

6.2.2.2	Issues specific responses are built.			*	*										
6.2.2.3	Organizational, technical capacity is enhanced recognized.					**	**								
6.2.2.4	Outsourcing for training reduced.							**	**						
6.2.2.5	Resource centres for social action developed, patronage to the issues.	*	*												
6.2.2.6	Contextual theology on the issues address is developed.							**	**						
6.2.2.7	Data system strengthens and provided issues specific information fir formulating issues for campaign.	*	*												
6.2.2.8	Visual image conveying the issues and problems effectively.							**	**						
6.2.2.9	Specific networking strengthens collective action with CSOs.					**	**								
6.2.2.10	Research report used for future intervention and advocacy purpose.			*	*										
6.2.2.11	In house publication spread right development interventions.			*	*										
6.2.2.12	Knowledge and understanding on facilitation skills enhanced.					**	**								
6.2.2.13	Personal and professional growth of staff.							**	**						
6.2.2.14	New modules developed.									**	**				
6.2.2.15	System in the place, transparency enhanced and increased in the operational capacity.							**	**			**	**		
6.2.2.16	Response mechanism developed.											**	**		
6.2.3	Partnership Building														
6.2.3.1	Network strengthened and SBSS initiated advocacy.					**	**								
6.2.3.2	Greater coherence and coordination among various programmes of CNI related institution established.							**	**						

4. ASSUMPTIONS AND RISKS

Towards Building Communities of Resistance and Hope, with this development theme, CNI SBSS foresees a greater participation of the communities in growing numbers from both inside as well as outside the Church. The critical elements owning up to the change process shall gradually reduce the dependency of the communities and Church on overseas partners for resource support. The different issue-based People's' Organizations emerging out as Alternative Political Force (APF) shall empower the women to play equal role in the decision making process. This APF would give voice to the voiceless, which will reach the policy-makers in the ruling structure. These resisting communities fighting with hope will also question the rigid traditional structures of the Church.

Support of the Resource Sharing Partners and the Church

The resource support from the present partners like Bread for the World, Christian Aid and EED and support of the Church in maintaining autonomy of the SBSS are vital to work continuously with the communities. With the changing structures and to realize the decade long theme, the constant support of the partners and the Church is indispensable. But it is also important to understand that subsequent diversification and the reduction in fund from the resource sharing agencies might further result in considerable decrease in the programme component at the diocese and DBSS level. This fact was mentioned in the recently conducted external evaluation too. There is a need to strengthen the present, contribution from the church and its members in maintaining the autonomy

Capacity of SBSS

To manage this development programme, SBSS needs to maintain and enhance its organisational capacities in terms of policy and advocacy as per the new roles and responsibilities. Appropriate staffing, developing systems and procedures are essential to strengthen the process. SBSS, being an autonomous organisation, needs to enjoy freedom to carry out its mission and vision on behalf of the Church. SBSS visualizes and expects the Diocesan Board of Social Services as autonomous agencies, therefore, enhancing their systems, roles and responsibilities will be undertaken to meet the future challenges. The patronage, support and involvement of the whole diocese are critical to realize the mission agenda of the Church. As the programme phase aims to involve the congregations, the response, resources and support of the congregation are also vital. Financial contribution comes secondary. SBSS is committed towards increasing its transparency and accountability and requires support of the DBSS and other partners to move forward.

Status of the accompanied partners

SBSS had to take harsh decisions of withdrawing support from the dioceses of Cuttack for a certain period while other dioceses like Durgapur, Delhi, Lucknow and Mumbai were given 1+2years (interim phase of one year) term to perform up to the mark.

Phulbani and Jabalpur dioceses will have the CME model and require special support as whole programme designed is aimed at involving the congregations. Some of the dioceses need to undergo the organizational development process.

The present system of fund flow from SBSS to DBSS and finally to the already established People's Organizations has its own limitation, hindering the growth of these organizations. The unwanted procedure and interference by virtue of its autonomy may curtail the initiatives of the organizations.

