

EXTERNAL EVALUATION AND TERMS OF REFERENCES

Background

CNI Synodical Board of Social Services is the development and justice wing of the Church of North India. This is the Church's expression of love of Christ towards the poor and marginalised. It is a Collective Form of Cooperation with the Diocesan Board of Social Services as the implementing partners. It is a registered charitable society having its own FCRA. Though formed in 1970, the much required thrust, direction, vision and the set value systems of SBSS were articulated only in the historical Calcutta Consultation held in 1978 on 'Church's Role in Social Service and Development'. The *Nazareth Manifesto* (Luke 4: 16-19) was the source of inspiration and mandate for the 1978 Consultation. Its message of social transformation through liberation and deliverance was the calling of the whole church that went beyond the concept of personal salvation and individualistic spirituality. Then in the year 1992, the synod of CNI held in Delhi further approved a policy on development, authorizing SBSS to wage a struggle against poverty and injustice. *Towards Holistic Understanding of Mission* (THUM) provided new framework for the mission engagement. (1993-95). During Forward Plan 1996-1998), there was a shift in programme approach 'from social service and economic development' to 'empowerment through rights based approach'.

After 25 years of celebration, CNI SBSS underwent external review and evaluation of its program. Subsequently after completion of Organizational Development process, a planned and purposeful excursive a Perspective phase – Resistance and Hope (2004 -14) and Strategic Action plan – Let Justice Roll (2005-08) were launched. This phase acknowledges realization of ECS rights is a step towards ensuring transformational justice.

The development of CNI-SBSS is centered on the creative and redemptive purpose of God for all human kind where people can live in peace and righteousness with each other and with all creation. This rejects the view from the top that sees human beings as passive and imperative receptacles for fulfilling consumer need. This promotes the 'view from below' where the economic nature of human beings is part of their wider existential dimensions. It involves a vision of an alternative society of counter culture i.e. a *Church for Resistance and Hope* where all participate in the ongoing salvation history of the Old and the New Testaments. Such a collective participation towards a realization of full human potential, the Kingdom of God (KoG), *ipso-facto* postulates a stand against social discrimination, powerlessness and material disadvantage. Thus, such a vision of development gives a clear agenda for freeing the human potential from all that inhibits, deprives and enslaves.

Context

Currently CNI-SBSS has a vast outreach of 20 Diocesan Board of Social Services (DBSSs) located within the four Regional Centres for Social Action (RCSAs), over the breadth of north India. SBSS has a resource sharing partnership with DBSSs, governed by their own boards and function under the auspices of their respective dioceses.¹ Furthermore, the Synod, Ministries of CNI and experts represent the governing board of SBSS. SBSS therefore has to contend with both the institutional dimension of CNI alongside its own organizational structuring.

The DBSS is the main implementing body working on the issue of rights to *livelihood and food security, rights to land, identity and social exclusion with the cross-cutting themes of Gender, Church mission engagement and People's centered Advocacy with Lobbying and Networking*. Each DBSS has a field office with and a team of mostly 13 members. This includes the Coordinator, the issue facilitator, the communication and documentation associates and the community enablers. All the staff has multiple roles and are expected to be a resource on the issues that they are working on.

The role of SBSS is mostly in resource sharing, facilitating, accompanying and in developing the capacity of DBSS assisting the DBSS in planning monitoring, evaluation, in resource mobilization providing programmatic and logistic support. Accompanying the DBSS is done by the 4 RCSA situated

¹ Of the earlier 24 DBSSs, SBSS leadership discontinued for a while the functioning of Bhopal, Phulbari, Gujarat, Jabalpur and Nasik DBSSs for poor governance and programme performance. However, Nasik, Phulbari and Jabalpur have now been revived. *uef. Oct 2006 and June 2007 respectively*

in Agra, Ranchi, Kolkata and Pune each RCSA has a specific theme to take forward; the Agra RCSA main premise is to be a resource for Livelihood and food security. For the Ranchi, RCSA, it is identity of the tribal, for the Collate RCSA it is Social Action research and training and for the Pine RCSA it is land rights and davit studies. The task of each RCSA is to evolve contextual theology, undertaken mission practice and praxis on these themes Each RCSA has team leader, group facilitators and programme and finance associates. The team members of the RCSA also have multiple roles and rotating leadership.

The Central office of SBSS is at CNI- Bhawan in New Delhi which has the Chief Functionary and a full-fledged development communication department as well as the finance department with Finance and resource coordinator and his team.

