



Towards  
Building  
Communities  
of  
Resistance  
& Hope

CNI-SBSS

*ERSA Project Report*

April - July 2012

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## 1.General Information

1.1	Name of the Organization	CNI Synodical Board Of Social Services (CNI SBSS)
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1.9	Project Title	Speaking Out... 2008-2011
1.10	Project Number	20080322-EED, B-IND-0809-0016-ND – BFW, N7586A05 – CA
1.11	Project Period	April to July 2012
1.12	Reporting Period	April to July 2012
1.13	Date of the Report	October 22 <sup>nd</sup> 2012
1.14	Author of the Report	Dr. Shailendra Awale

## 2.Outcome and Impact

**Which is the agreed upon objective of the project and its indicators?**

**Project Goal:**

The main objective of this phase is to enhance the effectiveness and institutionalise systems in finance and reporting of SBSS and DBSS and to make the efforts of the extended phase operational. Finalizing and re-structuring of SBSS and DBSS as a result of the interventions in the extended phase will also take place. The closing of ‘Speaking Out...’ in terms of audits and progress report will also be undertaken in the phase. Under this objective, activities like preparing the project proposal and staff appraisal will also be conducted. Developing the three years’ project expectations on the Output/ Impact/ Monitoring framework was one of the main outcome.

**Outcome: SBSS’s and its implementing partners streamlined as an effective delivery mechanism.**

**Indicators:**

- **2 orientation workshop of Outcome, impact indicator by end of June 2012**
- **2 orientation on Standard Operative Systems by end of July**
- **Three year and six progress report developed and completed by July**
- **Project application with outcome and impact based logical framework developed by May 2012**
- **Appraisal of DBSS and course correction by July 2012**
- **Audit report prepared by July 2012**

The reporting period was an essentially an extension of the extended phase which was supposed to be completed by March 2012. During this phase emphasis was on the development of new systems for strengthening delivery mechanisms with intense involvement of DBSS for ensuring relevance of SBSS, sustainability and wider ownership.

**Indicator 1: Two orientation workshops on Outcome/ Impact Indicators by the end of June 2012.**

Two output impact orientation workshops were held during the reporting period, the first one was from 7<sup>th</sup> to 9<sup>th</sup> of May 2012 in Kolkata and the second was held on the 30<sup>th</sup> and 31<sup>st</sup> of July in Delhi. A total of 45 staff including DBSS coordinators, SBSS and PME staff attended the orientation. The purpose of the workshop was to strengthen the planning and monitoring systems and streamline the reporting by basing it on outcome and impact indicators. These workshops were facilitated by Ms. Sathyasree Goswami, a consultant hired by EED. Her facilitation focused on streamlining the whole project planning and monitoring process making it more SMART (Specific, Measurable, Attainable, Relevant and Timebound). As an outcome of the workshop an effective monitoring tool was developed by SBSS and DBSS. The program and finance accompaniment of SBSS will now strictly follow this monitoring tool.

**Indicator 2: Two orientations on Standard Operating Systems by end of July**

There have been two workshops conducted on Standard Operating Procedures focused on programs and finance respectively. The Finance team meeting was held on 30<sup>th</sup> June and focused on accounting and statutory compliances and audits. The Finance SOP was intended to strengthen and streamline the finance management systems and standardise them across not only SBSS but all the FCFC partners.

The meeting for programs was held on the 29<sup>th</sup> June and was attended by both SBSS and DBSS staff so that both could identify and bridge the gaps in their operating procedures. The SOP is an initiative from the FCFC (Forum for Collective Co-operation) so that a common structure for EED

grant management can be implemented across all partners. Ms. Ajani outlined the uses and purpose of SOPs with a focus on grant management and budgeting.

**Indicator 3: Three years progress reports (6) developed and completed by July**

The six month progress report for the period October to March 2012 was completed and submitted to ERSA as per the set format on June 30<sup>th</sup>, the 4 month reports from April to July will also be submitted to ERSA by October 2012. With the completion of the 4 months' report, CNI SBSS will also have compiled the 3 years end report and submitted this to ERSA by Oct 2012.

