



Peace on Earth



Annual Report 2005 - 2006



Synodical Board of Social Services
Church of North India



MANDATE

“Spirit of the Lord is on me.
He has anointed me
To tell the good news to poor people.
He has sent me so that the blind will see again.
He wants me to free those who are beaten down;
And he has sent me to announce the year when He will set His people free”
- Luke 4:18

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Message from the Chairman

“I appointed you as a prophet to the nations”.

– Jeremiah

Dear Partners in Mission,

While presenting the report of CNI SBSS for the year 2005-2006, I thank God for this fruitful year. During this year, CNI SBSS reaffirmed the covenant with her Master and His people. Towards realizing the Mission of Christ and expressing his love and care, in the spirit of sacrifice and service as demonstrated by Christ. CNI SBSS took necessary steps for community building and organizational renewal. Developing our programmes on pro-poor perspective, we engage with communities in realizing their aspirations and hope. We seek to be part of the Mission which belongs to God. Our mission therefore is holistic; giving equal importance to the physical, spiritual and structural aspects of human life.

While accompanying our partners we are working towards building skills and assets of marginalized community for the realization of their political rights, Even though there are huge challenges. Hence, there is a need for a strategic shift in our ideas and action. From just developing social capital we need to move towards building sustained political capital where the marginalised community would decide every sphere of their life. It is not only through acquiring political poisons, but also gaining knowledge and wisdom to exercise the political authority. We value our partners, support and involvement as working with them is our core strategy.

CNI SBSS wants to support the perspectives, policies and programmes that would make real difference and lead to greater self-reliance. At the end of the day, a difference in the life of our community is the key indicator of our work. We want our resources to be used to support the initiatives and activities that would really matter and change our context and situation. They should enhance and further partnership-cooperation and solidarity with community efforts.

CNI SBSS occupies a very important position in realizing the mission of Christ. To achieve this, CNI SBSS has to open up, spread and move on. We look forward to your participation and support to tear down, destroy and overthrow the structures of globalising world and also to plant and build alternatives to sustain and share God's love. Do join us.

I take this opportunity to thank Synod office bearers for their guidance and support. I am also thankful to SBSS board members, especially Mrs. Kiran Jeremiah, Treasurer for ably taking the mission of SBSS forward. We also appreciate the support of the resource sharing agencies. We also remember the contribution of all chairpersons, bishops and co-ordinators and the staff of SBSS for their continuous work.



The Rt Rev P Samuel P Raju
Chairman, CNI SBSS

Message from the Chief Coordinator

The change and amorphous expansion of civil society and the quantitative growth of non-profit sector has attracted unprecedented views and opinions from the State and the public. This has put the onus on the non-profit sector to be more accountable and transparent to the larger world. The dialogue and discussions on the subject of accountability and transparency have already gained their footing on the way non-profit sectors process their strategies.

In this regard, in the context of CNI SBSS, adequate effort has been made to develop systems and processes to strengthen the values of accountability and transparency during this reporting year. For instance at the programme level 'learning appraisal' of the preparatory phase was completed and SBSS is committed to practise the suggestions given in the appraisal which we can call 'consolidating change and enhancing learning'. Accompaniment process is brought in to strengthen the process of programme implementation. Secondly, for appropriate use of financial resources, performance audit and preparation of cash flow charts were undertaken. To review the performance of the staff of SBSS and DBSS, appreciative enquiry was conducted; accordingly roles and responsibility of the personnel were changed. For the free flow of information and to connect the SBSS with DBSS, a web-based Programme Activity Review and Accompaniment (PARAM) scheme is being launched. We hope this will help all of us to know each other's vocation instantaneously.

With the new board in action, I believe this mission will certainly move forward as members like Chairman Rt Rev PS P Raju have rich experience in development practice. With the right combination of educationist and development experts, SBSS is certainly bound to take great leaps.

At the organisational level, SBSS has effectively shifted from grant approach to cost-reimbursement approach. The earlier structure of generalised functions has now been channelised with programmes and strategic focus on CME, gender and campaigns. Zonal offices with much thrust and energy have taken on the role of resource centres focussing on key issues.

At the activity level, we have moved from development projects to empowering processes with Rights Based Approach (RBA). This has been clearly stated in the launch of the new phase, 'Let Justice Roll'. We are committed to building peoples' movement as an alternative political force. Democratisation of institutions and involvement of the poor in decision making and implementation are the key features of a dynamic future. This also involves change at the internal level to build movements through campaigns and internalising the values of resistance and hope. Unless SBSS builds movements in every diocese and congregations for larger transformation in society, it will be difficult to proclaim SBSS as learning and building movement.

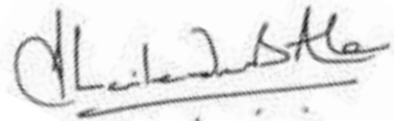
So to say the approval of SBSS policy document and ten-year perspective by the Synod has really brought enthusiasm to all stakeholders of SBSS involved in the mission of Christ. In future, SBSS will attempt to sustain this spirit and enthusiasm of the staff and congregations; active involvement of the congregations in fact is an essential ingredient of the mission and vision of SBSS without which it will be extremely difficult to fulfil that mission.

In this journey of our mission a number of people helped to shape SBSS. Especially the leadership of the Church, Synod office bearers and various departments provided necessary guidance and support. I thank all of them. The guidance and availability of our Treasurer Ms Kiran Jeremiah, other board members and friends and staff was a great source of strength.

I also thank the Chairpersons, Chairman, Coordinators and staff of DBSS for allowing SBSS to accompany them in their journey. Our resource sharing agencies – Evangelischer Entwicklungsdienst E.V. (EED) Germany, Christian Aid (CA), London, Bread for the World (BfW), Germany were always there, and had never shown a moment of hesitation to support us.

The community and its leaders have always taken us in trust. They were always willing to rise against the oppressive forces along with us. We are grateful to them.

Shalom!



Dr. Shailendra Awale
Chief Coordinator & Secretary CNI SBSS

SBSS Initiatives



The period between April 2005 and March 2006 was marked by the final leg of the preparatory phase and the launching of the new phase – “Let Justice Roll” – and it ended with a sense of assurance and confidence for all at SBSS, despite the pulls and pressures of structural constraints. The concluding sessions of the preparatory phase revealed that the association with the oppressed communities was recharged and renewed. This would help the entire network of CNI-SBSS to take great leaps forward in terms of position and intervention.

The challenge of communicating CNI-SBSS’ progress during the preparatory phase and introducing the new phase to the resource-sharing partners set the period in motion. In order to develop a framework for future action, the perspective and programme plan was prepared with the active involvement of the communities, DBSS and SBSS staff. The plan is based on a long-term perspective with an empowerment model. Subsequently, appreciative enquiry, synod-level consultation followed by launching of the new phase, “Let Justice Roll”, learning appraisal, consortium partners’ meeting and various other events took place in this period.

Perspective and Policy

To strengthen perspectives, visits to dioceses and field areas were made, and regional consultations took place. Discussions among and within DBSS and SBSS staff (on what the perspective of CNI-SBSS and accordingly, its programmes should be) were carried out. The

staff compiled the analysis and perspectives and developed a comprehensive document. The SBSS team gave final shape to the document and shared it with its constituencies, including the resource-sharing and implementing partners. Once again, the document was made widely available to communities and dioceses. The same was presented, discussed, amended and approved at the Synod-level consultation held in New Delhi on the 23rd and the 24th June 2005. A sub-committee of the board received and incorporated all comments and feedback. The SBSS Board finally submitted the document to the Synod Executive.

In order to sharpen its development impact and move forward continuously, the SBSS in collaboration with its board and DBSS reworked on the existing policies. The final draft of the *Policy on Development and Justice* of CNI-SBSS was presented and adopted as a resolution by the CNI-Synod held during 16-21 October 2005, at Ranchi.

Organisational Development Process

The organisational development (OD) process, which started in the previous period, continued in the current period. The SBSS accompaniers, Dr. Uma Ramaswamy and Mr. Ray Kancharla, who were involved from the beginning of the process, extended their expertise. During this period, the staff openly participated in evolving a structure and a system, which would translate the emerging vision and perspectives at a practical level.

The Pune meeting, where the OD process was formally concluded, gave an opportunity to arrive at a concrete structure and a system. This is where the decision to create a group of staff members who would serve as key resources to the programme team was taken. This structural change meant multiple roles and responsibilities for those who had gained a considerable understanding of certain aspects of the predicaments of communities, which they have been looking into for years.

According to the new structure, there are three structural streams:

- The Programme Resource team, headed by the *Coordinator, Programme Resource*;
- The Programme Facilitation team, headed by the *Coordinator, Programme Facilitation*; and
- The Programme Support team, headed by the *Coordinator, Programme Support*.

The OD process ended in October 2005 and brought fresh energy and ideas to the newly evolved structure, policy and programme, initiating a process of enabling and equipping the resource centres with appropriate capacity. Subsequently, the SBSS' external facilitator, Dr. Uma Ramaswamy, made a formal appraisal of the OD process, reviewing its impact and outcome. This appraisal further motivated the resource centres not only to build and strengthen their capacity for effective engagement but also to take a pioneering step towards being a resource for the church and community. The change process was shared with the accompaniers in the Round Table Meeting, followed by two other meetings at Kolkata and New Delhi, in which the SBSS core staff and external experts held dialogue and discussion.

The structural and systematic changes are expected to go beyond the boundaries of the dioceses and into the communities, their neighbourhood and surroundings. The challenge is to transform the congregations into direct agents of social change.

Launching of the New Phase – “Let Justice Roll”

The Most Rev Joel V Mal, Moderator, CNI Synod, launched and inaugurated the new programme phase of CNI-SBSS, “Let Justice Roll (2005-2008)” on December 9, 2005, in a solemn and meaningful programme organised at CNI Bhawan, New Delhi. The Rt Rev PSP Raju, Chairman, SBSS, affirmed the identity of the SBSS as a development and justice wing of the Church of North India and as an expression of the love of Christ towards the poor and marginalised. Rev. Dr. Enos Das Pradhan, General Secretary, CNI Synod, gave the mandate – “Towards Building Communities of Resistance and Hope (TBCRH)” – to CNI-SBSS to address the issues of livelihood, food security, land rights, identity and social exclusion, tribal rights and dalit rights with the rights-based approach. The mandate was presented to the newly elected board members and staff team of CNI-SBSS to realise the mission agenda of the Church. This was also an occasion for launching *Resistance and Hope - Perspective and Programme Plan (2005-2015)* by The Most Rev Joel V Mal, the Moderator. The Strategic Action Plan – *Let Justice Roll (2005-08)* – was also released by the Deputy Moderator, Bishop P Lyngdoh. Rev Dr. Enos Das Pradhan unveiled SBSS' *Policy on Development and Justice*.



Partnership Enhancement

Working with partners is the core strategy of SBSS. The partners-in-mission include Evangelischer Entwicklungsdienst e.v. (EED), Bread for the World (BfW), Interchurch Organisation for Development Cooperation (ICCO) and Christian Aid. In this relationship, the emphasis is on partnership cooperation, partnership development and partnership enhancement. All this implied a paradigm shift from general intervention to issue-specific thematic interventions.

A new governing body was constituted as per the Church constitution, having proper gender balance. It also empowered the Chief Coordinator to be the Secretary of the board and the *ex-officio* members like (SBHS-Synodical Board of Health Services) Secretary on the Board of Ministries of CNI.

To strengthen mutual partnership and promote transparency, SBSS has encouraged numerous good practices. These include sharing minutes of the Executive Committee meetings and correspondence between the donors and SBSS and with the Resource Centres, creating space for the core staff of SBSS to interface with the governing body and the consortium partners, and giving opportunities to DBSS, partners to take an initiative in the preparation of critical

documents such as Agreement of Cooperation, Audit Agreement and Learning Appraisal.

During this period, Dr. Shailendra Awale was invited to take part in the process of evolving Christian Aid's country strategy paper for India.

Learning Appraisal: Consolidating the Process of Change

At the beginning of the new phase, SBSS once again reflected upon and reviewed the status of the 16-month preparatory phase, more so to see the outcome and impact of its interventions. The primary purpose of this review was to lay a foundation to rebuild organisational values and character and commit to a decade-long struggle. It also envisaged taking forward the management of change to the four resource centres and to the respective DBSS's. In this collective process of revealing and learning, SBSS was accompanied by Dr. Uma Ramaswamy, its accompanier, a few of the SBSS core staff and a few coordinators of the DBSS's. During this learning appraisal, the team visited three resource centres and one DBSS in each centre.

