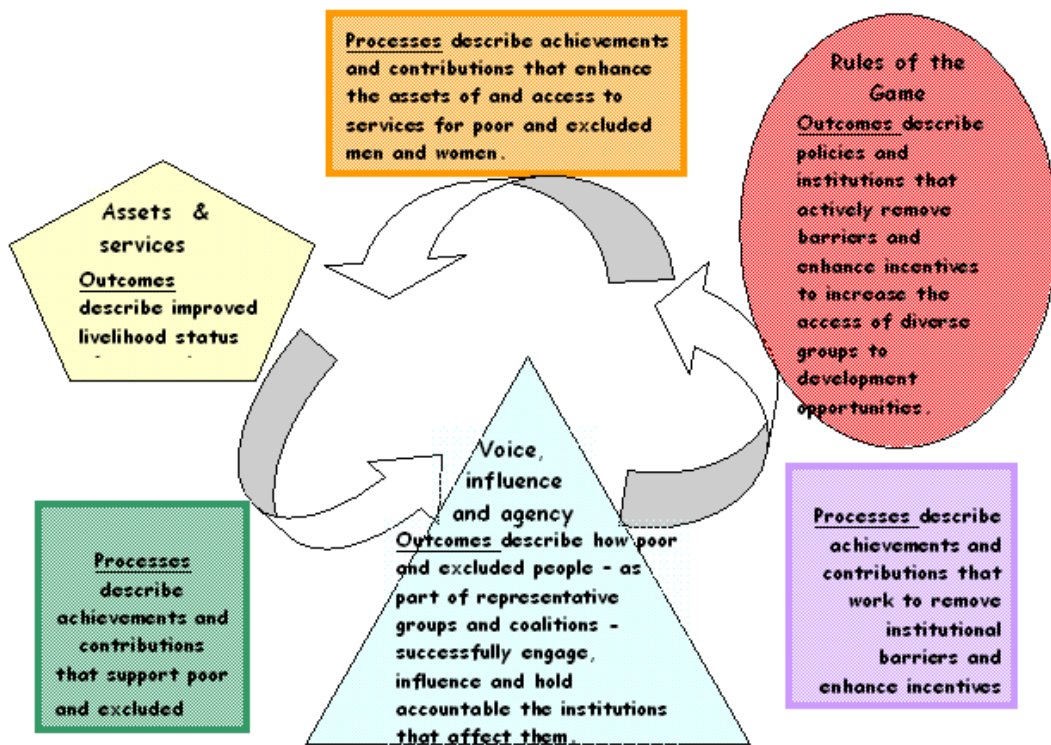
**10.1.11** *As discussed earlier there is a need for greater clarity about the size and cost effectiveness of the programme because as per the current actual figures the overall salary component and the administrative expenditures at the DBSS level seems to be very high. Such issues needs to be addressed while the next phase budgeting.*

**10.1.12** *It was noticed that proper care was not taken with regard to the transfers made to various Diocese and DBSS. Under the FCRA laws FC funds can not be transferred to non-FC registered organisations. SBSS has been transferring funds to various Diocese and DBSS who do not have FCRA registration. In our opinion such transfers are in violation of the law and should be immediately stopped.*

## THE LIVELIHOOD FRAMEWORK



## LIVELIHOOD SOCIAL INCLUSION



**APPROVED FUND FOR LET JUSTICE ROLL; 2005-2008****(Diocesan allocation)**

<b>Name of the Diocese</b>	<b>Fund Approved 2005-2008</b>
<b>Eastern Zone</b>	
Chotanagpur	5736000
Cuttack	3366000
Patna	3157000
Phulbani	2538000
Sambalpur	3450000
<b>North East Zone</b>	
Barrackpore	3360000
Calcutta	2915000
Durgapur	2515000
Eastern himalaya	4335000
North East India	3876000
<b>Central Zone</b>	
<b>Gujurat</b>	
<b>Jabalpur</b>	<b>1395000</b>
Kolhapur	3910000
<b>Mumbai</b>	<b>2155000</b>
Marathwada	3135000
<b>Nasik</b>	<b>890000</b>
<b>Nagpur</b>	<b>3645000</b>
<b>Pune</b>	<b>960000</b>
<b>North Zone</b>	
Amritsar	8060000
Agra	2844000
Bhopal	3060000
Delhi	1552000
Lucknow	1633000
Rajasthan	2855100
<b>Total</b>	<b><u>71342100</u></b>