**Indicator 4: Project application with outcome and impact based logical framework developed by May 2012**

Based on micro-planning and the inputs from the impact orientation workshop, all the DBSS along with the programme associates prepared their respective plan of action along with output monitoring tools. Based on these the PME desk also prepared the master monitoring sheet for tracking the output and outcome of the three year plan every 6 months.

The Project application was also revised as per the requirement of ERSA and sent for their approval on 30<sup>th</sup> May 2012.

**Indicator 5: Appraisal of DBSS and course correction by July 2012**

After the extended phase of the project Speaking Out...CNI SBSS completed its rapid assessment and also its organizational capacity assessment. While growing through the process itself CNI SBSS went through a learning appraisal of the DBSS. As a result CNI SBSS is continuing its journey for the next 3 years with only 15 DBSS out of the original 22 DBSS. The appraisal was based mainly on the DBSS having compliances, registration, and the capacity to continue for the coming years. Ranking systems for internal reference were also established based on the appraisal. From June 2012 all the SBSS staff were released as the project was coming to an end, a process of appraisal took place in May and June where staff were asked to reapply for available positions through a procedure that involved a survey and peer review.

**Indicator: Audit report prepared by July 2012**

As this period marks the end of the project period of Speaking Out...an important activity to be conducted during this phase is the formal closing of the project (both programmatic and financial). This would include a 3 months central level finance audit as well as 3 months internal audit. A 3 months and 3 years report of progress will also be prepared to record the learnings of the phase. Narrative reports will also be collected from the DBSS and collated at the SBSS level.

**What other observations did you make? Please mention anything that may be enlightening for the progress of the project. Provide case stories if any in annexure. (ANNEXURE CASE STUDY)**

**Two Staff Meetings** were held on May 24<sup>th</sup> and 28<sup>th</sup> at SBSS to discuss the possible impact of the reduction in funds on the programme, Organisational structure, Resource Centres and no. of DBSS. Learning the possible impact caused tension and worry amongst the staff. Following which the atmosphere within the organisation has been distressing and hostile.

**Board Meeting and Joint meeting with the Synod:** Two meetings were held to discuss the impact of the fund reduction on the functioning of SBSS and the role and responsibility of the Office bearers. There were concerns regarding the fund release from the partners and the future of SBSS. As a consequence of the meeting Synod has proposed to **restructure SBSS** and bring the board under direct control of the Church and initiate a revision of the Constitution.

**Reduction in the number of DBSS being supported by SBSS:** In the meetings with the Synod a decision guided by the recommendation of the partners was taken to close down three Resource Centres and seven DBSS thus affecting the morale of the other DBSS and the financial support to them from the Diocese.

**SOP, Reporting and PME systems tested:** Output-Impact-Monitoring framework developed earlier was tested during this period. Following the SOP workshops the DBSS and SBSS staff started using them.

In the 15 DBSS there were many activities conducted despite the lack of available funds. These were carried out with their own resources and contributions from participants and the initiative from the community enablers and volunteers etc.

In **Amritsar**, there was a Jan Sunwai which was about free job training for those who have BPL cards- 80 young men received this training and got jobs paying 3500 rupees per month. The DBSS has also paid for 10 people to get trained on Health Care and Retail Management and all of them have got jobs in both sectors. 47 SHG meetings were also held and a number of groups started small entrepreneurship programs in Mehmud, Harad Kalan, Bhagwanpura they started selling washing powder, papadums, Wariyan and embroidery suits. A number of local SHG's also received bank loans amounting to 400,000 rupees totally.

In **Barrackpore**, there was a PO meeting with 42 members where various local problems were shared and discussed. PO members also attended 10 Gram Sansad meetings and submitted their plans for road repairs, irrigation and drinking water facilities. MGNREGA work was also sanctioned and a 15km road was built, a pond was dug and a canal of 8.5km was cleaned. 215 students also put in applications for minority scholarship, 26 received scholarships and 5 received an OBC certificate. Training on Livelihood and Food Security was also conducted in 4 villages.