Development Communications

During this period, the Development Communications unit effectively utilised the opportunities to go beyond the usual realms of communications. The unit was deeply and actively involved in preparing the Perspective and Programme Plan, the Strategic Action Plan for the forthcoming phase and the CNI-SBSS Policy on Development and Justice. The unit has also built a digital library, where it hosts more than two thousand images, which are used appropriately to add value to the issues being reported. To give a cutting edge and to strengthen the SBSS ideology, the communications department produced the newsletter *Abhivyakti*, the CNI-SBSS policy document, the four-yearly reports, perspective plan document and the strategic action plan document.



Planning, Monitoring and Evaluation (PME)

Having understood the importance of the systematic intervention of planning, monitoring and evaluation (PME) process, the PME desk was formed. In the period under review, the desk developed some concrete monitoring and guiding tools for better functioning, such as a comprehensive human resource (HR) policy and a financial management policy based on a cost reimbursement model. Though the PME desk is in its incipient stage, it is definitely going to add more teeth to the issues which might be taken up by the organisation in the future.

Resource and Development Support

Dr. Shailendra Awale, John Suresh Kumar and Monijinir Byapari were invited for an evaluation of relief and rehabilitation work of the Disaster Coordinating Committee (DCC) comprising EFFICOR, EHA and Discipleship Centre in the Andaman and Nicobar Islands. The evaluation team prepared the final report and presented it to the DCC as well.

TEARFUND, UK invited Dr. Shailendra Awale to undertake an evaluation of ASHA, a civil society organisation in Delhi in January 2006.

Appreciative Enquiry

A process of appreciative enquiry was administered to create inbuilt systems to access information about and respond to the organisational changes, both internal and external, whereby the staff as members of the team and as individuals contribute to the growth of the organisation, giving their maximum.

The process paved a path for the staff to locate and understand their roles and responsibilities in the larger canvas of organisational vision, perspective, capacity, inadequacies, etc. Along this path, the concerned individual was accompanied by his or her colleagues so that s/he could focus better and see the ever-widening horizon of the work profile, where

the needs of the community were given top priority.

Capacity Building

Proper capacity building of the stakeholder is important in order to make the rights-based approach more effective. A number of trainings were undertaken for staff at various levels. The themes included gender, personal effectiveness advocacy, and human rights.

Gender

Gender is a cross-cutting theme for SBSS interventions. A three-person team for coordinating and facilitating the resource is emerging. The SBSS has appointed a Group Facilitator for gender justice. Ms. Amita Khalko and Mr. Bibhu Dutta Sahu went for a 15-day intensive training programme on 'Gender and Social Transformation' in August 2005, arranged at Visthar, Bangalore.

In each DBSS, a person has been identified as a Gender Facilitator. All of them came together for training on gender justice at Agra in September 2005. The process took further the dialogue on the theme, presenting experiences from the field. Collectively, it helped to develop a concept note, a precursor to policy development.

A workshop on "Mainstreaming Gender at Organisational Level" was held on 14-15 November 2005. Representatives from SBSS as well as DBSS's participated in this workshop. The workshop process helped to develop a strategic framework on gender for the organisation, a gender-based PME system and to finalise the component of gender policies.

Process-oriented Development and Personal Effectiveness Skill

SBSS is involved in process-oriented development interventions. Such interventions require competency to facilitate up to the desired level of stakeholder in varied situations. To develop their understanding and enhance

skills for effective facilitation, SBSS has been sending its staff to the human process labs, which impart training on meaningful interaction, self and group dynamics. These labs are helping individuals to map their effectiveness in a group and build a process-oriented culture in SBSS.

Representatives from both SBSS and DBSS's went for the ISAB Lab in different phases.

First phase in Jamshedpur and Goa, April - May 005

For Basic Lab in Human Process (BLHP): Deepsheeka Khan, Elizabeth Martin, Bidyut Sagar, Santosh George from SBSS, Asish Bhosale and Rev Timothy Jalam from DBSS, for Advanced Lab in Human Process (ALHP): Dr. Shailendra Awale.

Second Phase in Mumbai

BLHP: Lolati Toppo, Asha Nanada Tandy, Monijinir Byapari from SBSS and Rev James P from DBSS

Third Phase in Agra

For BLHP: Sudeep Tigga and Rev M. M Nanda from SBSS and Sandeep Ronald, Rev MU Kasab and Daniel B. Das from DBSS

PISA Process

SBSS is one of the partners in PISA (Peace Initiatives in South Asia). This is developing

as an essential ingredient of development interventions. Deepak Singh and Asish Rajhans went for a five-day training of trainers (TOT) in Bangladesh in August 2005.

NGO Management

SBSS and SEARCH, Bangalore have developed a partnership. As part of a staff development policy and refresher programme, SBSS sent Nikhil S. Kumar and Sunil Mahajan for a month-long training on NGO management to Bangalore in September 2005. Apart from formal training inputs, they were also introduced to various stakeholders in the development journey.

Lobbying, Advocacy and Networking Workshop (LAN)

People-centred advocacy has been a core strategy of CNI-SBSS. For CNI-SBSS, advocacy and lobbying the influential, and networking with the like-minded are important steps in forming people's organisations and a people's movement and for the realisation of the rights of the marginalised. SBSS has appointed a group facilitator for LAN responsibility and a facilitator in each diocese. For this group, a central-level training on LAN was organised in September 2005 in Indian Social Institute. More than 25 people from SBSS and DBSS's participated in this workshop.

To strengthen people-centred advocacy as well as policy advocacy, Vikram Jadhav participated in a four-day intensive workshop on media advocacy organised by the National Centre for Advocacy Studies (NCAS) in Pune from 21-25 March 2006.

Dr. Shailendra Awale attended a two-day workshop at EFFICOR, New Delhi, on "Knowledge Development and Management – An Agenda for Advocacy and Action".

Water Forum

Sudeep Tigga attended a workshop on water and issues related to its privatisation in Chennai



in September 2005 at the Madras Christian College.

Human Rights Training

Bibhudatta Sahu went to Samosir, North Sumatra, in Indonesia, for training on human rights organised by the Christian Conference of Asia. The training was beneficial in understanding the concept of human rights and its implications at the grass roots.

Disaster Preparedness

Dr. Shailendra Awale and John Suresh Kumar went to Indonesia in November 2005 for a workshop organised by EED for their partners on 'After Tsunami Community-Based Disaster Preparedness in Church-Based Development'. SBSS presented a paper at the workshop on *Cultural Accountability in Disaster Preparedness and Intervention*.

Monitoring and Evaluation

John Suresh Kumar participated in a workshop organised by PRIA - Asia Pacific workshop on Monitoring and Evaluation - in November 2005. He presented a paper on the Tsunami Evaluations.

Networking

Networking as a strategy has taken a pivotal position in the functions of SBSS. As a strategy, it was used on specific occasions and the execution was effective.

Global Week of Action

The head office, through its regional offices and DBSS's, mobilised communities and their congregations to be sensitised to and demonstrate resistance against international trade injustice. April 10-16, 2005, was observed as the Global Week of Action. During

this week, communities in the dioceses of Durgapur, Amritsar, Delhi, Agra and Kolkata debated on the negative and positive impact of globalisation. Hundreds of people participated in rallies and raised their voice against unfair trade practices.

Forum for Collective Form of Cooperative (FCFC)

FCFC is a collective initiative of the partners of the EED for collective effort for development impact. SBSS supports 24 partners, enabling their development efforts, and is an active member of the Forum for Collective Form of Cooperative (FCFC). Dr. Shailendra Awale and Monijinir Byapari participated in the third national workshop. The third national level FCFC meeting was organised by ODAF and SPAR from 16 -19 December 2005 in Chennai. The meeting was organised to discuss the revised FCFC proposal once more and also to find a solution to the queries from EED.

Visit to SPAR

Dr. Shailendra Awale participated in the Informed Partnership Summit of SPAR in Toshali, Orissa, in November 2005. In this workshop, he explained the CNI-SBSS change process and facilitated the session on Partnership Governance.

Impact

During this phase SBSS could very well take the changes in perspectives and policies to different stakeholders from Synod to DBSS. Organisational skill and value building measures. This is reflected in the way SBSS staff were asked by other partners in the network to evaluate their development work. Staff of SBSS through skill building exercises and training could acquire necessary abilities to be relevant and reliable their own task.

CNI Resource Centre Initiatives



Located strategically in four different zones across north India, the *CNI-Resource Centres for Social Action* observe and analyse the problems afflicting society in order to prepare for effective intervention. On a day to day basis, these centres facilitate, monitor and train communities at the grass roots and coordinate programmes and activities at the diocesan level through the Diocesan Board of Social Services (DBSS). The resource centres are hubs of information on issues that have been identified for action – livelihood and food security, tribal identity and indigenous rights, land rights and Dalit studies.



CNI Resource Centre for Social Action on Livelihood and Food Security, Agra

The CNI-SBSS Northern Zonal Office, based in Agra since 1992, was renamed the CNI Resource Centre for Social Action on Livelihood and Food Security in June 2005 after in-depth deliberations. Previously, its involvement was mainly in the realms of consultation and facilitation in the six dioceses of CNI, which are located in the states of Uttar Pradesh, Madhya Pradesh, Punjab, Rajasthan and Delhi, with the responsibility of planning, monitoring and evaluation.

The change in nomenclature was significant as it appropriately reflected the changing role and requirement of the regional office. As the issues of livelihood and food security and the plight of

the poor are not confined to this region alone, the Resource Centre for Social Action (RCSA) at Agra will be documenting, analysing, addressing and advocating the rights of Dalits and Adivasis with respect to access over resources belonging to them and ensuring that the provisions meant for them actually reach them.

Accompaniment Services

A Programme Associate at one of the RCSAs linked accompaniment in the development process to an instrumentalist accompanying/backing the others in a musical group. There needed to be proper coordination and understanding between the different actors in the development process, from the community to the experts and professionals. The accompaniment services provided by the RCSAs included coordination and monitoring, human resource development and partnership enhancement. The RCSA at Agra was involved in the following activities under the accompaniment services.

Coordination and Monitoring

Diocesan Interface: The RCSA's team made efforts to build a cohesive and conducive atmosphere among the DBSS board members and staff in order to understand and internalise the Perspective and Strategic Action Plan as well as the Agreement of Cooperation and Audit Agreement.

Community Interface: The team discussed the various strategic interventions such as panchayat elections in Haryana, Uttar Pradesh,

Rajasthan and Himachal Pradesh. This helped in many places where a number of Panches and Sarpanches from the reference community got elected. Efforts are being made to set up a forum of these panchayat members to work on the issue of livelihood.

Assessment and Impact Studies: The concerned Programme Associate / Finance Associate facilitated the programme as per the cash flow in which the activities were reviewed and community concerns were identified for intervention. Financial review and programme internal assessment were conducted during this period by the concerned Programme Associate and Finance Associate in the diocese of Bhopal (for the Village Development Programme). This process helped in detecting financial mismanagement, and necessary steps were taken to rectify the problems in fund management.

Human Resource Development

A refresher course on management skills was conducted in Bhopal in November 2005 resulting in increased and better coordination with other organisations. A workshop on skills on community transformation and mobilisation was conducted at EFFICOR, New Delhi, in February 2006. The outcome was better interaction with communities and government authorities as well as increase in community participation.

Partnership Enhancement

With CNI-related institutions: The CNI-RCSA team is making efforts to integrate different wings of the Diocese with the Women's Fellowship for Christian Services (WFCS), Synodical Youth Fellowship Committee (SYFC) and to relate with them in solidarity and action.

Outside CNI-related institutions: The CNI-RCSA team is building linkages with different institutions on the issue of livelihood and food security. These include organisations working with grass roots people's organisation such as

the Catholic Diocese Samaj Seva Sansthan. Similarly, NGOs working in the agricultural sector have been consulted to implement various programmes. Efforts have been made to bridge the gaps with the media for focusing on and advocating these issues.

Developing the Resource Centre

Challenges and Opportunities

This period was quite challenging for the CNI-Resource Centre, Agra, as it was one of reorganising and re-strategising the programme as per the issue-specific intervention. There were discussions with the resource team to develop the vision, mission and strategies of the resource centre for its sustainability. Necessary steps were taken to document the policies on the unorganised sector, Employment Guarantee Act, Right to Information Act, panchayat (PRI) policies and procedures. The DBSS, with the cooperation of the CNI-SBSS Resource Centre staff, carried out need-based programmes to improve the life and livelihood of the community. Rallies and dharnas were organised by the people's representatives with the support of the resource centre to address local issues (BPL cards, minimum wages and mandatory days of work). In this endeavour, labourers in the reference area were also organised.

