

Approach	Activity	Output	Outcome
Adaptation	<ul style="list-style-type: none"> Developing a theoretical framework on climate change through Karayashala Awareness programme on adaptation for CNI-SBSS constituency Workshop/ seminar/ debate/on the cause and effect of Climatic Networking with the larger campaigns Participating in the campaigns 	<ul style="list-style-type: none"> A theoretical framework on climate change would be evolved Community will become sensitive of the usage of different articles which is directly linked with the cause of Climate change. The educational institutes will take part in the awareness campaign. Forum will be form to organize the campaign at local level. 	<ul style="list-style-type: none"> Cultural values of the vulnerable community will be protected. A strong forum on Climate change would evolve.
Disaster preparedness and mitigation	<ul style="list-style-type: none"> Research and advocacy Relief in Emergency Building relief team in disaster prone area Developing linkage with relief agency CASA, EFICOR and World Vision. Community building process 	<ul style="list-style-type: none"> Research would be made available for policy intension Immediate Relief would be made available in disaster prone area Disaster mitigation team would be developed in 5 DBSS 	<ul style="list-style-type: none"> DBSS/SBSS interventions become more strategic and systematic with the values of accountability and transparency
Conflict resolution	<ul style="list-style-type: none"> Continuation of Local Capacity Building on DO NO HARM Programme 	<ul style="list-style-type: none"> The LCP framework will be used in planning process Adequate allocation of resources 	<ul style="list-style-type: none"> Community will live in peace and harmony

6. OBJECTIVE: LEARNING MOVEMENT FOR MOVEMENT BUILDING

Rationale:

Learning is a continuous process and key value for any organization that would like to impact its environment. Failures of sustaining of such values may obliterate relevance of an organization distancing itself from the communities. Following the recommendations of an external evaluation held in 2003-04, SBSS-DBSS partners challenged themselves to implement the recommendations and transform the organization, undergo organizational change and renewal process. It resulted in transforming CNI SBSS enhancing its core values and strengthening its character as an accountable, perspective based, vision driven and impact oriented learning organization. Backed by political theology, its perspective embeds a rights based approach. This calls for “movement-building” as a core strategy towards ensuring transformative justice.

To progress towards this goal, CNI SBSS had to ensure that its spirit of accompaniment in its actions is ably supported with clarity in its conceptual understanding. At the same time it could not afford to be static, SBSS as an organization has to grow as ‘a learning movement working towards building movement’.

Thus the learning movement is geared towards learning from the organizational history and continuously enhancing the capacity of both the DBSS and SBSS.

SBSS realizes and fulfils the vision and mission of CNI through its implementing partners, the DBSS. Partners of SBSS are at various levels of maturity, growth and capacity. It demands context specific accompaniment. SBSS approach has been to holding mirror of reflection and support for self renewal. Effectiveness and deliverability of the DBSS is essential for the working of SBSS.

Valuing this partnership SBSS aims at giving emphasis to partnership cooperation, partnership development and partnership enhancement.

Thus SBSS would endeavour to enable the implementing partners to enhance their capacities (conceptual, technical, managerial and financial), systems, skills and processes for effective governance and practices. In turn SBSS need to consolidate changes by integrating in the PME process. SBSS need to continuously examine its capacity and strengthen herself to meet the environmental challenges and requirements of the program.

6.1 To Enhance the Governance and Organizational Capacity of Partner Organizations

6.1.1. PERSPECTIVE BUILDING

Process

Perspective and vision building, community interface and periodic revisiting and course correction is seen as an essential and ongoing component in developing good governance practices for the partner organization.