In **Chotanagpur**, there was a Gram Sabha meeting where problems regarding the control over minor forest products were discussed. A CBCLA meeting also took place where information on how to better equip both children and adults was shared. They also organised people to block a chowk in order to demand for proper electricity on the 11<sup>th</sup> July. Two Gram Sabha meetings were also held at the village and Panchayat level as well as a Parha meeting to encourage the people to continue running this system alongside the Panchayat. They have also decided to celebrate the anniversary of the Parha on the 11<sup>th</sup> and 12<sup>th</sup> of June. 28 Gram Sabha representatives were informed about their legal rights and the procedure of forming Gram Sabhas at Panchayat level. An andolan to protect the PESA and CNT act from legal disputes was also conducted and advocacy on irregularities in the PDS system was initiated. Information on provisions under the MGNREGA was shared in the district of Karra on Labour Day. Two new SHGs were formed.

In **Cuttack** there is a survey taking place in the districts of Betana, Baripada and Puri. There was also a MGNREGA work that was done in Rajbhadi where an electricity line was laid and 35 families could avail of this facility after the work was completed and an SHG was formed. PDS shops in Betana panchayat were regularised and essential items like rice, kerosene and sugar were given to BPL families. 5 people received their old age pension and 18 job cards were also prepared. As part of the campaign on sanitation, people were educated on the importance of using bleaching powder for cleaning drinking water wells. 16 scholarships were given out through the interventions of the CME program. There is also a plan to prepare for social forestry on government land at Rajbhadi amongst 40 families.

In **Delhi** there was a meeting of the Mazdoor Adhikar Sangathan (a PO) attended by 126 people where they discuss how to release Panchayat land that was bought up by an industrialist and that they wanted to use for the government scheme that allotted 100 yard plots to eligible families. Subsequently 140 families have been allotted land at Gadholi. 5 families have also built houses here under the Indra Awas Yojana. 3 people received job cards under MGNREGA and 30 families got employed to sand a road under this scheme. A further 8 and 12 families in other districts also got work for 25 days for this same job. 10 families got drainage work for 5 days. Anganwadi workers have also been visiting families and telling mothers how to take care of newborns and prevent diseases. A health awareness campaign was also organised in which 100 people were involved. 6 more people now receive their old age pensions.

In **Kolhapur** a new branch of the DVSP (a PO) opened in Rangoli with 75 new members and 91 members were added in two other districts. A Gram Sabha meeting was carried out regarding the drought and the government has promised to supply water tankers and grass for the animals to affected Dalits. Rs. 500,000 was also sanctioned to build a cemetery wall to prevent encroachment of the villagers on church land. 5 members of the DSVP also met the Forest Minister and Sangli District Collector regarding this matter. 3 new SHGs were formed with a total of 41 members. Rs. 400,000 was sanctioned for 2 Youth Mandals at Shirgaon by the Sports office of Kolhapur in order to purchase sports equipment. A hunger strike was carried out by 50 families to demand for land to

be allotted to them in Tardal. 65 people also participated in a rally to regularise a village encroachment in the same area.

In **Kolkata**, 79 CBO meetings were conducted and attended by 1177 people. A survey to identify households eligible for ration cards was conducted and 75 people received the cards. A meeting with the Agriculture Development Officer and Food Supply Officer to speak about trainings and concerns under PDS and MGNREGA was held. 59 people received a job for 20 days under the MGNREGS. The PO membership has increased by 172. Staff meetings were carried out where village profiles were upgraded and a discussion on how to focus on own means contribution was carried out.

In **Marathwada**, 6 CBOs in Aurangabad and 1 in Jalna have been formed with 70 new members added. A total of 74 MASS meetings have taken place in the area where they discussed means of taking the PO forward and how to engage with the government as well as leadership skills. A Gairan holders meeting was also held to raise awareness about crop investigation (pik pahani) as a result of which 173 applications for this training have been submitted. 303 people got job cards out of which 185 people got jobs and were paid approximately Rs. 55/day.