Issue of Livelihood and Food Security

The resource centre took initiatives to build a common understanding on the issue of livelihood and food security. Orientations were conducted in the dioceses to analyse the various trends and options emerging in the reference field area, and strategies were discussed with the communities to develop alternative livelihood options. The resource centre also discussed the kind of data that needed to be maintained at the diocesan level for the issue of livelihood and food security. Accordingly, a format was developed to collect information on the issue and cross-cutting themes, i.e., Lobbying Advocacy and Networking (LAN), Church Mission Engagement (CME) and Gender Justice.

Regional Forum for Strengthening Partnership for Shared Understanding

A regional forum was organised by the resource centre to strengthen partnerships with the DBSS's in order to have shared understanding during the next phase of CNI's journey with the people. The Strategic Action Plan 2005-2008, 'Let Justice Roll', was discussed with the DBSS's, who were guided accordingly to prepare the cash flow for the period of April-September 2006. The objectives were discussed and prioritised and programmes were designed by the DBSS partners to fulfil the mission of the Church.

The concept of the resource centre was shared with the DBSS partners to redefine its meaning and to understand what the partners expected from the resource centre. Reflections and responses were collected to develop a common understanding of the resource centre. Measures were taken to strengthen the financial systems; the new audit accounting formats were discussed and introduced to the DBSS partners.

The resource team based at Agra took the necessary initiative to impart technical knowledge to be applied in the reference area so that the community could become part of the people's struggle. This in turn would develop their capacity and enhance their skills to negotiate with policymakers to realise their rights and emerge as an alternative political force and streamline the systems for good governance. Efforts were in progress to build people's organisations, which may lead towards a people's movement.



CNI Resource Centre for Social Action Research, Kolkata

The RCSA, Kolkata, is essentially responsible for conducting research studies for all the participating dioceses in the CNI. At the same

time, it has to directly support and facilitate the five dioceses of the north-eastern part of the country – Kolkata, Barrackpore, Durgapur, North-East India and Eastern Himalaya. The five dioceses in this region are mainly engaged with the issue of livelihood and land rights. The reference communities are mainly tribals and dalits.

Accompaniment Services

The resource centre's programmes are primarily concerned with supporting the initiatives taken by the DBSSs as well as the SBSS, strengthening community-based advocacy and amplifying the voice of the voiceless.

The RCSA, Kolkata, has a six-member team, which looks after programme, finance and support services.

Coordination and Monitoring

Diocesan Interface: As part of the accompaniment services, the RCSA made an effort to review the three years' plan of the five DBSS's. All the coordinators of the five DBSS's participated in this process. It was a time to rearrange and rewrite the activities as per the Strategic Action Plan 'Let Justice Roll 2005-2008'. Each diocesan budget was discussed and debated thoroughly, and the activities were systematised and brought under the '4A' approach (Analysis, Assistance, Advocacy and Action). The financial implications for the new phase were discussed and shared with the partner organisations; accordingly, each DBSS stated its proposed activities.

Community interface: In the month of October 2005, an internship programme was organised in coordination with the Bishop's College, in which third and fourth year students participated. The students were given an orientation on the SBSS and DBSS initiatives at the RCSA, Kolkata. At the same time, they were sent to the field of DBSS Barrackpore and Eastern Himalayas for a community interface. The students interacted with the community,

undertook participatory rural appraisal (PRA) exercises, took part in dharnas, attended village-level meetings and interacted with the panchayat members of the villages.

Assessment and Impact Studies: Although the learning appraisal process was a central-level programme to understand the 16-month preparatory phase, the process itself helped the RCSA to assess the DBSS involvement in the previous 16 months. The process has been completed in the Barrackpore and Kolkata dioceses.

Programme and Financial Review: In February 2006, the financial appraisal of DBSS Barrackpore was done. As per the SBSS guideline, the RCSA at Kolkata adopted an accompaniment model, where it tried to shift from being a funding agency to a resource-sharing organisation.

Human Resource Development

A financial workshop was held in Pune between 29th January and 2nd February 2006 in which basic accounting, knowledge sharing, computer accounting package (Tally), sharing formats evolved by the SBSS-DBSS for internal monitoring and group work were covered. Communication and Documentation Associates from the resource centres in Pune and Agra, who participated in the workshop, gained practical experience of working in the accounting package Tally. Participants also realised the importance of the quarterly internal monitoring format and its use.

Intensive training on “Enhancing Leadership Competencies and Team Management Skills” was given at the Indian Institute of Forest Management (IIFM), Bhopal, in February 2006. To provide enhanced understanding of leadership competencies and team management skills to the participants, various participatory methods like individual/group exercises, simulation games and case analysis were used. This led to a gradual deepening

of the understanding of leadership concepts. Participants got an opportunity to realise their own strengths and weaknesses and areas of improvement, resulting in personality and professional development.

Partnership Enhancement

With CNI-related institutions: It was an opportunity for the RCSA to realise an objective – “Leadership for social entrepreneurship and mission engagement” – of the Strategic Action Plan. The students of the Bishop’s College were oriented on the Mission Engagement of the Church and how the Church could be in solidarity with the poor. They were then placed in the DBSS field area for a few days. Through this initiative, a new avenue and relationship was established with the Bishop’s College to prepare future leaders of the Church.

Developing the Resource Centre

Challenges and Opportunities

A staff meeting was held to prepare an outline for a concept paper on the RCSA. The outline was discussed and finalised and a concept paper was developed.

There was a co-ordinators’ meeting in October 2005 to arrive at shared understanding of the Strategic Action Plan and the new roles and responsibilities of the DBSS’s.



There was also an orientation programme for theological students.

Future Plan

RCSA Kolkata's plan for the future includes (a) research and study design on different issues; (b) campaign on NREGA; (c) preparing IEC material on 100 days' work, Supreme Court order on food security; (d) developing a resource team to conduct study and research; and (e) developing in-house monitoring systems to review DBSS work.



CNI Resource Centre for Social Action on Land Rights and Dalit Studies, Pune

Accompaniment Services

The role of the RCSA is that of strategic intervention based on available knowledge and data. With the growth of three people's organisations, namely, Manav Adhikar Sangharsh Samiti (Marathwada), Dalit Samaj Vikas Parishad (Kolhapur), and Manav Haque Sangharsh Samiti (Nagpur), the widened scope of relevance of the RCSA is that of empowering the emerging leadership, sustaining the movements at the local level and coordinating the interventions.

The CNI Resource Centre for Social Action on Land Rights and Dalit Studies is based in Pune and is accompanying four dioceses (Nagpur, Mumbai, Kolhapur and Marathwada) in their development journey. The RCSA is entrusted with the responsibility of coordinating and enhancing the diocesan initiatives pertaining to land and dalit rights.

Land rights, specifically relating to *gairan* (land meant for grazing of cattle), *gouthan* (land on the outskirts of the village) and forestland, is an important issue in other parts of India as well. The RCSA Pune will be documenting, analysing, addressing and advocating the rights of dalits and land rights.

Coordination and Monitoring

Diocesan Interface: As a result of the different activities of the RCSA and the accompaniment process adopted, it was evident that more faith had been reposed in the diocesan members. Members of the SBSS were actively engaged in dialogue with the diocese of Kolhapur to assess the situation pertaining to the Dalit Samaj Vikas Parishad. The role of the congregation was gaining importance with emphasis being laid on the Church Mission Engagement and the emerging role of the congregation.

Community Interface: Through the accompaniment process, the RCSA staff has collectively understood the gravity of the issues and the different dimensions of the problems in the community.

Programme and Financial Assessment: The RCSA was instrumental in conducting the programme and financial appraisal of the diocese of Nagpur in February 2006. This was beneficial in reassessing the capacities of the staff and underlining the achievements. It proved to be useful in ensuring a participatory process of appraisal in the diocese. Notably, the growth of the people's organisation was clearly visible. The RCSA staff was involved in the financial appraisal of the dioceses of Kolhapur and Marathwada. Through this process, it was decided that the fund flow to Kolhapur would be directed through the RCSA.

Human Resource Development

A human rights workshop was held in Indonesia in October 2005 with special focus on children, women and torture. A paper on the human rights situation in India was presented and international contacts were established.

A financial workshop was held at UBS, Pune, in January 2006, in which training on the use of software such as Tally and Excel was given. New formats and new heads of accounts were introduced.

A planning meeting was held at UBS, Pune, in March 2006, in which diocesan concerns, feedback of the round-table meeting, understanding of the framework of strategies, recasting of three years' budget and six months' cash flow and Community Centres for Learning and Advocacy (CCLA) were discussed. This led to clarity on the Strategic Action Plan and there was collective ownership over the same.

Partnership Enhancement

With CNI-related institutions: October-December 2005 saw the initiation of the internship programme that sensitised the students of Bishop's College to experience the work of the SBSS and respond to it at a theological level. Two students were sent to the dioceses of Nagpur and Marathwada respectively for six weeks. This was a great opportunity for SBSS to re-establish its relationship with church-related institutions.

Outside CNI-related institutions: There was networking with Maharashtra Christ Dalit Sahitya, PRAYAS, EFICOR and AHRC.

Developing the Resource Centre

A concept paper on the role and responsibilities of the RCSA, Pune, in the light of land rights and dalit studies was prepared. Further insights were being evolved as the scope and interventions of the RCSA were growing.

The staff of the RCSA was actively involved in relief and rehabilitation after the earthquake in Kashmir. This was a major learning experience.

Future Plan

The establishment of the State Level People's Organisation (SLPO) was the primary focus of the RCSA, Pune. This was a long-term endeavour as it would give the community collective ownership and the right to question the very basis of state-level policies. This would also clearly highlight the role and responsibilities of the members. The collective ownership process would involve

looking into matters of sustainability of the organisation at the apex level as well as the continuing identities of the existing people's organisation.

There would be greater attempts to focus on the specialisation of the staff at the DBSS level so as to build their capacities.



CNI Resource Centre for Social Action on Tribal Identity and Indigenous Rights, Ranchi

The CNI-SBSS Eastern Zonal Office, Ranchi, was developed as the CNI Resource Centre for Social Action on Tribal Identity and Indigenous Rights. It is in the process of identifying, understanding and planning interventions for the problems and concerns of the tribals living in areas that fall under the entire Church of North India. As a resource centre, it caters to the needs of the entire CNI but for administrative purposes its territorial boundary is confined to the dioceses of Sambalpur, Cuttack, Phulbani, Chotanagpur and Patna, falling in the states of Orissa and Jharkhand.

The RCSA has one Finance Associate (trainee), one Programme Associate, one Team Leader-



cum-Group Facilitator (Tribal Identity), one Associate Coordinator (Gender), one Accountant, one Office Assistant and a driver.

Though the RCSA is supposed to specialise in tribal concerns, it also promotes the right to livelihood and food security and land rights. Tribal concerns cannot be dealt with in isolation. All the five dioceses deal with more than one concern.

Accompaniment Services

RCSA Ranchi is engaged in responding to issues like:

- Displacement through the Lower Suktel Dam Project
- Malfunctioning of PDS and misuse of BPL cards (ASHA-DBSS-Sambalpur and Cuttack)
- Faulty enlistment of the Kui and Kondh tribes in the Scheduled Caste list
- Recognition of forest villages and upcoming wildlife sanctuary and eco-tourism (DBSS Phulbani)
- Rights of the fisherfolk
- Shifting cultivation
- BPL and tribal identity with respect to PESA (Panchayats Extension to Scheduled Areas) and traditional knowledge
- Atrocities on and eviction of tribals
- Right to land and minor forest produce and PESA and CNT (Chotanagpur Tenancy Act) in the Jharkhand region
- Health and education.



Apart from tribal rights, efforts are on to ensure gender justice in all areas. Church Mission Engagement and Lobbying, Advocacy and Networking are the other major focus areas of the RCSA.

Coordination and Monitoring

Diocesan Interface: A board meeting and staff meeting in the DBSS's were held, in which RCSA concerns, Strategic Action Plan and new programme heads were discussed. The programme was reviewed as per the '4A' approach.

Community Interface: Discussions and face to face interviews regarding the status and new initiatives of SHGs and cooperatives, formation of Mahila Adhikar Manch, and concept of CCLA were conducted. The RCSA actively participated in the planning and organising of the Jan Jagran Abhiyaan on tribal concerns in DBSS Chotanagpur. The RCSA was also actively involved in the preparation of write-ups, memorandums and pamphlets. A detailed report was circulated to all resource centres and headquarters.

Assessment and Impact Studies: To consolidate and sustain organisational change, the RCSA team visited the dioceses of Patna and Phulbani with an external accompanier, and data consolidation was carried out in the DBSS Chotanagpur and Cuttack. The process would be followed in the rest of the DBSS's.