Activities	Output	Outcome
<ul style="list-style-type: none"> • Good Governance programme Induction and orientation. Orientation and sensitization programme for the Board of DBSS. <p>It will be a two-day programme which would include understanding vision and perspective, role of board and management, policy development processes, accountability measures, Government rules, regulations and obligations it will serve as an induction programme for a newly elected Board as well as an ongoing process for the already existing Boards.</p>	<ul style="list-style-type: none"> ○ All DBSS board members would develop clarity on role, functions and expectations. ○ Accountability measures are developed for each DBSS. ○ Members will develop clarity about SBSS-DBSS partnership 	<ul style="list-style-type: none"> ○ Ownership of DBSS programme ○ Board members would take constructive measures ○ Productive board meetings giving specific programme directives. ○ Policies are formed with due care ○ Better relationship with SBSS developed.
<ul style="list-style-type: none"> • Perspective and vision building for DBSS Staff 	<ul style="list-style-type: none"> • Staff induction programme is in place • The DBSS staffs develop a larger understanding of the vision and perspective. 	<ul style="list-style-type: none"> • The DBSS staff is able to translate the vision and perspective in their working context.
<ul style="list-style-type: none"> • Community interface. This would be a yearly activity where the DBSS Board will get an opportunity to go to the communities and show their solidarity as well as where the communities can share impact, expectations and grievances, if any, with board. Board members would share their responses and responsibilities. 	<ul style="list-style-type: none"> • Board members get first hand information about community. • Activities are verified • Community voices out their problems and issues, based on which Community concerns are identified 	<ul style="list-style-type: none"> • Pro-people programmes are developed • DBSS accountability is enhanced • Community is well aware of the functions and limitations of the board
<ul style="list-style-type: none"> • Revisiting the perspective during planning process. The plan for each phase needs to have a very strong perspective base therefore a revisiting of the perspective will be done during every six month planning 	<ul style="list-style-type: none"> • Activities will have a very strong perspective base. • space for course correction 	<ul style="list-style-type: none"> • perspective understanding enhanced • activities will be more inline with the larger perspective

6.1.1. CAPACITY BUILDING

The organizational capacity building of the partners through will be at two levels; one will include organizational development the other will deal with the human resource development. This would be very context specific diocese like Durgapore, Delhi, Lucknow, Mumbai would be specially have interim phase of one year to build their own strength. Then they would engage in full program phase based on evaluation. Diocese like Rajasthan, Sambalpur, Eastern Himalaya and Amritsar would be undergo full OD phase supported by external facilitator. Diocese like Kolhapur, Nagpur, Marathwada, NE India, and Agra require support for to meet increased demands of community to be People's movement. Diocese like Phulbani and Jabalpur require special support as whole program design aimed at involving congregations.

6.1.2.a Organizational Development

Process

The organizational development will be a process of self-examination of the organization, wherein there is an ongoing practice of retrospection, evaluation, review. For this the dioceses those need special attention will be identified and given special attention; identification and building of leadership, restructuring of the organization and gearing it towards autonomy and self-sufficiency will be the focus.

Activity	Output	Outcome
Organizational Development: <ul style="list-style-type: none"> Revitalize their leadership styles, structures & systems 	<ul style="list-style-type: none"> Systems (job description, feedback & reporting system; appraisal) in place Improved facilitation, negotiating and managerial skills 	<ul style="list-style-type: none"> Day to day implementation of the systems improved Transparency & accountability increases Process oriented intervention
<ul style="list-style-type: none"> Moving towards self sustainability It is expected that the DBSS will become responsible and autonomous in their functioning as well as be able to tap other resources.	<ul style="list-style-type: none"> DBSS more responsible & autonomous in their functioning. Able to tap other resources 	Become self-sufficient and autonomous
<ul style="list-style-type: none"> Learning appraisal Analytical study that enhances potentials of individuals & to the extent it has contributed to growth of the organization & its enhanced collective strength. This is done through a collective process including FGD, Field Visits at different levels)	<ul style="list-style-type: none"> Assessment of the organizational strength in terms of system & capacity Identification of areas of improvement and develop procedures for course correction 	Changes in organizational life brought & a culture of learning and growing build.

6.1.2.b Human Resource Development

Process

There will be ongoing trainings (in-house or outside) to build leadership, personal growth, understanding and addressing conflict and grounded understanding and skills of movement building. The DBSS will be capacitated to be able to internalize newly developed PME systems and processes (PARAM).

Activity	Output	Outcome
Human Resource Development <ul style="list-style-type: none"> Short courses/trainings for more in-depth knowledge & practice on development related issues. Government policies and provisions; tools & techniques of advocacy. Timely capacity building on the existing systems and evolving systems like PARAM for proper functioning Exposure; learning by doing Appreciative enquiry 	<ul style="list-style-type: none"> In-depth knowledge & understanding on issues and tools & techniques the staff are working with. Exposed to alternative models of intervention Self reflection, Personal goal setting Encouragement & acknowledgement by peers. The systems internalized by the staff. 	<ul style="list-style-type: none"> Enhancement of the staffs' professional and personal growth. Bring more transparency in the functioning.