In **Nagpur** 14 exposure meetings to strengthen the PO were carried out and 39 new members were added to the PO, *Manav Haq Sangharsh Samiti*. 20 workshops were carried out on Gender sensitivity and Women Empowerment Entrepreneurship and SHGs- beyond credit, Accounting and Women's role in the Gram Sabha. 2 new SHGs were also opened and one of them started a new ration shop. An RTI was also filed to expose corruption of 147,000 rupees in MGNREGA wages. The Gram Sevak was found guilty and asked to return the money to the community. 1000 saplings were also plant in Neha Khurd and Pavna by the MHSS to yield medicinal products as well as fruits.

In **North East India**, a school for those who were child labourers was opened through the initiative of the PO and 23 boys and 22 girls were enrolled. Students also receive Rs. 150/day for attending school (deposited in bank accounts for a 3 year period). 4 families have received the benefits for IAY. An RTI cell has been formed in Dubi with 21 members who will monitor applications.

In **Patna**, a process of data collection was started to help with MGNREGS, Education, Health and Land rights and 7 panchayats were part of this process and the people participating were made aware of these issues through the process of the survey. A social audit was also carried out in 4 panchayats where problems were analysed and the roles and responsibilities of the Gram Sabha. The CBOs and Pos of the area also joined a state level strike for the recognition of the PRI system.

In **Phulbani**, meetings were conducted to address the water crisis which was attended by 135 people and it was decided that they needed new tube wells to counter the harmful effects of the drought and a memorandum was submitted. A farmers group meeting was conducted with 38 farmers to raise awareness about cultivation and shree padhati and discuss the construction of houses on forest land that were given to adivasi farmers under the IAY. 18 SHG meetings were conducted and attended by 173 women in 13 villages. A labour group met with the executive officer and Sarpanch



of the Gram Panchayat to demand for MGNREGA job cards and eventually 10 people received their cards.

In **Sambalpur**, a village level review meeting has been implemented in 43 villages in Deogaon. A program on raising awareness about the MGNREGA in 15 villages was initiated by the community enablers and job cards were also received by those who had applied. The ICDS centers are also providing medicine to young girls and 138 MDM schools have been regularized.

**Could any impact (positive and negative) be observed in the wider context of the project that might be related to project interventions? Do those observed facts contributed to achieving the development goals.**

The overall development goal of the extended phase was to enhance the organisational capacities of CNI SBSS and its implementing partners (DBSS), to manage the ongoing project efficiently and to critically position it for the coming years.

Positive impacts:

1. The Systems' review has streamlined the functioning of the organisation and helped in adopting and developing new operating tools for Program and Finance.
2. A capacity assessment was also done which helped CNI- SBSS greatly as it is currently focused on strengthening its previous work with the community and capacitating them to be a resilient community who can understand and respond to changing social and economic situations. The capacity assessment has revealed gaps which must be addressed when CNI-SBSS comes up with its strategic vision.

**Negative impacts:**

1. Reduction in DBSS from 22 to 15 due to serious reduction in funding had a very negative impact on the image of SBSS as well as its future sustainability. Many staff have been released during this period.
2. The CNI-SBSS is working without an adequate functional resource base. Also, it does not raise resources locally to support its core functional unit. The Board does not seem to be convinced of the *need for fund-raising and creating a corpus which would enable CNI-SBSS to be more effective* in organizational functioning as well as bridge-financing of programmes in case of delays in fund receipts from donors due to various administrative issues.

3. The project plan and budget frequently change due to the changes in fund commitments and actual release of funds from time to time by the donors. The frequent delay in salary affects the motivation of the staff, thus negatively influencing the programme implementation.

**Which methods did you use for assessing outcome and impact?**

Presently CNI SBSS is going through a change in assessing the outcome and impact. With the approval of new project an assessment impact frame has been developed and shared with ERSA. This impact assessment framework will be the base for the next 3 years, and DBSS-wise assessment will be undertaken on the basis of this tool. All 15 DBSS have been oriented on this assessment tool, they are also being accompanied to set up their targets, based on the tool, which will be assessed quarterly by the programme and finance team of SBSS. For the present reporting which was just for 4 months, CNI SBSS has reviewed Monthly Progress Reports of DBSS. In addition to this, reports of workshop, training, were taken into account for assessing outcome and impacts of the project.