Programme and Financial Assessment: Special efforts were made to see that the audit was done in the new format. Visits were made to DBSS Cuttack and Chotanagpur to see that the audit was done as per the new format. The new cost-reimbursement model enabled the DBSS to send the monthly statement of accounts along with the coming month's requisition.

Human Resource Development

A seminar-cum-workshop on tribal identity was held at HPDC (Human Potential Development Centre), Ranchi, in December 2005, in which

the discussion focused on the struggle of tribals against colonial rule, historical background of indigenous people and theological understanding of the identity of tribals from the Indian perspective. In addition, the socio-economic and political situation, cultural and religious situation and identity of tribals were discussed. There was reflection on *jal, jungle, jameen* (water, forest, land) issues, customary law and its uses and tribal development, and a group discussion on PESA.

Leadership Development

With CNI-related institutions: There was an internship programme for students of theology of the Bishop's College, Kolkata. A number of students participated for a 10 days and one month programme for leadership development.

Developing the Resource Centre

Challenges and Opportunities

A Coordinators meeting was held in November 2005, in which the roles and responsibilities of the Community Organiser/Enabler, Documentation and Communications Assistant, Programme Facilitator/Organiser, Coordinator and DBSS's boards were discussed. The issue of the field staffs working days was discussed in detail. The nature of activities under the Rights Based Approach (RBA) and formation of a legal cell were also

discussed. As a result, the role and responsibility of each category was chalked out and it was decided that the field staff would have to give ten days for the concerned panchayat/area, four days for group leader meeting, three days for staff meeting and nine days for other areas and self-preparation. Emphasis was given on the '4A' approach.

An RCSA staff meeting was held in February 2006 where there was discussion on the vision, mission, objectives and strategies of the resource centre. A draft strategic plan for the RCSA was prepared. A meeting with the DBSS office staff was held in March 2006, in which there was sharing of non-budgeted activity and issue-related problems. There was also sharing of the strategic framework, strategic plan document and financial management system. There was discussion on the reporting format and database and celebration of special days/events.

Future Plan

The RCSA, Ranchi's plan for the future includes: (a) follow-up of learning appraisal and data consolidation, (b) working Group meeting/networking and coordination committee meeting, (c) inter-diocesan linkages, (d) promoting street plays, (e) developing pamphlets on different issues, (f) smooth flow of communication, (g) study and research on tribal concerns, (h) case formulation.

Community Building



Community building is the core strategy that organises communities, and builds their capacities to secure their rights and entitlements. Historically, dalits, adivasis and women in India have been exploited and denied their rights due to an assortment of social, cultural, economic and political factors. More than a decade now, the juggernaut of globalisation has been trampling upon their life-support system – *jal, jungle, jameen* (water, forest, land).

The SBSS is intervening with the rights-based approach (RBA) among these communities in all its dioceses. The DBSS's have focused on awareness-building on the issues affecting the lives of the marginalised, networking, women's and human rights as well as the promotion of small groups and self-help groups for economic self-reliance and gender justice.

Right to Livelihood and Food Security

Developing and creating assets and capabilities to develop a society where there is justice, equality and independence can be achieved only when people dynamically link their livelihood issues and control over their habitat and environment with their rights. CNI-SBSS has been able to organise people and make them aware that it is their right to take due share of the natural resources and government welfare programmes.

In the diocese of Delhi, organisational workshops on the issue of livelihood were held to analyse the socio-political and economic situation and to sensitise the community about

the maximum utilisation of available local resources and to make people understand what minimum mandatory working days meant. There was a campaign on the right to livelihood in October, November and December 2005, in which the BPL card survey was completed. Twenty-five people received Rs. 25,000 each to construct houses under the Indira Awas Yojna scheme. Meetings were held and outreach work done for formation and registration of labour cooperatives – eight women were given jobs in preparing mid-day meals and two women got jobs as sweepers in government schools. Government authorities were also approached through people's organisations to help people avail the benefits of government schemes.

In the diocese of North-East India, training was given on betel leaf cultivation, banana cultivation and vermi-compost in February 2006. A training programme was held on Panchayati Raj Institutions (PRIs) in March 2006 where the concept of PRI and other related government schemes were discussed. BPL, PDS, child labour, landholding and mortgage lists were collected from different clusters. The effect of brick kilns on the environment was surveyed. SHGs were involved in income-generating activities.

In the diocese of Phulbani, the primary emphasis was on the issue of PDS and NREGA. Considerable awareness was created on NREGA. The community was assisted in getting labour cards in due time and more than 1000 people were registered for job cards. SHGs were strengthened, government funds

were mobilised and the right to information (RTI) was promoted. The functioning of the PDS was regularised and as a result, the full quota of rations was supplied. Twenty-seven families were included in the Antyodaya Yojana as a result of the DBSS' efforts.

In the diocese of Chotanagpur, training on RBA was given where information about BPL families and how they could avail themselves of government schemes such as Antyodaya, Annapurna, etc., was shared. Training on SHGs was also given, including the functioning of SHGs and the roles and responsibilities of the members. As a result, books of accounts are now written by women themselves and they have also opened a bank account.

Right to Land

For Dalits and tribals, land is an integral and inseparable part of their existence and identity. Unfortunately, in India today globalisation and the anti-poor policies of the government have turned land into a mere commodity and a source of profit. The onslaught of contractors, powerful landlords and multinational companies over forests, rivers, farms and minerals have displaced lakhs of indigenous people.



The majority of the reference communities are landless labourers and marginal farmers who have been working on the land for generations without any right over it. The DBSS aims to empower these communities and make them understand the centrality of land with regard to living a life of dignity and self-reliance.

In the diocese of Sambalpur, data on land was collected from the revenue office. An orientation on displacement created awareness in the community. There were also contact meetings held with landless and marginal farmers which educated them on land-related issues. This led

TOWARDS WATER FOR ALL

In the village of Laxmipura of Sawar cluster (Kekri area) which comes under the diocese of Rajasthan, most of the villagers are dependent on agriculture. However, there was a serious problem with the source of irrigation and drinking water. In the monsoons, a lot of water used to be wasted. As a result, the villagers faced great difficulty in earning their livelihood.

Previously, the villagers had met with the concerned authorities and department, but the situation did not improve. The villagers then discussed the problem in a village

development committee (VDC) meeting and after long deliberations, a process of action was initiated and a memorandum was submitted to the higher authorities. In February 2006, the villagers availed themselves of a scheme from the Land and Water Conservation Department to build small anicuts. Fifteen women of Laxmipura from BPL and SC families got work under the scheme. This resulted in the raising of the water level of the nearby well, making water available to all. The process of building anicuts will continue in other areas of Laxmipura, whose example is being replicated by neighbouring villages also.



to the distribution of land patta to 120 landless and marginal farmers of Kesinga block.

Probable displacement due to wildlife sanctuary, land entitlements and land passbook are the major concerns in the area that comes under the diocese of Phulbani. VDC meetings were held where the landless were enlisted, following which applications / petitions were filed at the tehsildar's office. As a result, 26 people were issued house-site land patta.

The issue of land rights was discussed in the DBSS staff meeting of the diocese of Cuttack. The issue was also discussed in some of the VDC meetings. DBSS collected articles and papers on land issues and the landholding list from the Revenue Department. Awareness

meetings on land rights were held and a large number of people participated in a rally called by the Lok Sangram Manch, a movement on land initiated by Mr. Giridhar Gomang (former Chief Minister of Orissa), on the issue of land.

In the diocese of Marathwada, regular meetings of *gairan* holders (*gairan* is land meant for grazing of cattle) were conducted and recent government resolutions on land were analysed. People have become more aware of the issue. Required documents were collected and 1284 forms for entitlement were submitted to the authorities.

In the diocese of North-East India, information related to land was collected by the Community Enabler and the village leaders. A pressure group in the name of "Rongkhang Reserve Land Settlement Demand Committee" was formed in the Satgaon cluster to fight for their villager's right to get a final settlement order from the Revenue Department. The reference people have won their case and have been able to get the permission of settlement but are yet to be settled.

In the diocese of Eastern Himalaya, fields were visited and the Acts related to land (tribal land) were discussed and people were sensitised to come forward to take the necessary steps. Some facts regarding land disputes have been recorded.

Identity and Social Exclusion **Tribal Identity and Dalit Rights**

The Church of North India has affirmed itself as a Dalit Church with around 85 per cent

MASS AWARENESS

The DBSS, Marathwada, has supported around 1300 families to access common grazing lands and now each of these households has two to five acres of land. A key outcome of this struggle is the establishment of a people's organization – Manav Adhikar

Sangharsh Samithi (MASS) – which over the years has led several morchas and made petitions for getting land entitlements. A few SHGs were formed with the objective of integrating gender issues and participation of women in MASS.

dalit and adivasi membership. The DBSS has been involved with dalits, tribals, labourers, women and other marginalised groups who are struggling for their rights and to assert their identity in the larger society.

In the diocese of Chotanagpur, meetings were organised and rallies held in Kamdara block to protest against the proposed amendment in the Panchayat Extension to Scheduled Areas (PESA) Act. Information on the probable postponement of the panchayat election was shared. An organisation called “Adivasi Adhikar Bachao Andolan” was formed. DBSS Chotanagpur has emphasised the political identity of the tribals. There has been a considerable level of political awareness with regard to tribal self-rule. Gram sabhas have been established in almost 72 villages. However, out of the 72, only 25-26 are strong.

In the diocese of Patna, a platform was created for tribals to bring about a common understanding on the 5th Schedule and the PESA Act for the panchayat election. Efforts were made to bring about a collective comprehension of tribal issues – PRI, customary law and gender concerns in the tribal community – among the DBSS staff and the Group Leader of the diocese. Fourteen Gram Sabhas were formed in four areas and a five-year future plan was chalked out at the panchayat level (2006-2011).

In the diocese of Sambalpur, networking with other NGOs was done and an adivasi manch (Taljuri) was formed. In December 2005, training on identity and social exclusion was given, where a strategy for working with the SCs/STs in the reference areas was developed.

In the diocese of Mumbai, cultural programmes were held. The 13th All India Adivasis Ekta Parishad was held in January 2006, in which people from different states participated and shared their problems with each other. A video CD of adivasi songs and dance was brought out.

The DBSS Durgapur helped build clarity on and analysed the issue of identity and exclusion with the community. Awareness was created on tribal identity and the community realised the causes behind the loss of identity. A training session on tribal identity and its restoration and acceptance was held in December 2005.

Gender Justice

“At the stroke of the midnight hour, when the world sleeps, India will awake to life and freedom,” said Jawaharlal Nehru in his 1947 Independence Day speech. Tragically, this awakening to life and freedom has not yet come about for millions of women in India. For many, to be a woman in India is akin to a curse – even before a girl child emerges from the womb, her life could be aborted; if she manages to see the light of day, she is condemned to a life of discrimination. Denied adequate food, clothing, and education, she is married off at a ridiculously early age. After marriage, ill treatment at the hands of husband and in-laws, frequent childbearing and drudgery are usually the lot of many of these women.

The marginalisation of women is a prominent issue in most of the areas covered by the dioceses. Women suffer from illiteracy, social restrictions and economic dependence. Their inferior status in the social hierarchy ensures that they face violence at home and outside and receive unequal wages for their labour. They are kept outside the scope of decision-making and political participation.



STREE SHAKTI

Kendupada is a small, tribal village in the Merema area in the diocese of Cuttack. There are 18 families and a total population of about 100 people. *Jhum* cultivation is the major occupation of the tribals. The villagers used to be ignorant and illiterate, and thus deprived of government welfare programmes. Exploitation by middlemen was a major issue in this area. After the intervention of the DBSS, the socio-economic condition of the villagers has gradually improved. At present, they are able to tap government schemes from the block. Children are able to read and write and villagers have learnt to interact with the block authorities and the bank.

The DBSS had formed SHGs in this village in the year 2000. Women had started group activities like leaf-plate making, broom making and mat making. Gradually, the SHGs grew stronger and were able to contact the

bank for resources. Initially, the groups got a loan of Rs. 15,000 from the bank, which was repaid after six months. In 2004, the SHGs got a work order for an amount of Rs. 2,00,000 from the block under the Sampoorna Grameen Rozgar Yojana (SGRY) scheme for construction of a road. Seeing the potential of the SHGs, the Integrated Tribal Development Agency (ITDA) sanctioned a loan of Rs. 2,50,000 to them for goat rearing. At present, the goat shed is under construction and the women have begun to collect goats moving from village to village.

The SHGs are not just earning incomes but are also playing an active role in village development. The women have also visited the neighbouring villages to facilitate the resolution of women's issues and concerns. Group leaders have instructed other groups on savings and credit.