**Fund released to Dioceses for the period Oct. 05 - Dec. 07**

S.No.	Diocese	Oct 05- March 07	April 07 - Dec. 07	Total (Rs.)
<b><u>Estern Zone</u></b>				
1	Chotanagpur	2,956,877.00	1486727	4,443,604.00
2	Cuttack	1,491,529.25	570228	2,061,757.25
3	Phulbani	901,080.02	0	901,080.02
4	Patna	1,606,704.00	758036	2,364,740.00
5	Sambalpur	1,776,261.49	843605	2,619,866.49
<b><u>North East Zone</u></b>				
1	Barrackpore	1,767,867.00	880906	2,648,773.00
2	Durgapur	1,239,294.00	660753	1,900,047.00
3	E.Himalaya	2,141,768.50	1123015	3,264,783.50
4	Kolkata	1,606,960.60	907032	2,513,992.60
5	N.E.India	1,990,804.53	1004681	2,995,485.53
<b><u>Central Zone</u></b>				
1	Kolhapur	1,655,782.00	1165080	2,820,862.00
2	Marathwada	1,439,128.00	1139181	2,578,309.00
3	Mumbai	988,922.00	718696	1,707,618.00
4	Nagpur	1,700,128.00	844483	2,544,611.00
5	Nasik	183,271.00	346606	529,877.00
<b><u>Northern Zone</u></b>				
1	Agra	1,491,143.99	792209	2,283,352.99
2	Amritsar	4,088,139.31	1447881	5,536,020.31
3	Bhopal	116,063.37	0	116,063.37
4	Delhi	755,077.10	484288	1,239,365.10
5	Lucknow	798,797.00	531266	1,330,063.00
6	Rajasthan	<u>1,300,273.00</u>	<u>692479</u>	<u>1,992,752.00</u>
<b>Total</b>		<b>31,995,871.16</b>	<b>16,397,152.00</b>	<b>48,393,023.16</b>

**Program Facilitation/Salary details of DBSS staffs  
of Synodical Board of Social Services of  
of Church of North India  
(Status as on January 2008)**

Name of the DBSS	Number of staff (Total)	Gross Salary (per month)
<b><u>RCSA Agra</u></b>		
DBSS Agra	11	53344
DBSS Amritsar	16	79372
DBSS Delhi	8	32572
DBSS Jabalpur	1	4500
DBSS Lucknow	6	24500
DBSS Rajasthan	11	48892
<b>Sub total</b>	<b>53</b>	<b>243180</b>
<b><u>RCSA Barrackpore</u></b>		
DBSS Barrackpore	13	49836
DBSS Durgapur	8	34441
DBSS Eastern himalaya	13	55316
DBSS North East India	11	50936
DBSS Kolkata	9	44148
<b>Sub total</b>	<b>54</b>	<b>234677</b>
<b><u>RCSA Ranchi</u></b>		
DBSS Chotanagpur	17	77699
DBSS Cuttack(4 volunteers)	11	42767
DBSS Patna	10	49139
DBSS Phulbani	6	16980
DBSS Sambalpur	11	53392
<b>Sub total</b>	<b>55</b>	<b>239977</b>
<b><u>RCSA Pune</u></b>		
DBSS Kolhapur	12	49840
DBSS Nagpur	14	59164
DBSS Marathwada (5 volunteers)	12	40450
DBSS Naski (4 volunteers)	5	10000
DBSS Mumbai	8	27500
<b>Sub total</b>	<b>51</b>	<b>186954</b>
<b>Grant total</b>	<b>213</b>	<b>904788</b>

f/total staffs & salary (DBSS)