**3. Activity Summary**

S. No	Activities	April	May	June	July
1	Closing of speaking out Central audit and narrative report				
	Output Impact orientation				
2	Project preparation and application as per the new format				
4	SOP training				
5	Appraisal/Review and Analysis of SBSS and DBSS				
6	Staff salary and compensation				

## **4. CHANGES IN THE ORGANISATION**

**Did any important event or change during the reporting period take place within the organization?**

### **4.1. Related to Management Structure: Yes**

The new board is functional and coping up with the organizational change process. Finance committee has also become operational. SBSS has reduced its intervention from 22 DBSS to 15 DBSS, due to the reduction in funding from the ERSA. This has also resulted in reduction in staff and a new organisational structure. All these changes were shared with the CNI Synod and the new board on July 3<sup>rd</sup> 2012.

Statutory central audit system has been institutionalised in all DBSS. The audit of the last 6 months has also been done at the central level. An agreement with the Auditor has been signed to undertake the statutory audit within the organisation.

### **4.2. Related to planning system: Yes**

The project proposal for the new phase was submitted to ERSA on Jan 6<sup>th</sup> 2012, but a lot of changes were expected from the proposal. The partners suggested making the Project objectives more clear with specific realistic and achievable outcome. The indicators were needed to be revised more S.M.A.R.T. (specific, measurable, achievable, realistic and time bound), linked to the respective outcomes and again reflect the main focus. By the end of the extension there was a need to see the systems being documented and in place, for this the ERSA also helped SBSS in identifying a consultant to work on the SBSS project plan and Logical Framework. The number of objectives for the new project phase was reduced from five to three. The outcome and indicators were also worked upon as per the suggestion of the ERSA and submitted on 31<sup>st</sup> of May 2012 for final approval.

Serious attempt has been made to address the gaps identified during the last phase Speaking Out... by developing an indicator based reporting system which is instrumental in tracking the outcome of the project. The new approach of Outcome and impact based monitoring tool was prepared with the consultant and shared with DBSS

### **4.3. Related to Staff Composition: Yes**

As the project Speaking Out extended phase ended in July 2012, all the staff were released from CNI SBSS, only the 5 finance staff and two staff for reporting were retained. The main reason for retaining the finance and reporting staff was to complete the audit and progress report of the extended phase.

### **4.4. Related to other issues:**

CNI SBSS has undertaken an Organisational Review for deepening its perspective and consolidating the objectives. This was followed by undertaking an extensive Organisational Capacity Assessment which identified the gaps, inadequacy and limitation which was further addressed through

undertaking Process Oriented Development Intervention (PODI) training for its staff and partners. These initiatives and processes have contributed toward strengthening the system within CNI SBSS.

The findings and recommendations of the programmatic review (Rapid Assessment) were revisited together with the Community, DBSS and SBSS staff who internalised the learning, identified gaps and helped in developing the road map for the next phase.

## 5. Change in Development Context and Problem Analysis

### 5.1 Are there important changes in the direct political environment since the inception of the project?

FCRA Cancellation of organizations: During the reporting period the new FCRA rules resulted in the cancellation of 4000 FCRA's. The new rules have been used to target the Faith based organizations. Church based organizations are on the hit list and under scrutiny because they spearheaded the Kudankulam protest.

### 5.2 Are there important changes in the direct social environment since the inception of the project?

The combination of low growth, high inflation, high fiscal deficit and highest ever trade /current account deficit has raised a lot of concern in economic and social environment. The recent government policies on Foreign Direct Investment and reducing the subsidy to LPG as well as increasing the cost of diesel will impact the poor and the marginalized section of our country. There will be higher migration and unemployment as well as irrigation and agricultural will suffer. The Human Development Report 2011 states that the marginalized people have emerged as victims of these processes of development and questioned the path of inclusive growth of India. They are deprived of socio-economic opportunities for their sustenance and are victims of **social, cultural and political exclusion**. While the invisibility of the marginalized people have led to very **little or no participation in the development process**, the stiff resistance from the upper caste and classes thwart the efforts who try to speak out. These forms of marginalisation are channelled through pre-existing power structure.