6.1.3 PARTNERSHIP BUILDING:

6.1.3. a Developing Partnerships

Process

Agreement of Cooperation (AoC) including non-negotiable standards is developed and audit agreements are clearly understood and duly signed at the beginning of the programme phase. As advised by external evaluation arrangement for transfer of funds and support for audit and mandatory legal requirements would be provided.

Activity	Output	Outcome
Developing Partnerships <ul style="list-style-type: none"> • AoC prepared; Terms of reference developed (with more clarity of role and responsibility) 	<ul style="list-style-type: none"> • AoC and Audit Agreements are jointly developed and signed • Formal partnership is developed • Parameters of partnership defined 	<ul style="list-style-type: none"> • Clarity of role • Enhancement of partnership • Accountability is enhanced

6.1.3.b Inter DBSS networking

Process

Space will be provided for constant interaction and sharing between the different DBSS to facilitate inter-DBSS learning. Involving some of the DBSS staff at the RCSA as well as SBSS level functions, interventions, dialogues and discourses will be encouraged.

Activity	Output	Outcome
<ul style="list-style-type: none"> • Inter DBSS networking Need for different DBSSs to work jointly on similar issues to strengthen the advocacy initiative. Inter DBSS collaboration for exposure & learning	<ul style="list-style-type: none"> • Solidarity among the DBSS • Sharing of experiences & learning • Common issues for advocacy identified 	<ul style="list-style-type: none"> • Better partnership & collaboration between DBSS • State level advocacy initiated

6.1.3.c Accompaniment services

Process

The appointed programme associates and resource team will constantly accompany and facilitate the DBSS in their work and its implementation, planning monitoring and evaluation. Financials assistance will be provided as per the cash flows. The accompaniment service will be well planned with objectives and outcomes and focused on how best to give inputs for perspective development, capacity building and enabling movement based work.

Activity	Output	Outcome
Accompaniment services <ul style="list-style-type: none"> • Programme associate and support team in place • Visits and consultation • Facilitation of PME process through PARAM (web based PME tool) • Financial Assistance • Review of present intervention and procedures. • Interventions and changes are introduced after verification. • Mid-term assessment and end-term appraisal 	<ul style="list-style-type: none"> • Development experts are available • Programmes are strengthened • Resources are available • Organizational policies and procedure are appropriated. • Course correction measures are taken • Hands on information on PME available on web. 	<ul style="list-style-type: none"> • DBSS and SBSS relations are Enhanced • Organizational capacity of DBSS is enhanced • High staff moral and conducive working environment is ensured • Impact of interventions is enhanced • Transparency and accountability enhanced through PARAM

6.1.3.d Financial Facilitation & Monitoring

Process

A facilitation team will undertake bi-annual review of the programme and finance process. CRM will be followed with the alterations made according to the recommendations from the last evaluation. Web based finance management would be developed. Auditors for every DBSS would be approved and a six month auditing and programme reporting would be undertaken. Each year fur DBSS will be randomly selected for audit check by SBSS.

Activity	Output	Outcome
Financial Facilitation & Monitoring <ul style="list-style-type: none"> • Quarterly review and system development of fund flow and finance procedure • Web based finance transaction • Making the cost reimbursement model more functional • Audit and check audits 	<ul style="list-style-type: none"> • Finance Associate and programme team work in tandem • Collective review of finance and programme • Easy and smooth transfer of fund • Reliable audit reports made available 	<ul style="list-style-type: none"> • Accountability and transparency are enhanced • Relations with DBSS are enhanced

6.2 Organizational capacity building of SBSS

In response to the changing environment, it is imperative for CNI-SBSS to manage change and be an effective accompanier. It requires enhancing technical capacities, developing appropriate system and processes and improving negotiating skills. In addition SBSS needs to build, manage and maintain an effective communication system. Besides developing appropriate tools and techniques, SBSS will give equal and more emphasis on vision building and inculcating values among its members. It will also give special attention to enhancing partnerships.