Evaluation Need and Purpose

Organization does not exist in vacuum; they are dynamic in nature and having continuous interface with the external environment. Each of the organization, to be relevant is interested to have prime responsibility to have impact on the environment. In return of its contribution, environment contributes its resource for the continuation of the organization. To make a positive and effective contribution, organization requires utmost sensitivity otherwise they may turn to be redundant and irrelevant and the process of decay begins. An organization defines their relationship with the environment by developing the strategy. The strategy of an organization determines systems and process for effective improvement of the performance which in turn produce and impact of the organization on the environment.

For and Organization like CNI-SBSS working towards ensuring justice for the marginalized communities by realizing their socio-economic and political rights, it is important to develop in built mechanisms for exercise which would sense and receive changes and needs in its environment, plan its strategy, develop and monitor its systems and process accordingly. In fact over a period of time CNI-SBSS has build a culture to be available for constructive critic and review. In order to bring objectivity to the process external experts involved in the issues of development, justice and movement backgrounds are invited to learn from their views and perspective. The process of evaluation should be adhering to the approach of CNI-SBSS (process oriented, rooted in values and rights base). It should be inclusive and participatory involving all key stake holders. The process of evaluation is also a capacity building process for the entire SBSS family members involved with this task. This is also a step towards effective planning for the next sets of programme and activities.

Objective of the Evaluation

The proposed process is a review of the output of the planed purpose. This would help to understand the outcome of the present program phase. Learning occurred during this time need to be integrated in the next planning including course correction.

The process would help SBSS to determine where they are now in terms of their destination of 10- year perspective phase. How adequate are gains and learning of the present strategic action phase, where do they require improvements to be move towards movement building. To realize its mission, where are DBSS RCSA and SBSS in its community involvement.

The program, (its impact on community, partnership issues, Organizational ability, gender mainstreaming, engaging congregations and accountability procedure and applications would be key focus areas.

- To assess the qualitative and quantitative impact of the programmatic activities of SBSS and its compatibility with the goal² and the objective³ as per the strategic action plan.
- To assess and review whether the congregations⁴ are able to identify themselves with the poor; understand and analyze their problems and respond accordingly.

² Goal of SBSS: to accompany and work with the partner organization (dioceses , PO) sustain the struggle of the marginalized communities, enabling their negotiating capacity, acquiring and executing decision making power, realizing socio-economic, political and cultural rights to asserts the political position and exert political authority .

³ As per the Strategic Action Plan SBSS have 8 objectives. The first 5 objectives of SBSS directly address community building initiatives.

- ❖ To assess and review the SBSS, DBSS and the peoples organization in terms of movement building in relation to asserting political position and exerting political authority for alternative political force.
- ❖ To assess whether gender concerns have been integrated and addressed in the overall development process.
- ❖ To assess the organizational management capacity of CNI-SBSS in relations to its structure, systems and operational effectiveness and how, in turn this has strengthened partnership.
- ❖ To review the Resource Centers for Social Action (RCSA⁵) in terms of developing their contextual theology, mission praxis and practice.
- ❖ To understand effectively and efficiently the funds utilized at the community level by the SBSS, RCSA and each DBSS and their fund management capacity in relation to the systems, procedures, accountability and transparency

Areas of Exploration

Enhance Human Capabilities and Assets⁶

- Assess the relevance, quality and impact of the SBSS programmes in relation to three issues (right to livelihood and food security, right to land and identity and social exclusion).
- Assess the community level resource mobilization in terms of the capabilities and the assets created and access and control over the resources.
- To review the effectiveness of process oriented development approach⁷ in terms of the tools and the methodology uses.
- The extent of people's participation in planning, implementation monitoring and evaluation.

Building Peoples' Organization to Peoples Movement⁸

- How the programme and activities have been helpful in 'Building Communities of Resistance and Hope' and strengthening the rights of the people.
- To what extent various struggles have emerged at the community level leading to the desired impact on the larger communities around.
- To assess the organizational initiative in advocacy and networking and their effectiveness at the community level and how these initiatives are monitored.
- To assess the initiative (networking and alliance building) taken by the organization in larger nation building.
- To assess whether the Community Based Centers for Learning and Advocacy have mobilized the community to take up wider issues of the community.

Congregation in Solidarity with the Poor

- To assess the Integration of the SBSS programme in the church structure as the CME model
- What is the impact of the programme on DBSS and church leaders?
- To assess how the congregation have responded to local issues and participated in the struggles of the poor against injustice and oppression?
- How the experience & learning in the CME has translated in building wider ecumenical alliances

⁴ As per the CME perspective each DBSS will work in 4 congregations (2 rural and 2 urban) within the diocesan area.