The subject of gender justice gains immense gravity when it is examined from the perspective of women being the most critical agents of social transformation. The DBSS is approaching the goal of gender justice in different ways. A key method has been the formation of women's self-help groups in order to make them independent, confident and self-reliant.

In the diocese of Mumbai, an SHG workshop was conducted, and an awareness session for women who worked as domestic helps was held. The meeting was attended by 130 women, who agreed to form a Mahila Manch to fight for their rights.

In the diocese of Patna, SHGs have helped in building solidarity among women. A common understanding has been built on gender issues. SHGs, as an initial activity, helped women to come together and later on, participate in the

political process as well. They have not only enhanced the saving habit among women but have also been instrumental in fighting against corruption in PDS and participating in the village administration through the Gram Sabhas. SHGs and women's groups also celebrated International Women's Day on March 8 with a rally and a seminar. Members from SHGs met bank managers and the status of their groups was discussed and gradation of three SHGs was done. A Rs. 10,000 subsidy and a Rs. 15,000 loan were received in December 2005. Rs. 85,000 was also mobilised under a rice-pounding programme.

In the diocese of Sambalpur, an orientation meeting and a mass meeting for women's empowerment were held, which led to the formation of 81 SHGs. On 8th March 2006 International Women's Day was celebrated, with a rally to the Collectorate and a memorandum

sent to the President and Prime Minister on the issues of : (a) reservation of 33% of posts in government and non-government jobs and in the political system, (b) women's right to joint patta of land and properties and (c) social security to all women. SHGs have taken the initiative to solve local problems, including the fight against alcohol. The WFCS is coming forward to help the DBSS in the field area. There is scope for SHGs to be transformed into a Mahila Adhikar Manch.

In the diocese of Chotanagpur, information regarding Mahila Gosthis and their objectives was shared, and strategies were discussed for small-scale entrepreneurship for women. Now, women have been raising their voice against atrocities against them and are also involved in small businesses. International Women's Day on 8th March 2006, was celebrated with a rally and a public meeting. Songs, story-telling and streetplays were performed on the occasion. The numerous awareness programmes conducted in the diocese have forced the traditional Parha leaders to reflect upon the possibility of women's political participation. There exists considerable potential amongst members to march ahead towards a Mahila Adhikar Manch.

In the Eastern Himalayan diocese, campaigns against the trafficking of women were organised on two occasions and their impact was discussed among the community in order to create awareness. Legal aid was provided to address the issue of trafficking and people were assisted to contact the police, SDO, Chief Minister of West Bengal, the Prime Minister and the President of India.

In the diocese of Amritsar, meetings of SHGs were organised which led to five new MSGs being formed. Forty MSGs are now working in different areas. After receiving training, they have started making pickle, detergent and jam on a small scale. MSGs of Amarnag and Chabai village have applied to the concerned department to form a new women's cooperative.

In some places, the women are preparing to start production on a large scale. An SHGs' meeting was also held to provide information on child welfare schemes, AIDS and other health hazards and government grants (to start small-scale industries), and create awareness about the value of education and the Community Study Centre. An organisational meeting for women was held where women were encouraged to attend the panchayat's general meetings and information on government schemes was provided. As a result, women have started to participate in the panchayat's general meeting and have been trying to avail themselves of government schemes on their own; and they have also met the MLA, District Collector and Block Officer to demand a Mahila Bhawan and drinking water. International Women's Day was celebrated by hundreds of women across the reference area and on the same day, a rally was organized against Article 355 and a memorandum was submitted to the SSP, Majitha.

Building People's Organisations

The principal motive behind the vision and mission of the CNI-SBSS is to empower people by securing their economic, social, political and cultural rights. To fructify this, SBSS and its partners believe that it is vital to conflate lobbying, advocacy and networking (LAN) related initiatives with their interventions.



SABARA FOR SARPANCH

Balima Sabara has been working as CBCLA facilitator of Kendupada village, in the diocese of Cuttack since 1999. Balima is a young Soura tribal who has passed the 9th class examination. A few years ago, he had attended a DBSS awareness meeting where he requested the DBSS to work in his village. After the DBSS' intervention in his native village, he was able to see his dreams turn to reality. Through his initiatives, the villagers were united and sensitised to various issues.

Their awareness has been enhanced and they have begun to form a VDC, SHGs, youth groups and cooperatives. They have been able to tap government welfare programmes. Women have received infrastructure work orders from the block authorities. Impressed with his work and popularity, the people of six of the neighbouring villages—youths, women and the congregation— have decided to support Balima as the Sarpanch in the elections, which are scheduled to be held in October 2006.

Through suitable methods, the message and need for transformation should be conveyed to individuals and other like-minded institutions. Under the umbrella of CNI, there are around 20 development-related institutions. It is necessary to coordinate and establish a network among them to realise the vision of CNI. Presently, more than 1000 people's organisations with varying capacities are engaged in diverse struggles.

In the diocese of Agra, the Utthan Jan Sangathan had organised a seminar explaining the adverse policies of the World Trade Organisation (WTO) and the imperialistic agenda of globalisation. Farmers were made aware about seeds, manures, repellents and medicines. A

few days later, 125 villagers participated in a rally against the WTO policies for farmers at Jantar Mantar, Delhi. A memorandum was sent to the President of India. Under the banner of Utthan Jan Sangathan and Handicapped Development Committee, a dharna was staged at the Collector's Office in Etah. A 15-point memorandum addressed to the Governor was handed over to the Additional District Magistrate, Etah. Demands were made for RTI facilities for the handicapped, allotment of phone booth/ PCO, appointment of Shiksha Mitras, loans for self-employment, pension to handicapped persons, scholarships to handicapped boys and girls for studying and giving preference in BPL ration cards.



In the diocese of Barrackpore, to transform people's organisation into a people's movement, the VDC and cluster committee were reorganised and their names changed to Gram Unnayan Committee and Branch Committee, respectively. The DBSS newsletter helped increase the visibility and establish the identity of the DBSS; it also contributed in developing the writing skills of the villagers and the staff. Regular visits were made to and networking done with the Gram Panchayat Office. Alliances were formed with like-minded NGOs such as the Socio-Economic Development Programme, Pally Unnayan Samiti, BGSS and Child in Need Institute.

The DBSS Durgapur is involved in a campaign on child rights. Through this initiative, the DBSS has tried to inform children and the community about the rights of a child so that children can demand their rights. The plan for the future is to collect data related to children's issues and analyse the same for future action.

In the diocese of Phulbani, several forums are being set up to address the issues of tribal identity, livelihood and land rights. Several campaigns and rallies have been organised at the block and district level to protest against displacement and corruption in PDS, and to demand land for the landless. There has been good networking at the local level. Community advocacy through pamphlets and leaflets is being done at the local level. The villagers are using the Community Based Centre for Learning and Advocacy (CBCLA) as the information centre for government schemes among other things. This has added a new dimension to the intervention strategies.

Congregation in Solidarity with the Poor: Church-Mission Engagement

From the time of its inception, the core objective of SBSS has been to create awareness in churches and in the rural communities with an emphasis on favouring the marginalised. In a way, the 1978 consultation on "the Church's role in the social services and development" marked the overall theological articulation of the infant Church's aspiration to build Comprehensive Human Communities (CHC), which would become vehicles for the transformation and renewal of both the Church and society.

In the mission priority of the CNI for the 21st century, the Synod has given the mandate to SBSS to work on its behalf to assist marginalised communities to access services, education, etc. The SBSS is also sensitising church leaders and congregations to accept social transformation

and action in place of charity and welfare as an essential part of the Church's mission.

The Church Mission Engagement (CME) is the stimulating force to announce the mission agenda of the Church and the rights-based approach.

In the diocese of Amritsar, congregations in both Himachal and Punjab have been constantly educated. A workshop on the theme "Nothing is Impossible" was organised by the Socio-Economic Development Programme (SEDP) of the diocese in May 2005 where 69 boys and girls participated. A leadership development training programme for church youth was held, where 45 boys and girls participated in a workshop on the theme, "Watch things happen to make things happen". In March 2006, a workshop for selected church leaders was held where a theological foundation for the mission of the Church was established. The workshop provided a platform to critically analyse the socio-political trends and the condition of the marginalised communities and it enabled the participants to understand the development approach with special focus on the rights-based approach. A plan of action was prepared, which included planting trees and flower, plants visiting the old and sick people frequently who are not able to come to church, helping the needy with cash and in kind, and so on.

In the diocese of Bhopal, a meeting was organised with the pastorate committee of Mendha and Badwani churches to discuss the role of the church in the social, political and cultural context. There were 25 participants in this meeting. In the diocese, congregation members have formed their own groups to take the development process forward. The congregation survey process was also initiated.

After consultation on Congregations in Solidarity with the Poor programme in Darjeeling in September 2005, the DBSS



Board decided to undertake CME programmes in three out of 23 pastorates in the diocese of Barrackpore, i.e., Raghampur, Gangrai and Kanchrapara (2 rural and 1 urban). A survey has been completed in one congregation, viz. Nursikderchak St. Luke's Church of Raghampur pastorate, using the PRA process. The CME department of the diocese looks after the whole process. A process has also been initiated to identify leaders from the congregation.

The diocese of North-East India contributed towards organising the annual Central Assam Deanery Conference followed by the Middle Assam Deanery Conference (role of youth in development of the community) in March 2006 where participants were encouraged to undertake mission development. The DBSS arranged visits to different pastorates and the concept of CME was shared with the congregation and the pastors.

A considerable amount of congregational work has been done in the diocese of Chotanagpur. Efforts have been made to make the congregation responsible towards the DBSS and vice versa. Mechanisms have been developed to present the DBSS cluster / panchayat report in the local pastorates. One Sunday in a year is observed as a Development Sunday in the diocese. Any programme or activity sees the participation of both the congregational and the non-congregational members depending upon the composition of the village or area. The WFCS seems to be quite active and interested in the DBSS activities in most places. The workshops conducted by the DBSS for pastors and congregational members have helped in contextualising the sermons. Congregational members have noticed the change and are appreciating the move.

SECTION 4

Special Initiatives



CNI SBSS took a number of special initiatives, some of them in response to natural calamities. Notable among these are the relief and rehabilitation efforts for the flood-affected villages in the diocese of Kolhapur, and assistance for earthquake victims in Kashmir. Apart from these, there was focus on peace and reconciliation, with the launching of the Local Capacity for Peace (LCP) project.

Flood in Maharashtra “Integrating relief with Rights”

In August 2005, torrential rain in Maharashtra caused flooding of many villages, and thousands of flood victims took refuge in relief camps. Kolhapur and Sangli were also flooded. While defence personnel from the Southern Command headquarters worked tirelessly to rescue people, a few NGOs and locals worked hard with the district administration to attend to the needs of the victims.

It all started on 30th July when heavy rains forced the authorities to release 70,000 cusecs of water from the Koyna dam in less than 24 hours, leading to 50 villages being submerged. The Krishna, Varna and Panchganga rivers swelled above the danger mark, flooding all the surrounding villages. Within 48 hours, water had entered the main cities of Sangli and Kolhapur. Thousands of people were evacuated to safe areas. A red alert was sounded and the army was pressed into service. People were herded like cattle; some of them had to be forcibly taken out of their homes as they refused to leave their animals and property. There was untold human suffering.

DBSS’ Response and community involvement

Realising the urgent need, the DBSS immediately responded by forming a flood relief committee and starting a feeding programme. Initially, four to five centres were started in areas where its church and congregation were present. Once the DBSS workers were organised, they were able to reach the areas where their reference communities lived.

By the 3rd of August, the DBSS was running 21 feeding centres catering to about 8390 people; in the end, the figure was above 10,000. People were pouring in from all places; in fact, the DBSS was the first organisation to reach the affected people. In many centres, people had come with their cattle, which were starving. Immediately, fodder was purchased and distributed at such centres. Apart from feeding centres, with the active coordination of the field staff, a medical team from the Wanless Hospital was organised. A team of eleven doctors and two nurses and a DBSS coordinator visited eleven villages and treated 3761 patients. With the intervention, resources from CASA, EFICOR and SBSS were assured.

The dioceses mobilised resources in cash to the tune of Rs 11,11,600 and distributed 1750 emergency kits from CASA worth Rs. 3,200 each. The kits purchased from EFFICOR’s contribution were also distributed. The DBSS helped 20,000 people through its feeding programme. The immediate needs of the flood-affected – medical attention, warm clothes and clean drinking water – were addressed. Resources



to rebuild their houses and livelihood issues were to be taken up as rehabilitation work.