6.2.1. Perspective and Capacity building of the SBSS

Perspective Building

Activities	Output	Outcome
Perspective and vision building	<ul style="list-style-type: none"> Staff induction programme is in place Each staff gets an opportunity for the vision building process. 	<ul style="list-style-type: none"> Organizational vision and values are deepened and celebrated across the team Very conducive organizational culture is set.

SBSS envisages transforming itself from a mere funding agency to a resource sharing partner. For doing this, SBSS needs to strengthen itself in terms of its human resource, its systems and processes, restructuring and innovating itself from time to time according to the changing requirements.

6.2.1. a. Facilitation

Process

Attitudinal changes are required to adequately fulfil the roles and responsibilities of an accompanier, in addition to skill and knowledge enhancement. All staff should possess the skills and values and clear knowledge about emerging issues and approaches and accordingly skills and capacities in human processes would be built.

Activity	Output	Outcome
Human Resource Development <ul style="list-style-type: none"> Staff would undergo human process lab, personal effectiveness programme. OD facilitation training. Short courses/trainings for more in-depth knowledge & practice on development related issues, tools and techniques. Being with the community learning by doing. Appreciative enquiry. 	<ul style="list-style-type: none"> SBSS team members are developed as facilitators/ development professionals. Facilitation Enhancement In-depth knowledge & understanding on facilitation skills of the staff. Self reflection, Personal goal setting. Encouragement & acknowledgement by peers 	<ul style="list-style-type: none"> Impact of programme and support to the diocese and other agencies are enhanced. Staff morale and confidence is built and developed. Retention of qualified staff. Enhancement of the staffs' professional and personal growth

6.2.1. b. Innovations Support Programme

Process

To manage and respond to change and human nature, organization needs to build an open, conducive work environment providing opportunity, time and space to its staff. Besides free flow of information and creative dialogues, newly emerged ideas need to be tested. Scope for imagination and experimentation for those who would like to pursue such interest would be available. This includes special type of leave with financial support.

Activity	Output	Outcome
Innovations Support Programme	<ul style="list-style-type: none"> Staff gets an opportunity to develop and try new methods to enhance development impact. Pool of innovators is developed. Resource allocations are made 	<ul style="list-style-type: none"> Collective spirit, strength and New models are developed and tested Enabling organizational culture.

6.2.1.c Developing Systems and Process, Governance, Operation and Communications

Activity	Output	Outcome
<ul style="list-style-type: none"> Developing Systems and Process for PME Governance, Operations and Communications Organizational systems and processes would be developed with in-house support and consultancy. (Narrative and analytical reports, appraisals) PARAM; ZOHO Co-traveller; CRM practiced. 	<ul style="list-style-type: none"> Appropriate systems are developed. Reporting is fast and responsive Technical support is available Ethical values are preserved. Systems is in the place 	<ul style="list-style-type: none"> Organizational capacity is enhanced. Communication strengthen, Transparency enhanced increased operational capacity and governance. Data is integrated in decision making system

6.2.1.d Enhancing Coordination and Review Process:

Activity	Output	Outcome
Enhancing coordination and review process (Intra SBSS and SBSS Board)	<ul style="list-style-type: none"> Timely review of progress and change Participation in policy making process Fellowship is enhanced Values and vision are debated and discussed. 	<ul style="list-style-type: none"> Collective ownership Response mechanism is developed. Constituency develops keen interest

6.3 Strengthening the CNI-Resource Centres for Social Action

In response to the emerging perspectives and to remain relevant and contextual SBSS through RCSA and resource team will be a resource for the universal church. As a resource sharing partner, with specialized skills SBSS will ensure required support to its partners.

6.3.1 Developing Resource Centres

Process

The identity and capacity of the CNI Resource Centre for Social Action will be strengthened. Research support and guidance to the participating diocese and linkage at regional level will be continuous activity. Initiating state level advocacy will be its thrust area.

Activity	Output	Outcome
Developing resource Centres as resource for the universal church at large to develop contextual theology, mission practice and praxis.	<ul style="list-style-type: none"> Resource centres for social actions are developed Contextual theology on the issues addressed is developed. Support to the larger church partners and people's organizations is available. Staff capacity enhanced with new identity to the office. Data are processed at regional level. 	<ul style="list-style-type: none"> Dioceses and people's organizations are benefited. Effective role of regional forums and patronage to the issues.