The conditions of **poor and manual workers in the unorganized sectors** etc have remained unchanged over the centuries even after the various government initiatives have been formulated and implemented for their upward mobility. Marginalized people of India are struggling against the present methods of development based on oppression, injustice, exploitation, destruction, displacement and discrimination. They are struggling to preserve and protect their livelihood resources, and to shape an alternative socio-political and economic vision of sustainable, humane development with equal right to livelihoods.

The recent changes in the FCRA is directly targeting the political empowerment of the excluded communities and is a tool that can be used against the CSO thereby further shrinking the space within which the Civil Society operates.

**5.3. Are there important changes in the direct natural environment since the inception of the project?**

The erratic rains and a prolonged summer has led to drought in many regions. There have also been a number of floods causing epidemics.

**5.4. Do those changes have implications for the relevance of the project?**

Yes. The recent changes in the political, social and economic environment, and shift in the development paradigm has compelled us to adopt a business model of development. Therefore CNI SBSS is seriously thinking of developing a social business model. The stringent regulation and introduction of the centralised audit system is affecting the timely flow of the fund. Now the structure of the entire organisation is going through a restructuring process and new institutional mechanism are coming up to capture the outcome and impact of the project oriented intervention.

**5.5. Do those changes have implications for the project development goal?**

Yes. During the last reporting period emphasis was given to enhance capacities of CNI SBSS and its implementing partners to manage the ongoing activities efficiently. Therefore most of the activities carried out only at the SBSS level like developing the impact output monitoring tool , the standard operating procedure and the Process oriented development intervention has helped the partners to understand the current development model, and change required in the strategy and perspectives.

**5.6. Do those changes have implications for the project objectives?**

Yes. During this reporting period most of the interventions were to strengthened the internal system of programme management and governance were strengthened by institutionalising systems like central audit system, forming new structure , reporting and communication, monitoring tools, standard operating system within CNI SBSS. In addition to this programme planning become participatory and finance and programme governance system has been standardised with by developing operating systems. Accompaniment supports and compliance management has been streamlined and made very lean which we hope will result in bringing efficiency and effectiveness in CNI SBSS. Most of these activities were at the SBSS and DBSS staff and management level. The community somehow were not accompanied due to sever fund crisis and lack of staff.

**5.7. Is the underlying problem analysis of the project still valid?** No. As the underlying problem analysis of the project which was exclusively related to the improving system with regards to programme and PME especially in impact monitoring have been addressed through undertaking a PME system review and midterm financial systems review. Therefore the problem analysis is no more relevant.

## 6. CONCLUSIONS FOR THE FUTURE WORK

### 6.1 Based on your experience, do you see a need for changing the planned activities in order to achieve your project objective?

Yes

There is need for developing and maintaining a baseline database to establish initial conditions of the project area that would help measure the envisaged outcomes and show change. In addition to that we realised there is need for establishing a village wise data bank through MIS. An output based monitoring system to monitor the impact and capture the outcome of our intervention would help in better monitoring of programmes.

We have also realised that together with Right holders, CNI SBSS should work with the duty bearers and develop a strategy to work together with them. For this we are strengthening our capacity on the ESCR rights.

There is a need to develop economically viable entrepreneurship skills of the communities This could generate employment opportunities for the local people. In addition to this we would help to use the acquired land to fulfil the immediate needs of the communities.

CNI SBSS also felt that gender and CME a cross cutting theme should be integrated into the project cycle of management.

### 6.2 If necessary, please update the project planning:

The gaps identified in the implementation of Speaking Out have been addressed and the recommendations of the Resource Sharing agencies have been incorporated in the planning.

The new plan has adopted the Logical Framework Analysis approach for better monitoring of the project implementation. The number of Objectives has been reduced to three with three indicators each to better assess the impact of the programme. The impact output monitoring tools has also been developed both at SBSS and DBSS level with the help of a consultant.

### 6.3 In case of need for consultancy: In what area?

There is a requirement of consultancy in developing baseline system which is proposed to be the first activity of the new phase, also to link the baseline with the impact output monitoring tool. In addition to that we need consultancy for strategising our existing resources for fund raising and sustainability of the organisation and to think on the social business model.

There is also a requirement for special support from an Organisation Development Consultant to assist with labour law issues in the downsizing process of the organisation.