Conflict in the areas of operation

Community tensions or conflicts triggered by political or communal forces can jeopardize all developmental efforts. Peace and harmony related concerns would be discussed and integrated in the interventions so that communities may identify those vested interests and elements to isolate and uproot them. Capacity building strategies will strengthen the communities to protect themselves from the manipulative groups, which feel actually threatened by the emergence of these communities.

Consequences of large-scale natural disasters

SBSS operates in a region highly prone to natural disasters where droughts, floods and cyclones occur frequently. Natural calamities like floods in Kolhapur, Barrackpore; droughts in Marathwada had destabilized people's life, and collapsed their concept of time and space. Disasters also hamper the implementation and progress of development projects. Development and Disaster Preparedness Programme including income generation activities, micro credit schemes, grain banks, group and revolving funds will reduce the vulnerability of the communities against disasters.

Space for Social Actions and Movements

State Acts and Ordinances reduce the space and opportunities for genuine interventions to address issues through Rights Based Approach. The Government of India has brought about amendments in Income Tax Act and FCRA that monitor and control foreign funds, FCMC is also in talks... all this adversely affects interventions for the poor.

5. SUSTAINABILITY OF THE PROCESS AND ITS IMPACT

Development sector has witnessed many changes in its approaches. Since its inception, CNI SBSS has always been in solidarity with the poor and marginalized though there have been certain shifts in the approaches, first from development to empowerment and in recent times adoption of rights based too which resulted into the changes in the function, nature and role of development organizations including the SBSS.

Sustainability of any project and its impact are important indicators which reflects the successful implementation of the projects according to plan. For SBSS, development is a long-term process to be governed and managed by people where we participate in their struggle to restore their dignity. We believe entirely on the resources available within the community. We also believe that our solidarity with the community would catalyze and hasten this process. In return, community will contribute to our personal growth and spiritual well-being.

As an accompanier, SBSS supports partner organizations (DBSS and PO), building their capacity (providing assistance) for issue specific initiatives to undertake required analysis and develop appropriate action to mobilize community and lead advocacy campaigns for their rights. This struggle aims to bring transformation and change. It questions the present socio-political status quo. Many times, community and we as an institution were forced to face unforeseen situations. Facing brutal police force or court cases are some of the issues to be noted.

SBSS has adopted a Rights Based Approach to its community empowerment/ development initiatives. The core strategy is to develop people's organizations on issue and common concerns and mobilize communities for advocacy. Assistance would be provided for capacity building for community action.

Involvement of local congregations and enabling the PO to be a movement are the key thrusts. In ten years, it is expected that these POs would be in a position to take the development process forward with the support of the local congregations. DBSS would coordinate the work of these congregations. Regional resource centres of SBSS would provide technical assistance. As an outcome, the people's organization would emerge as people's movement in the form of federations, cooperatives and collective forums. Further, focus would be given on consolidation of programmes while last phase would hub on phasing out, by the time, people's movement would have emerged as an alternative political force with an ability to manage and sustain their social capital.

For SBSS, total transformation is a goal of its struggles. Mere economic activities, bureaucratic and incremental in nature are not the things we are looking for. Enabling people to acquire political positions and exert political authority for pro-poor changes is on the agenda. Our involvement is of an accompanier and facilitator.

To be relevant to the changing context, SBSS should give primary emphasis on developing human resource having vision, perspectives and values. Appropriate programme development is the key to be an effective and result oriented organization. Identifying individuals at community level and organisational level requires specific, designed approach. SBSS, from the beginning have developed community-based organisations. They have been planning, organising and managing activities at their levels. In due course of time, SBSS and DBSS involvement should remain at information sharing and fellowship level. Where DBSS have recently introduced and successfully managed RBA. SBSS's approach of developing leadership of SHG, PRI and PO would certainly help to widen ownership among community.