Even after the floodwaters receded, people still faced health hazards. With the loss of livelihood and no resources to build their homes before the onset of winter, the suffering of the flood victims was tremendous. This was compounded by the apathy of the government. According to official estimates, 3000 houses in 292 affected villages, especially of the dalits, were completely destroyed. There was an urgent need to undertake rehabilitation work. The government had already sanctioned Rs. 500 crores for relief and rehabilitation of the flood victims, but the corrupt system ensured that the much hyped government help hardly reached the dalits.

On 1st September, the DBSS staff met the Bishop's office to assess the impact of its intervention and plan further. The DBSS decided to undertake an immediate survey of proclaimed government assistance to the flood victims in its reference areas. Two teams consisting of DBSS and SBSS members and representatives of the Dalit Samaj Vikas Parishad were organised.

The team visited many villages. It discovered that at many places, the government relief

programme had not reached the Dalit community and many of the Dalit families were still living in dilapidated houses damaged by the floods which could collapse at any moment causing heavy casualties. This region had already experienced two mild tremors.

Considering the seriousness of the situation, the DBSS staff members along with the members of the Dalit Samaj Vikas Parishad and the SBSS representative agreed that immediate pressure needed to be exerted on the district administration to respond appropriately to the grave situation prevailing in the reference areas. It was decided to organise a Morcha to the Collector's office in Sangli on 6th September.

The delegation comprised one leader from each village and an office-bearer of the Dalit Samaj Vikas Parishad led by Joseph Awale. They met the Collector and placed a charter of demands before her. After a detailed discussion on each demand, the Collector agreed to take immediate action on the following:

- Providing temporary tin shelters to 441 families, and also ration and kerosene
- Implementing Sanu Gragh Audan Schemes
- Providing employment opportunities to at least 800 families
- Implementation of the rehabilitation programme through the Gram Sabhas and instructing the district health administration to respond to the demands made by the delegation.

Plan of Action

Seven months after the floods struck, people were still taking shelter in the community halls or were forced to stay in their dilapidated houses as they had no resources to build their homes. The Dalit Samaj Vikas Parishad was constantly pressurising the government to speed up the delivery of the compensation packages announced for the victims.

The diocese of Kolhapur, after initial survey and assessment of the flood-affected areas, decided

to undertake reconstruction work in five villages – Umalwad, Kothali, K.Digraj, Malwadi and Nandre. It had a target to reconstruct 232 houses, mostly belonging to dalit and Christian families, and three churches. As per the survey, the reconstruction work was put under three categories – category A included houses that were completely damaged; category B included partially damaged houses; and category C included ones which needed some basic repairs. After detailed discussions with the reference communities and the executive committee of the dioceses, it was decided that only construction materials would be provided and in very few cases labour charges would be given. Normally, the entire labour charges would be borne by the reference families which would ensure their participation in and ownership of the project. The estimated cost to undertake the work was coming to Rs. 1,23,67,000. The diocese was in the process of finding partners to help it in these initiatives. The implementation and monitoring of the project would be done by the local pastorate committees, DBSS staff and the representative of the people's organisation.

Kashmir Earthquake

Challenge

A major earthquake with its epicentre at Rawalakot (near Muzaffarabad in Pakistan) struck on the morning of 8th October 2005. Measuring 7.6 on the Richter scale, the earthquake completely devastated not only Muzaffarabad district in Pakistan but also caused large-scale damage on the Indian side of the LOC (Line of Control). The worst affected areas in the state of Jammu and Kashmir were Karna and Uri tehsils.

The people of the region live both in joint families and nuclear units. A family consists of ten to twelve people and nuclear family size is six to seven members. Houses are comparatively large, consisting of four to seven rooms, one or two halls and other amenities. This is basically on account of the need to store foodstuff and

other essential items for the four-five months of severe winter. Those who have cattle need additional space to protect them from cold and snow. The majority of the population consists of Muslims. The area is disturbed due to the presence of Islamic militant groups; mobility in the area is not easy because of security checks by the army.

Response

CNI-SBSS immediately established contact with the diocese of Amritsar and SEDP to respond to the situation. The Bishop of Amritsar supported the process. CNI-SBSS sent Rajeev Prasad, Group Facilitator, Disaster Management, to the SEDP for coordination and mobilisation. Contact was also established with Rev Vinu Kaul in Srinagar, for local support and information. A team of volunteers from SEDP, Diocese of Amritsar and SBSS procured relief materials, including 1000 blankets and 300 tarpaulins and reached Srinagar on 16th October. The team met the local people and the Priest-in-Charge. They also visited the affected areas and met the SDM and Commanding Officer of the Army for their suggestions regarding relief work. Parampllia, a village which was in great need, was chosen.

The next day, the team visited Parampllia. As the normal road was blocked due to a landslide, they had to go through the mountains. A three-member team stayed overnight to conduct the



survey. The CNI Group Facilitator also met staff from EFFICOR, CASA, CARE INDIA, and shared their experiences. With the help of the villagers, distribution of relief material was organised and it proceeded very smoothly.

Mainstreaming Peace

‘LCP Process’ Overview

Peace and reconciliation have been an integral part of the ongoing development process of CNI-SBSS. In order to create sustainable peace in the project area, CNI-SBSS has carefully ensured that justice is done to the people. Though its political theology inspires it to fight against structured poverty and injustice, the core value remains non-violence or “Do No Harm”.

With this background, the Local Capacity for Peace (LCP) started in CNI-SBSS just two years ago in 2004 but the actual awareness and environment-building process started from February 2005 after the Bangkok LCP Regional Coordination Committee meeting.

In this process, the first orientation was provided to the senior management of the CNI-SBSS on August 4-5, 2005, at CNI Bhawan, New Delhi. With Dr. Wolfgang as the resource person, 20 participants from senior and middle management of CNI were oriented on the concept of LCP. These participants represented different conflict zones, i.e. North-East India; the Naxal-affected zone which includes Jharkhand, Bihar, Chhattisgarh and Maharashtra; and the border areas of Kashmir and Punjab. The participants found the LCP framework quite relevant for planning their activities in their area. This orientation created basic understanding of the LCP concept and its framework in the organisation which was that LCP was not just a peace-building activity but an analytical process which pro-actively helped to minimise violence and promote harmony.

Impact in the Community

The dioceses/projects of CNI-SBSS are spread right from Kashmir to North-East India, where the geographical, political and social contexts and environments are quite different from one another. In this area, SBSS deals with its reference communities, i.e. dalits, tribals and women who have been continuously struggling against caste discrimination and economic disparity. The emergence of caste-based violent groups, criminalisation and communalisation of politics, privatisation/commercialisation of public resources (i.e. land, water and forest) and finally, insensitivity towards human loss, have increased the vulnerability of the reference communities.

Due to CNI-SBSS’ intervention, there have been voices of resistance and hope from the field area where the reference people are no longer soft targets for the exploiters.

Impact in the Community

The CNI-SBSS underwent a process of organisational development in its 16-month preparatory phase. During this period, enough emphasis was laid on redefining peace and on intervention for attaining sustainable peace with justice. In this process, LCP’s “Do No Harm” has been used as a core strategy in CNI-SBSS’ project planning.

As an example, the CNI opposed, an extremist religious group, which tried to create fear in the minds of tribal Christians during Shabri Kumbh in the Dang district of Gujarat. A delegation consisting of the senior leaders of the CNI met Shri A.R. Antulay, Union Minister for Minority Affairs and submitted a memorandum with thousands of signatures to oppose the extremist attempts to disturb peace and divide people on the basis of caste and religion. It provided an example of the working of the LCP framework, illustrating how an extremist institution could act to divide society in order to gain power and another could bring peace and advocate harmony.

Community Based Centre for Learning and Advocacy

A third of the planet's population comprises children. A healthy and safe environment, access to medical care, minimum standards of nutrition, clothing, shelter and education are vital for the holistic growth of a child. Every child has the right to realise his/her own intellectual, moral and spiritual potentials.

In India, children constitute almost one-third of the national population. A recent broad-spectrum poll by Reuters that placed India as being the sixth most dangerous place in the world for children is in some ways uncomfortably close to the truth. Danger to children's lives need not necessarily come from gunfire or from buried landmines; nearly half the children who die in early childhood in India do so from malnutrition. India has a staggeringly high rate of children suffering from malnutrition. One in three malnourished children of the world lives in India, and malnutrition is more common here than in Sub-Saharan Africa. Figures of under-five mortality, underweight children, primary school enrolment, and basic health indicators have not shown any substantial improvement over the last decade. In fact, many of these indices record a downslide that underlines ironically the precariousness of childhood in one of the fastest growing economies of the world. Among the marginalised, dalit children (both boys and girls) suffer the most.

To mitigate the problems of some of these unfortunate children, SBSS has established 74 community study centres reaching out to 3,500 children, having the potential to bring about considerable change in society. These centres have helped in developing a sense of self-confidence and learning. Communities



were mobilised through village education committees to take up the larger issues affecting them. In the coming days, these efforts need to be consolidated such that children are able to articulate their rights.

Community Based Centres for Learning and Advocacy (CBCLAs) would make efforts to ensure this and act as a catalyst for community mobilisation. They will enable children to realise their potentials and develop a just and humane society. This will be carried out through the informative, informal, educative and interactive process. It is expected to go well beyond the four walls of the CBCLA. Retrospection and revitalisation of the present education system, structure, values and ethics would be a part of the process. Children's right to education and information will be given due emphasis. In the process, these centres may be converted into an issue-based people's organisation and people's movement. Linking people and organisations with similar interests through inter and intra-diocesan networking will be encouraged for enhanced coverage and impact. In course of time, it is expected to contribute to a child rights movement.

Financial Report



Treasurer's Report

It is my privilege and pleasure to present the financial report for the year 2005 – 06 as we have gone through many meaningful processes changing the life of the organisation immensely and positively.

The year 2005 – 06 was very eventful as we could pass a milestone in journeying with people them to make communities of resistance and hope. The successful completion of the change processes undertaken by us has given a final shape to our mission and structure and has brought about a new spirit in the organisation.

After the successful completion of the interim phase, the new phase of the ministry, “Let Justice Roll” (2005-08) started from 1st October 2005 with all collective efforts and participation of DBSS and communities. The concept of participation in decision-making process has given a different approach to our vision.

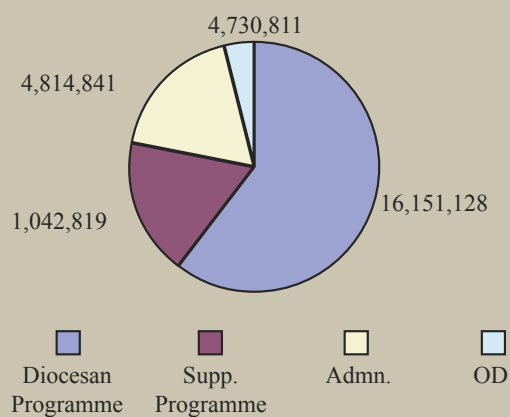
The year 2005-06 was the period of many innovations in the area of accountability and transparency. We could develop a common understanding in terms of funding and implementation at DBSS and SBSS level. The joint committee of DBSS and SBSS developed the Agreement of Cooperation (AOC) that defines responsibilities and ownership of fund management. The degree of accountability has been enhanced at different levels with effective development of *transparency procedure and practices*. internal monitoring mechanisms. Collective approach and working of DBSS and SBSS finance team has added a new chapter in facilitation and accompaniment bringing transparency. Successful implementation of Cost Reimbursement Model opened a new horizon in transparency and effective management of resources.

I record my sincere thanks and gratitude to EED, Bread For the Word and Christian Aid for their long accompaniment and support. I am thankful to all our colleagues in SBSS board, especially Rt. Rev PSP Raju the Chairman the Chief Coordinator & Secretary Dr. Shailendra Awale, for their wonderful leadership and support. I thank FMSF for their valuable guidance and assistance. Last but not the least, I congratulate and thank all SBSS staff especially to the team of finance, without their cooperation and support my responsibilities would not have been adequately discharged.