## **NATURAL AND PROGRAMME HEADS**

### **PROGRAMME HEADS**

**13.01** Most of the large NGO depends on external grants for their activities. Owing to their dependence on external agencies their books of accounts and financial statements are also influenced by the reporting requirements of such donor agencies. Donor agencies normally prepare budgets on various programme heads and the reporting is also required to be done accordingly. For example, the box below provides some instances of programme heads :

- i) Regional networking A/c
- ii) Staff capacity building A/c
- iii) Advocacy & awareness A/c
- iv) Conferences & seminars A/c
- v) Education campaign A/c
- vi) Contingency & unforeseen A/c
- vii) Core programme A/c
- viii) Media & communication A/c
- ix) Project monitoring & evaluation A/c
- x) International convention & material A/c

**13.02** The above mentioned programme heads are normally required for reporting purposes to donors under various projects. Each of such programme head may have various components of natural head. For instance, natural heads such as travel expenses, salaries, conveyance, etc., could be incurred under the above mentioned programme heads. Ideally all expenditures should be booked under natural heads and then should be transferred to various project accounts as per the programme heads. But many NGO have a practice of booking expenditure directly into the programme heads and consequently, it becomes difficult to keep track of the expenditures as per natural heads.

**13.03** The Auditor should be careful while analysing the accounting systems and the method of recording entries in the book of accounts. Many NGOs maintain only project accounts under programme heads to facilitate their reporting requirements. In such cases, the Auditor needs to understand the various natural heads to be included under the particular programme head, in order to ensure that the expenditure under each project/programme are appropriate and pertain to that project/ programme only.

**13.04** For example, in an NGO, it is important to see how the travel expenses are booked

because normally large NGOs have a practice of booking travel expenses under programme heads. For instance, Rs. 50,000.00 spent on air tickets of the Director for Delhi-London-Delhi, could be booked under the head “*International Networking*”. In this case, as the initial entry has been made to a programme head, it will be difficult to determine the total expenses under the natural head “*Travels*”, over a period of time. In an NGO, such issues become very important because expenses of one project can be booked to another. There can be inter-head adjustments within the approved budgets heads. Therefore, without proper understanding about the various ongoing activities and projects of the NGO, at times, it may become very difficult to determine the genuineness, appropriateness and the legitimacy of various expenditures.

## SUGGESTIVE FORMAT OF FINANCIAL NARRATIVE REPORT

### INTRODUCTION:

This report provides an explanatory value to the audited finance report or the half-year ended 31st March, 05. This report may be read with the financial statements.

### OVERVIEW:

The sustainable development programme is being undertaken in the coastal villages of Orissa. Under this programme integrated efforts are being made towards capacitating the villagers in identifying sustainable sources for livelihood.

The financial expenditure under this programme are mainly divided into five broad categories, they are as under:

(1)	Direct programme support	50%
(2)	Programme technical assistance	10%
(3)	Programme implementation	24%
(4)	Administrative expenses	16%
(5)	Capital Expenditure	Non recurring

### STATEMENT OF EXPENSES

DESCRIPTION	BUDGET AMOUNT	ACTUAL EXPENSES	VARIANCE
<b>A. Direct Programme support</b>			
(i) Sustainable Fishing	1,50,000.00	1,23,000.00	27,000.00
(ii) Sustainable Agriculture	2,00,000.00	2,64,000.00	(64,000.00)
(iii) Sustainable Forestry	1,00,000.00	1,00,000.00	NIL
(iv) Sustainable Institution Building	2,00,000.00	2,00,000.00	NIL

**B. Programme Technical Assistance**

(i) Technical Fees	22,000.00	12,000.00	10,000.00
(ii) Seminar and Workshop	60,000.00	64,000.00	(4,000.00)
(iii) Research Material & Equipment	48,000.00	NIL	(48,000.00)