6.3.2 Strengthening of Resource Team Development

Process

The identified resource teams will be strengthened on the assigned issues and themes so that they can effectively conduct trainings and workshops thereby acting as resources for the partners as well as other organizations.

Activity	Output	Outcome
The Resource team developed in the last phase will be strengthened. The resource teams used in the ongoing training processes; campaign management	<ul style="list-style-type: none"> Staff Resource team is developed and strengthened. In house resources mobilized to support the ongoing programme. in house trainings conducted 	<ul style="list-style-type: none"> Issue specific responses are built. Growth opportunities for staff to realize their potentials. Organizational, technical capacity are enhanced and recognized Outsourcing for trainings reduced.

6.4 Knowledge Management

SBSS, while engaging with people's struggle to realize their hopes and aspiration, adheres to the process of learning and unlearning. It puts great faith on the use of information, knowledge sharing, and creating a knowledge bank in realizing and actualizing the vision of the communities. With other existing systems, the Development Communication unit, other institutional components like research Desk, process documentation, MIS, the institutional memory and knowledge management will be processed effectively.

6.4.1 Development Communications

As a people centred process, development communication shares knowledge horizontally at the grass roots level. The paradigm is participatory. The paradigm is participatory where people at the end of the struggle should be able to assert their right and gain control over their environment. As an accompanier, the person involved in documenting the struggle should share knowledge and learn to participate and record the process. This exercise on the one hand will become a tool to advocate with the outside world and on the other it will make the intervention public.

Development communication in SBSS is based on the premises that 'ordinary people' who are the intended beneficiaries of its intervention are ahead of development communication scholars in identifying, recognizing the problems. They can also reflect upon the problems, critically think, communicate and transfer their own world. A very high inclination to base the communication approach on this premise has enabled SBSS to form a strategy which ensures a congenial atmosphere and appropriate supportive measures for the process of communication.

The Development communication Unit which has been designed to efficiently support to carry out the major concern of SBSS and stakeholders and helps the cross-cutting things to be infused effectively with major concern of SBSS and its stakeholders will be further encouraged and strengthened.

6.4.1.a Develop a data bank on areas of intervention and other forms of materials

Activity	Output	Outcome
<ul style="list-style-type: none"> Data Bank on issues, and cross cutting themes will be upgraded and strengthened. Collecting and preserving of news items and cataloguing materials, reports, books other forms of materials. Information on related Government institutions and their schemes and translated it into information. Creating a digital photo library Finding out the core concerns of each diocese. 	<ul style="list-style-type: none"> Essential policy documents are reviewed and information will be available in the resource centres. Databank system will be strengthened with timely review and analysis which will give the issue specific information for formulating the issues for campaign. Digital Photo library 	<ul style="list-style-type: none"> Data bank will be given as the base for planning for intervention and advocacy initiatives. Data will be translated into information and available for use. Visual images conveying the issues and problems effectively.

6.4.1.b Supporting different desks to implement their concerns

Activity	Output	Outcome
<ul style="list-style-type: none"> • Providing relevant data to the desks. • Helping the desk to voice the reference communities' concerns and their struggle to harness support from various other interest groups. 	<ul style="list-style-type: none"> • Strong linkage with different desk and resource centres. 	<ul style="list-style-type: none"> • Specific networking efforts yielding results through collective action with CSOs

6.4.1.c Coordinating Research, Policy Desk, Process Documentation & Knowledge Management

Activity	Output	Outcome
<ul style="list-style-type: none"> • Taking up specific Research. • Helping the issue facilitator and coordinator to document the process of intervention (this will finally help the SBSS to keep track of what it does? and how it does. 	<ul style="list-style-type: none"> • Report is prepared. • Intervention process is properly documented 	<ul style="list-style-type: none"> • Research reports are used for future intervention and advocacy purposes. • Documenting interventions used for future interventions and keeping the institutional memory afresh.