#### 6.4 What are the lessons learned? Please, refer to gender equality issues also.

CNI-SBSS has been working in India for the last four decades. Its programme areas are located mostly in rural India and target group forms the most vulnerable, hard to reach and socially excluded and discriminated. In the last 10 years or so, CNI-SBSS' affinity with these sections of people have grown substantially as the organization has moved from service delivery to enabling its target community to access their rights and entitlements, make them capable of fighting for justice and peace.

- CNI SBSS should develop a stakeholder involvement plan and identify and train community representatives in participatory impact monitoring.
- We should develop a strategy for training in non hierarchical task based performance and create of reserve funds for bridge fund deficit.
- Organise National events to demonstrate collective strengths & showcase key achievements and Organising six monthly reviews and planning and focus should be more on annual plan.
- Developing a media engagement strategy and evolve response mechanism to biased media coverage.
- Initiate tracking sample study to capture baseline as well as progress at the ground level and build staff capacity
- Output based monitoring is not done. Monitoring system is not integrated with output tracking
- There is need for phase-out planning
- There is need to evolve clearly defined information collection system for qualitative and quantitative data
- Grievance redressal mechanism exists only at SBSS level it has not percolated down to DBSS and to POs.
- Appraisal is not based on job description, appraisal is more on values and basic principles and perspectives increment is flat and general for all.
- Lack of hierarchy leads to confusion. Too much fluidity leads to confusion and brief tenure of a position. Define organisational staff structure, non-hierarchical way of functioning
- Legal support system for personnel working for the rights of the people does not exist and is required
- Over dependence on few donors is causing delay in fund flow that is affecting programmes and SBSS does not have a backup plan to support programmes

## Case Studies

1. *Amritsar DBSS: Negligent Landlord brought to justice*
2. *Patna DBSS: The fight for a functioning Gram Sabha*
3. *Kolhapur DBSS: Fast Unto Death before Tabasildar's Office at Hatkanagale*
4. *Kolhapur DBSS: Felicitation March at Office Of The Circle Officer, RUI Circle*



## 1. Amritsar DBSS: Negligent Landlord brought to justice

The Indian state of Punjab is one of the most agriculturally rich areas in the country with high yields of superior quality rice and grains, which is then exported all over the world.

Despite the richness of the land, the wealth is not distributed evenly. There are more than 50 bonded labourers that work the fields in every village. The land owners are extremely rich but refuse to pay their workers a living wage and they are forced into working to pay off previous debts.

In the village of Gilawali (Amritsar District, Ajnala Block) Shera Masih was forced into bonded labour at the age of 20. He earned a paltry sum of 44 rupees a day and struggled to feed his family with this money. He was forced to work long hours to pay back the rent on his house and other things the landlord had loaned him, knowing that he would never be able to repay the debt and thus keeping him tied to the land indefinitely.

Shera Masish had been working on this land for over ten years, when one day as he was working in the farm he stepped on an exposed wire (it had not been insulated) and got a bad shock which killed him.

His family grief stricken by his death, but they were also worried about their future as he was the only earning member and without his money they could not eat. They approached the *Zamindar* (landlord) to compensate them for his death as it was because of his refusal to implement reasonable safety measures that Shera Masih was killed.

But the Zamindar refused. Shera Masih's family did not know what to do, as they had no one else to turn to. Eventually they contacted the people's organisation MAS (*Mazdoor Adhikar Sangathan*) which is part of the DBSS in Amritsar.

When the MAS members were informed they decided to file an FIR (first information report) against the zamindar for negligence. They also held a Panchayat meeting where it was decided that the landlord should pay the family Rs. 50,000/- in compensation. The Zamindar had heard of the MAS and was afraid of what they might do.

The support and knowledge of the MAS was what helped this family fight back against the landlord as the zamindar was forced to pay them the money.

The MAS has been working with land labourers throughout the state and creating awareness so that they can fight for their rights and be freed from bonded labour.

## 2. Patna DBSS: The fight for a functioning Gram Sabha

Since the last two years a process to strengthen the Gram Sabha's was started in 9 Panchayats across the DBSS Patna areas in Sahibganj.