**C. Programme Implantation**

(i) Programme Admn. Salaries	2,00,000.00	2,00,000.00	NIL
(ii) Travel and Conveyance	1,12,000.00	1,19,000.00	(7,000.00)

**D. Administrative Expenses**

(i) Admn. Salaries	1,60,000.00	1,60,000.00	NIL
(ii) Telephone	1,00,000.00	1,00,000.00	NIL
(iii) Stationary & Consumable	25,000.00	25,000.00	NIL
(iv) Postage & Courier	1,30,000.00	1,30,000.00	NIL
(v) Hospital	-	3,000.00	(3,000.00)

**EXPENDITURE ANALYSIS:**

The financial statement provides the details of expenditure against all the above- mentioned broad heads. As it can be seen that under each head the amount available at the beginning of the period, amount spent during the period and the amount available at the end of the period have been provided. Details of under/over utilisation in comparison to the budgeted amount has also been provided in the statement.

(1) Direct Programme Support: The allocated budget under this head for the period was Rs. 6.50 lakhs under the following broad sub-heads:

(i)	Sustainable fishing	1.50 lakhs
(ii)	Sustainable agriculture	2.00 lakhs
(iii)	Sustainable forestry	1.00 lakhs
(iv)	Community institution building	2.00 lakhs

i) **Sustainable fishing:** Under this head out of the allocated amount of Rs.1.50 lakhs only Rs. 1.23lakhs was spent. The main reason for the under utilisation to the extent of Rs. 0.27 lakhs was due to the inability of the contractor to complete the ‘fish drying rack’ within the contracted time. However the rack was completed in the month of April and the same amount will be accounted in the next period.

Rs.74000.00 spent under the head fishing net revolving fund, were transferred to a legally registered SHG. This SHG has been formed by the fishermen of ten nearby villages. It was heartening to know that the SHG could give a matching contribution of Rs.74000.00. This SHG provides low interest loans to around 75 fishermen families.

ii) **Sustainable Agriculture:** Under this head there was an over utilisation to the extent of Rs.0.64 lakhs largely due to the sudden increase in the cost of ten borewells which were dug during the period. Rs.34000.00 and Rs.26000.00 were given to 2 group of SHG towards vegetable cultivation and poultry. The experience of supporting small SHG in this village has been very promising. The x village revolving fund has grown 5 fold in last 3 years without any external support. The delinquency rate is also below 3% which is extraordinary good. Rs.34000.00 was spent on a pilot project on organic manure.....

(2) **Programme Technical Assistance:** Under this head expenditure pertaining to technical assistance was incurred: Rs.12000.00 for technical fees to the agricultural university for testing of soil and identification of the appropriate seed in this area. The expenditure was Rs.10000.00 less than the budgeted amount as the local people could convince the local authorities to get the work done on cost-to-cost basis. Rs.64000.00 spent under the head ‘workshop and seminar’ was actually on exposure visit of 30 farmers to the All India Agricultural Trade symposium. In fact the farmers federation was able to establish an export-marketing tie up with an international organisation during the visit...

(3) **Programme Implementation:** Under this head the salary and travel costs of the programme manager and the project officer are incurred. The travel expenditure was slightly higher by Rs7000.00 because of the annual insurance expenditure against the vehicle. This incidentally was due during this project period.

(4) **Administrative Expenses:** Under this head, following expenses are incurred:

Salaries	10000.00
Telephone	2000.00
Stationary & Consumable	4000.00
Postage/courier	1000.00
Hospitality	3000.00

There was no variation under this head, except Rs.3000.00 spent under the head of hospitality, occasioned by visit from a donor representative.

(5) **Capital Expenditure:** Rs.15000.00 has been incurred under this head as one time expenditure. The budget allocation was Rs.15000.00 but actually Rs.34000.00 was spent on purchase of a two wheeler for the project officer. The initial idea was to purchase a second hand two wheeler for Rs.15000.00 but later on the management decided to purchase a new two wheeler. The additional amount was paid from the general reserves of the organisation and only Rs.15000.00 has been charged to the programme.