6.4.1.d Qualitatively transforming the purpose of regular publications, Annual Reports, IEC materials and other ventures like producing documentaries for the purpose of Advocacy and Networking

Activity	Output	Outcome
<ul style="list-style-type: none"> • Converting Abhiviyakti as a medium to take the perspective and the work of SBSS to the outside world. • A web based NEWSWATCH to update DBSS, SBSS staff and the Church on areas of intervention and themes. • A web based CO-TRAVELLER to inform about ourselves to ourselves. • Publishing Let Justice Roll, Narrative/Analytic reports, On the Spot, Accompanier 	<ul style="list-style-type: none"> • Publications are Produced regularly and circulated with in a wider circle of like minded organization, individuals and staffs. 	<ul style="list-style-type: none"> • In house publications spread right development interventions. • The work of SBSS, DBSS and communities become the source of knowledge and inspiration for CSOs. • Various CSOs updated on issues of social importance.

6.5 PARTNERSHIP BUILDING

6.5.1 Partnership of SBSS with other organizations

Process

In its role as a resource sharing agency, SBSS will take act as a source of expertise as well as acquire from other organization. It will increase its ambit of work and influence by networking and building alliances with other organizations working on similar issues. It also aims at using the expertise of other organizations like SPAR to enhance its own capacities.

Activity	Output	Outcome
Alliance building Networking with organization working similar issues Common concerns and Exposure. Resource sharing	<ul style="list-style-type: none"> • Common understanding towards issues and methodologies is developed. • Resource sharing • Scope for innovation and ideas 	<ul style="list-style-type: none"> • Collective spirit, strength and mechanism are developed. • SBSS' 'touch' and contribution to the emerging development concepts and practices are recognized. • Networks are adopting SBSS initiated advocacy

6.5.2 Partnership with CNI related institutions

Process

As an integral part of CNI, SBSS will work closely with other CNI related organizations to enhance skills in RBA in their ongoing programs. Such platform would enable SBSS to bring synergy for policy advocacy.

Activity	Output	Outcome
Creating space for dialogues Building greater coherence and coordination among various programmes Desks of CNI To work together with CNI related institution for pro poor changes in policy and practices.	<ul style="list-style-type: none"> Sharing of common resources and expertise Duplication of work reduced Better understanding developed 	The voice and efforts of CNI-SBSS strengthened Greater ownership is built More accountability in community development programme

3. INTERMEDIATE RESULTS

Sl.no	Particulars	Year 1				Year 2				Year 3			
		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q10	Q 11	Q 12
.1	Building Movement												
1.1.	Transforming and Strengthening existing Organization.												
1.1.1	Indexing and profiling of Existing CBOs & POs.	*	*										
1.1.2	Existing POs strengthened; understanding of leaders on PO enhanced.			*	*								
1.1.3	New leadership (female, male) identified.			*	*								
1.1.4	Expansion of operational area and membership increased.			*	*								
1.1.5	Unit at different level are well defined and linked.					*	**						
1.2	Participation of PO leaders in Local Self Govt.												
1.2.1	Constituency details mapped out	*	*										
1.2.2	Power structure and leadership pattern revealed.	*	*										
1.2.3	Leaders from community Identified and imparted with the knowledge of self governance.			*	*								
1.2.4	Community understanding on GramSabha enhanced.			*	*								
1.2.5	Formation of Mahila Adhikar Manch.					*	**						
1.2.6	Voters Jagruti Manch developed constituency wise.					*	**	**	**				
1.2.7	Charter of Demand developed based on the needs and problem to negotiate with the political party.												
1.2.8	Propaganda for election of pro-poor leaders												
1.2.9	Contested election with the support of PO.												
1.3	Influencing Policy Formulation												
1.3.1	Trends, pattern and gaps in policies are identified and analyzed.					*	**						
1.3.2	Leaders are equipped with tools of advocacy and used intensively.					*	**	**	**				
1.3.3	Strategy developed to address the issues and proper implementation of schemes and facilities.							**	**				
1.3.4	Vigilance group formed for monitoring of proper implementation of Govt. schemes									*	**		
1.3.5	Disparity highlighted by the people through PO.											*	**
1.3.6	Platform to show the dissent formed.											*	**
1.4	Networking and Alliance Building												
1.4.1	Collective sharing of resource, ideology and values takes place.			*	*								
1.4.2	Network strengthened negotiation and bargaining power enhanced.							**	**				