They worked on creating awareness and spreading knowledge about the rights and duties of the Gram Sabha and roles and responsibilities towards conducting welfare programs and social security schemes.

It was put into practice through meetings and workshops which told the newer members of the Gram Sabha and others as well about their rights and responsibilities. Data collections, social audits and the importance of meaningful participation were also elaborated upon by the Gram Sabha as well as the monitoring cells in the area.

It was during this process that they realised how badly equipped people were and that the government of Jharkhand was not properly implementing the PRI system, and decided to protest against this. The people in Thaljhari and its leaders joined in the strike and together with the people of Sahibganj and held marches and also blocked roads in protest. They conducted these activities with the slogan, "*Na lok sabha, na bidhan sabha, sabse bara gram sabha*" (not the lok sabha, neither the bidhan sabha, the most important is the gram sabha).

They also submitted a memorandum to the government demanding the proper implementation of the PRI rule (2001), a joint DRDA in conjunction with the Zilha Parishad and also presented an honorarium to elected members.

They hope that this agitation will prompt the government to properly equip the members of the gram sabha and stop exploiting their ignorance of the rules.

### 3. Kolhapur DBSS: Fast Unto Death before Tahasildar's Office at Hatkanagale

In Maharashtra there is a lot of land that is owned by the government but has been encroached upon by people who use the area to cultivate crops in order to make a meager living out of the land.



As these people are poor they have no alternative means of living and over years of farming the land have become dependent on it. The government is in the process of legalizing the possession of this land by families that have worked on it over a long period of time. 50 such families from the Gavthan Vistar Yagna at Tardal were also entitled to receive the title deeds for land that they had been cultivating for many years, but it was being held up at the Tahasildar's office.

The families' plight came to the attention of the DVSP (formed by the DBSS Kolhapur) and they decided to protest against this hold up.

They organized a fast until death before Tahasildar's office at Hatkanagale to press for the demand of allotting plot of land for the families. A number of prominent activists also showed up for the protest. Mr. Babu Ramchandra Tiwade, a prominent elderly activist was not in good health but still decided to protest, but during the fast he fell ill and was admitted to a government hospital.

As his condition started deteriorating, the Tahasildar became afraid and consented to the people, promising that a thorough investigation would be made into the matter. The next day he reviewed the list of people entitled to the land and saw those who had deposited the required amount of money, those who had not and those who had sold the land they had received by the government.

He has started the process whereby those plots that have been sold will be confiscated and also to grant the people their land.

After seeing that he was really working on the issue the DSVP called off the protest and is now awaiting the title deeds to the land that the families are entitled to. It is because of their raising awareness amongst the people that the families realized that the land was their right and could protest when it was not given to them.

This fast until death was carried out by and DSVP members Mr. Sachin Sathe, activist of DSVP Elia Mane, President DSVP also including community leaders, Babu Tiwade, Ganpati Lohar, Mahesh Tiwade, Mrs. Surekha Kamble, Mrs. Vijay Aitawdekar, Mrs. Milan More and Mrs. Nita Christi.



#### 4. Kolhapur DBSS: Felicitation March At Office Of The Circle Officer, RUI Circle

DSVP members adopted a unique way of agitation against the Circle Officer to ensure immediate action for regularization of the Gairan land at Tilawani in district Kolhapur. After pursuing the matter with no concrete result, people decided to confront the matter through Gandhian way of protest.

Taking cognizance of the inordinate delay, it was decided to felicitate Mr. Ramesh Kamble on 25<sup>th</sup> May 2012. 50 activists took a felicitation march to the office of the Mr. Ramesh Kamble, the Circle Officer. Mr. Kamble was garlanded & felicitated for rejecting the above work. They shouted slogans and displayed placards against his inaction. Overcome by this unique act, he declared that the proposal had already been



sent a day earlier and gave a letter confirming it. He also assured that all necessary cooperation would be extended to the people. This novel agitation was spearheaded by Mr. Ravindera Tiwade, Mr. Sunil Kamble, Sachin Sathe, Elia Mane, Mr. Mahesh Tiwade, Ms. Milan More & Mr. Janardhan Malve etc.