⁵ Presently CNI –SBSS has 4 RCSA viz. in Pune (land rights and Dalit studies), Kolkata (Action Research and Training) Ranchi (Tribal identity) Agra (livelihood and food security)

⁶ This TOR addresses issues on right to livelihood and food security, right to land, identity and exclusion. This objective enables the community to have access and control over livelihood resources.

⁷ Process oriented approach consists of the 4 A approach of Analysis and Research, Assistance, Advocacy and Action)

⁸ This TOR focus on strengthening the peoples organization and move towards movement building

Mainstreaming Gender Concerns

- Whether gender concern is integration of in PME both external and internal to SBSS and DBSS
- To assess economic and political empowerment of women in terms of movement building
- To assess how much SBSS has promoted women leadership in overall mission of the church and its social concerns
- How much SBSS has advocate gender concerns in addressing the issues (livelihood , food security, land rights and identity)
- To what extent the gender policy is implemented at the conceptual, programmatic, structural and procedural level.

Enhancing Partnership and Strengthening Organizational Capacity and Sustainability

- Assess the proactive systems developed for enhance good governance practices for partnership
- Asses the level of SBSS's accompaniment with its partners in the PME process and Implementation
- To assess the policy related to staff recruitment, retentions and retirement.
- To assess the capacity building process for the staff and how it helps in individual and organizational development
- To assess the mechanism used for measuring the performance of the staff.
- Assess the institutional sustainability in context of the high reliance on the consortium funding
- What are the process implemented by the organization for institutional sustainability
- Assess the process of phasing out and withdrawal at the community level

Resource Centers for Social Action

- To review whether the RCSAs have been able to make the strategic from the role of a 'post office' to that of a 'data processor'.
- To asses whether the RCSAs have emerged as a state advocacy unit.
- Whether the RCSAs have been able to move towards building their own contextual theology and mission praxis.
- Where do the RCSAs stand with respect to becoming autonomous?

Financial Management

The following points are to be considered for evaluation at different levels:

At the SBSS level

- Examination of existing system for the budgeting and planning.
- Dependency on Cost Reimbursement Model.
- To assess the system regarding preparation of Cash Flows as a tool of fund management.
- Control and management of Fixed Assets.
- Legal compliance
- The strength of system in regard to book-keeping

At RCSA level

- Internal control system in RCSA
- Intervention with Dioceses for effective accompaniment
- The existing systems on fund management and internal control
- Book-keeping and accounting
- Control and management of fixed Assets

At Diocesan level

- The effectiveness of Cost Reimbursement Model
- The existing system for Budgeting and Planning
- The system follows on cost effectiveness and control
- The actual amount of fund utilized for the betterment of community

- Legal compliance
- The sound system of book-keeping and accounts
- Reporting and documentation
- Control and management of community assets

Methodology for Evaluation

A participatory methodology can be used for data collection and joint reflection at various levels of the programme such as community, partners, staffs and the Board and all stakeholders including like minded NGOs and CSO.

The process would include discussion and interviews with key informants like church leadership, SBSS board, staff team of SBSS, RCSA and DBSS. It would have interactions and exposure with community to assess the impact and review of SBSS mission and work. There would be formal and non formal discussion forums and consultation would be organized. The team would also join and observe proceedings of various programs and activities and meeting to be taken.

Various instruments of data collection like questionnaire would be administered. Available records and registered, minutes would be studied in addition to various publications and documents.

The team will debrief with the board, Program team and RSA partners.

Time Frame

The evaluation will be carried out from January 2008, this will ensure timely planning for the next phase which commence from October 2008. The evaluation will comprise 25 man-day per team members and 30 days for the team leader. The evaluation will take approximately 12 days for field visit. 6 days for meeting and discussions with the management, teams and boards and 7 days for report writing.

The first draft has to be ready for submission within the first week of March 2008.

Structure of the Report

The report should be a precise, 45 page document (25,000 words). The document should include the following:

- TOR (Background of CNI SBSS, Purpose of evaluation, Objectives of evaluation, Methodology and Area of study)
- Executive Summary
- Findings (Programme and Finance)
- Recommendations (Programme and Finance)
- Way forward (Conclusion and closing remarks)

Resource for Looking, Learning and Improving

It should be done by a team of 4 companions will consist of expertise from. Community building, organizational development and management, theology and ecumenical relations and finance management. Each of them besides having understanding of development management should have contemporary challenges on Rights Based Approach and in movement building CNI-SBSS would provide all logistic support and pay agreed fees towards their involvement in the process.

Process and Plan for Accompaniment

The process of consultation with CNI-SBSS for clarification and logistic would begin from the January 2008. The field work should take place from February 2008 and the reports should be submitted within March 1st week as at that particular time the RSA agencies would be visiting CNI-SBSS for the Consortium meet.