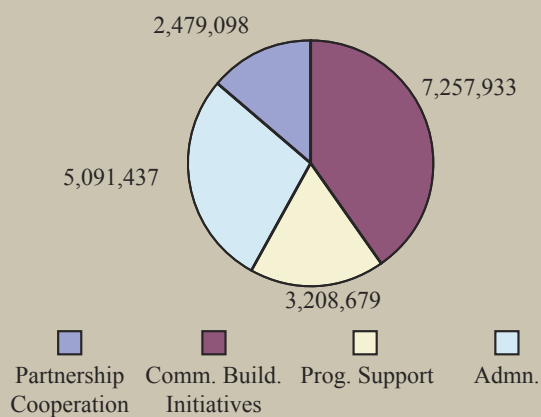
I would like to give some highlights of fund utilisation during the year in diagrams:

Fund utilisation during the year (in Rupees)

Towards Building Communities of Resistance & Hope (April – September '05)



“Let Justice Roll” (October 2005 – March '06)



Sincerely,

KIRAN ELIZABETH JEREMIAH
Hony. Treasurer
CNI-SBSS



RAY & RAY

CHARTERED ACCOUNTANTS

205, Ansal Bhawan, 2nd Floor
16, Kasturba Gandhi Marg
New Delhi-110 001
Telephone: (011) 23705415, 23705416
Fax : (011) 23705428
E-mail : rayandraydelhi@vsnl.com
Web : www.raynray.net

AUDITORS' REPORT

Church of North India – Synodical Board of Social Services
16, Pandit Pant Marg
New Delhi: 110001

We have audited the attached Balance Sheet of The Church of North India - Synodical Board of Social Services as at March 31, 2006 and also the Income and Expenditure Account Foreign and Local account for the year ended on that date annexed thereto. These financial statements are the responsibility of the management of Church of North India - Synodical Board of Social Services. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in India. Those Standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management as well as evaluating the overall financial statement presentation. We believe that our audit provides reasonable basis for our opinion.

We report that

1. We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purposes of our audit.
2. In our opinion proper books of account as required by law have been kept by the Board so far as it appears from our examination of those books and proper returns adequate for the purposes of our audit have been received from the Dioceses / projects / programmes.
3. The Balance Sheet and Income and Expenditure Account dealt with by this report are in agreement with the books of account.
4. The Balance Sheet and Income and Expenditure Account dealt with by this report are prepared in accordance with the Accounting Standards issued by the Institute of Chartered Accountants of India, to the extent applicable.
5. In our opinion and to the best of our information and according to the explanations given to us, the said accounts read with Significant Accounting Policies and Notes to the Account give the information in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India:
 - (a) in the case of the Balance Sheet, of the state of affairs of the Board as at March 31, 2006; and
 - (b) in the case of the Income and Expenditure Accounts of the Foreign Contribution and local contribution, of the excess of income over expenditure for the year ended on that date.

Place: New Delhi
Date: 20 July 2006

For RAY & RAY
Chartered Accountants


(SAMIR MANOCHA)
Partner
Membership no. 91479

BANGALORE • KOLKATA • MUMBAI • CHENNAI

CNI - Synodical Board of Social Services, 16 Pandit Pant Marg, New Delhi - 110 001
Balance Sheet as on 31st March 2006

LIABILITIES		Rs.	Rs.	ASSETS	Rs.	Rs.
Capital Reserve				Fixed Assets		
As per Schedule No.2			3,672,297.10	As per Schedule No.1		3,672,297.10
General Reserve				Investments		
Transferred from Income & Expenditure Account (Local)				Fixed Deposit with Indian Overseas Bank		
Gratuity Fund				Janpath, New Delhi:		
Opening Balance	832,959.20			Fixed Deposit No.500400149		322,955.00
Add: Additions during the year	215,149.00					
	1,048,108.20			Loans & Advances		
Less: Payment during the year	32,452.00		1,015,656.20	Advance for Programme		28,047.75
Vehicle Fund						
Opening Balance	769,831.40			Cash & Bank Balances:		
Add: Additions during the year	45,403.00			CNI - SBSS FC A/c No.22487		5,016,664.27
				CNI - SBSS Local A/c No.27138		444,160.49
				CNI - SBSS Vehicle Fund A/c No.29853		815,234.40
Unutilized Balance of Foreign Contribution				SBSS Employees Gratuity A/c No.29747		1,015,656.20
Transferred from Income & Expenditure Account				UTI Bank A/c No.079010100156387		31,797.00
(Foreign Contribution)	5,803,467.95					
Add: Interest and Local Income of Phase IV	21,425.50		5,824,893.45			
				Cash in hand		2,225.00
Special Grant from Protestant Lutheran Church				Imprest		746,159.43
Balance as per Last Year			87,434.01			
			12,095,196.64			12,095,196.64

In terms of our separate report of even date
For RAY & RAY
Chartered Accountants

Chartered Accountants

New Delhi

Dated:

New Delhi
Dated: 20 III 2006

DR. SHAILENDRA AWALE
Chief Coordinator & Secretary

KIRAN ELIZABETH JEREMIAH
Treasurer

CNI - Synodical Board of Social Services, 16 Pandit Pant Marg, New Delhi - 110 001
Income & Expenditure Account for the year ending 31.03.2006

EXPENDITURE		Amount (Rs.)	Amount (Rs.)	Amount (Rs.)
Project No. 20010247: Towards Building Communities of Resistance & Hope (1st April 05 - 30th Sept. 05)				
1	Diocesan Development Programme			
1.1.1	People's Organisation & Empowerment	5,596,100.05		1,570,003.71
1.1.2	Socio-Economic Empowerment			11,119,500.00
1.1.3	Organisational Management	6,853,788.30		10,500,000.00
1.1.4	Congregational Action & Participation	1,461,014.90		
1.1.5	Programme Administration	2,240,244.76		418,000.00
1.2	Synodical Support Programme			23,607,503.71
1.2.1	Capacity Building	206,604.00		
1.2.2	Organisational Meeting	1,164,107.00		
1.2.3	Programme Facilitation Services	3,108,564.00		15,849,597.00
1.2.4	Workshops & Consultations			6,124,250.66
1.2.5	National/ Regional Issues & Advocacy	177,693.00		
1.2.6	Documentation & Publication	73,843.00		1,311,516.00
2	Programme Administration			23,285,363.66
2.1	Salary to Executive & Support Staff	1,733,724.00		
2.2	Travel Expenses	50,716.00		
2.3	Administration & Maintenance Expenses:			
	Office Maintenance	1,064,977.00		
	Postage & Telephone	235,810.00		
	Printing & Stationery	131,190.50		
	Vehicle Maintenance	231,906.00		
	Audit Fees	126,730.00		
2.4	Furniture & Fixture/ Vehicle/ Equipments	1,239,785.00		
3	Organizational Development			
3.1	Management of change & Staff Development	3,000.00		
3.2	Accompaniment Services	138,455.00		
3.3	Finance Management & Monitoring			
3.4	Planning, Monitoring & Evaluation	606,019.50		
3.5	Training on PRA	295,343.60		
INCOME				
Project No. 20010247: Towards Building Communities of Resistance & Hope (1st April 05 - 30th Sept. 05)				
Grants received from:				
Christian Aid, UK				1,570,003.71
ICCO, Netherlands				11,119,500.00
Bread For the World, Germany				10,500,000.00
Grant from EED, Germany for PISA programme				418,000.00
Project No. 20050342 - EED: "Let Justice Roll" 2005 - 06				
(1st Oct. 05 - 31st March 06)				
Grants received from:				
EED, Germany				15,849,597.00
Christian Aid, UK				6,124,250.66
Grant from EED for Lidder Valley project				1,311,516.00
Grants received from CNI Synod, New Delhi:				
Contribution for the year 2005 - 06				500,000.00
For Rural Life Programme, Raipur				574,684.20
Other Receipts				
Interest on S.B. Account				57,830.00
Interest earned by Dioceses				14,509.59



Project No: 20050342 -EED: "Let Justice Roll" 2005 - 08

1.1	Partnership Cooperation	
1.1.1	Good Governance	675,049.35
1.1.2	Developing Partnership	18,815.00
1.1.3	Accompaniment Services	2,124,086.50
1.1.4	Financial Facilitation & Monitoring	390,728.00
1.2	Community Building Initiatives	
1.2.1	Right to Livelihood & Food Security	1,722,426.42
1.2.2	Right to Land	1,120,830.00
1.2.3	Right to Identity & Social Equity	611,505.00
1.2.4	Lobbying, Advocacy & Network	1,281,872.00
1.2.5	Church Mission Engagement	1,202,460.50
1.2.6	Gender Concern	1,096,796.63
1.2.7	Leadership for Social Entrepreneurship	222,042.00
1.3	Disaster Mitigation	
1.4	Program Development & Support incl. external evaluation	2,479,098.00
1.5	Salaries for program personnel	1,614,381.00
2	Administration and Coordination	
2.1	Salaries for Administration personnel	1,594,548.09
2.2	Office expenditure incl. telephone, postage, electricity, audit, bank charges	1,070,750.50
2.3	Local Travel	69,796.50
2.4	Vehicle Maintenance	279,233.00
2.5	Infrastructure	462,727.00
	PISA Programme	207,722.00
	Lidder Valley Project	13,164.00
	RLP Settlement	826,238.00
	Excess of Income over Expenditure	2,216,024.06
		48,039,891.16

Balance transferred to Balance Sheet

Excess of Income over Expenditure C/d

Balance b/f from last year

5,803,467.95
5,803,467.95

3,587,443.89
5,803,467.95

In terms of our separate report of even date
For RAY & RAY

Chartered Accountants



SAMIR MANOCHA
Partner
Memb. No. 91479

DR. SHAKENDRA AWALE
Chief Coordinator & Secretary

KIRAN ELIZABETH JEREMIAH
Treasurer

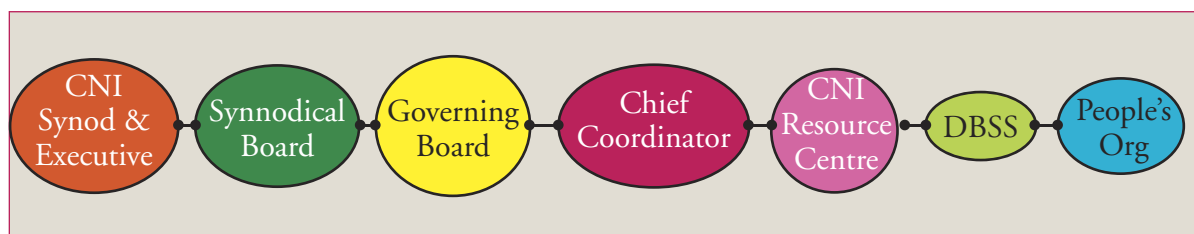
SANTHOSH GEORGE
Resource & Finance Manager

New Delhi
Dated: 20 JUL 2006

Annexures

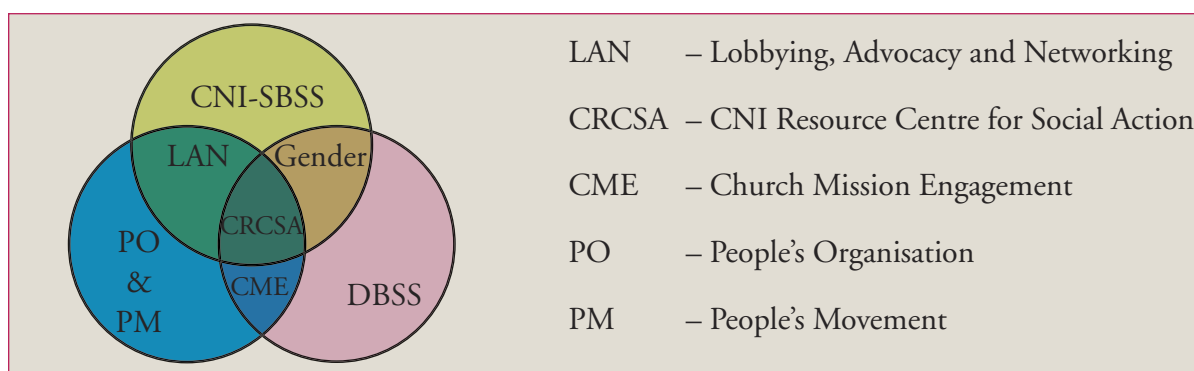


SBSS' relation with our constituencies

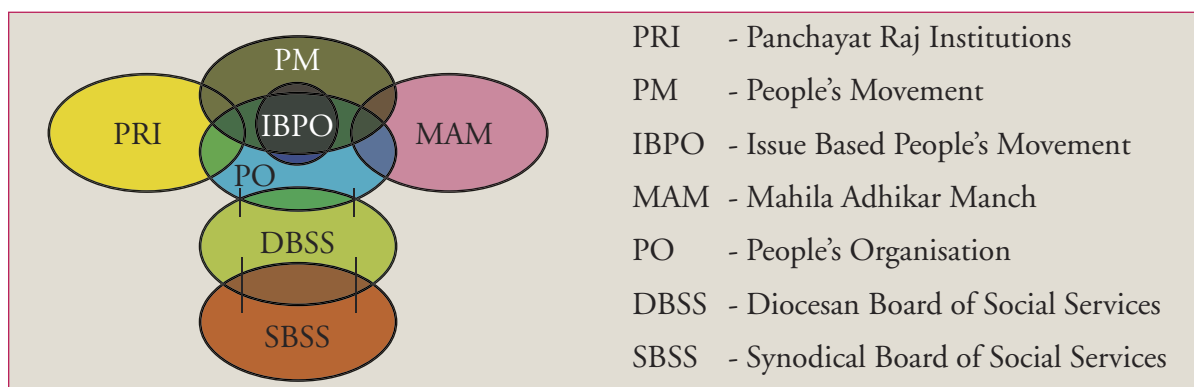


- Synnodical Board of Social Services of Church of North India is an integral part of CNI-Synod
- The Synnodical Board is elected by CNI-Synod Ordinary Meeting once in 3 years
- A few persons from the Synnodical Board forms the governing body as per the constitutional provision
- The board appoints the Chief Functionary of SBSS to facilitate, monitor, promote and control the activities of SBSS
- For community initiative SBSS comprises 4 CNI-Resource centers situated in Agra, Ranchi, Pune and Kolkata
- The 4 CNI-Resource centers provide accompaniment services to the dioceses through DBSS
- The DBSS in turn provides accompaniment services to the reference communities to sensitise them socially, politically, economically and culturally to form People's organisation to peoples movement and establish alternative political forces.

Responsibility, Accountability and Communication



Making a difference in the community



Reach and Concerns of CNI-SBSS



● Head office, Delhi ● Diocesan Board of Social Service ● Resource Centers

Resource Centers:



CNI Resource Centre
for Social Action on
Land Rights and Dalit
Studies, Pune



CNI Resource Centre for
Social Action on Tribal
Identity and Indigenous
Rights, Ranchi

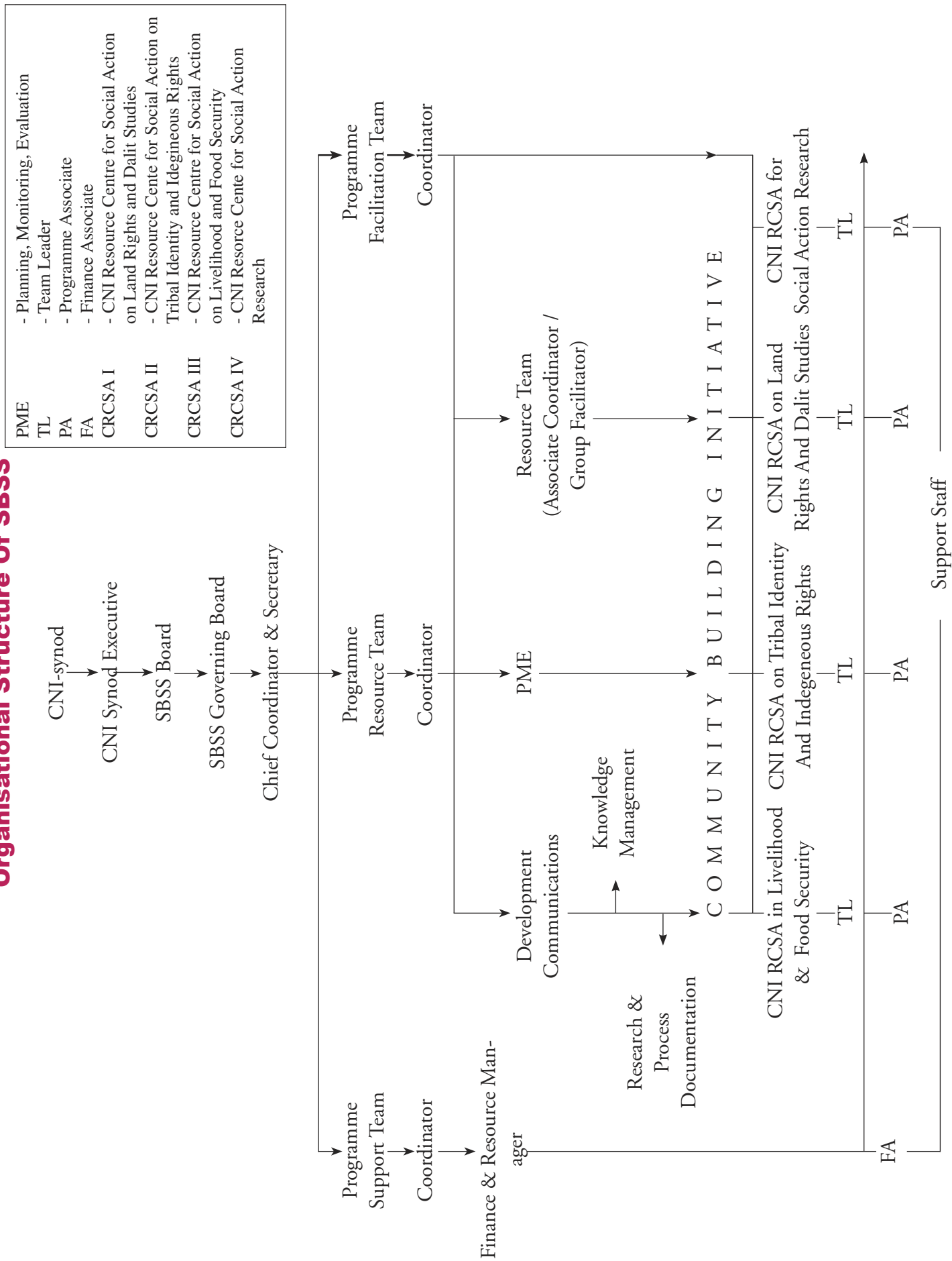


CNI Resource Centre
for Social Action on
Livelihood and Food
Security, Agra

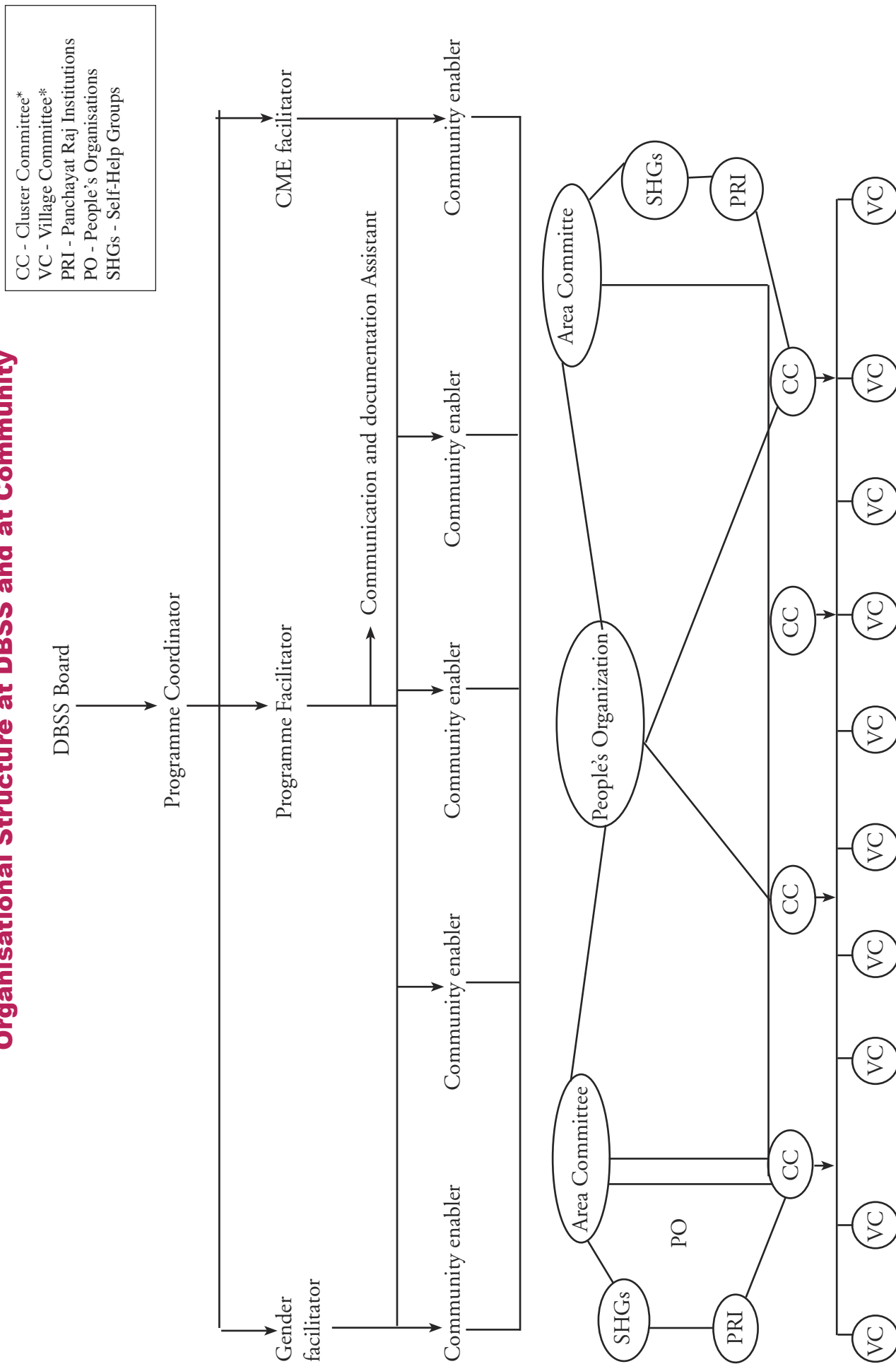


CNI Resource Centre for
Social Action Research,
Kolkata

Organisational Structure Of SBSS



Organisational Structure at DBSS and at Community



Board Members (2005-08)

The Rt Rev. Samuel Raju, Chairman
The Rt Rev. A R Stephen, Vice Chairman
Mrs. Kiran E Jermiah, Honorary Treasurer
Dr. Shailendra B Awale, Chief Coordinator & Secretary
Rt Rev Dr. P C Singh, Bishop of Jabalpur
Rev Dr. Enos Das, Pradhan, General Secretary, CNI-Synod
Mr. K R P Kosala, Treasurer, CNI-Synod
Dr. Samuel Kishan, Chief Functionary and Secretary SBHS
Mr. Sudipto Singh, Director CNI Programmes, CNI-Synod
Rev Mrs Anju Eliezer
Rev. Monodeep Daniel
Rev. M U Kasab, Coordinator, DBSS, Diocese of Marathwada
Rev S David, Principal
Mrs. J R Nanda
Mrs. Primrose P Masih
Dr. (Ms) Prerna Job
Mrs. Jyoti Topno, Prog. Facilitators DBSS: Diocese of North East India
Mr. Idrak B C Din
Mr. R V Ranbhise
Mr. Stephen Gonsalves

DBSS Coordinators as on March, 31 2005

Mr Austin Luther
Programme Coordinator, DBSS
Diocese of Agra
St Paul's Church Compound
4/116, Church Road, Civil lines
Agra – 282 002 (U.P.)

Mr Daniel B Das
Programme Coordinator, SEDP
Diocese of Amritsar
26 R B Prakash Chand Road
(Opposite Police Grounds)
Amritsar - 143 001 (Pb)

Mr. Dilip Singh
Programme Coordinator, DBSS
Diocese of Calcutta
Bishop's House
51, Chowringhee Road
Calcutta - 700 071

Mr. Subrato Dey
Programme Coordinator, DBSS
Diocese of Durgapur
St. Michael's Church
Aldrin Path, Bidhan Nagar
Durgapur- 713 212 (W.B.)

Mr. Ajay Kr. Sardar
Programme Coordinator, DBSS
Diocese of Barrackpore
Bishop's House
86, Middle Road
Barrackpore -743 101

Mr. Salil Paul
Programme Coordinator, DBSS
Diocese of Lucknow
25/11 Mahatma Gandhi Marg
Allahabad – 211 001. (UP)

Coordinator, JDBSS
Diocese of Jabalpur
2722, Napier Town
Jabalpur - 482 001

Rev James P
Programme, Coordinator, DBSS
Diocese of Chotanagpur
HPDC Building
Church Road, Bahu Bazar
Ranchi - 834 001 (Jharkhand)

Mr D N Moharana
Programme Coordinator, DBSS
Diocese of Cuttack
St. Stephen's Church Compound
Town Hall Road
Berhampur – 760 001
Ganjam (Orissa)

Mr. Prakash Dodiya
Programme Coordinator, DBSS
Diocese of Rajasthan
2/X, CNI Social Centre
Opposite Bus stand, Jaipur Road
Ajmer - 305 001
(Rajasthan)

Mr Asish K Rajhans
Project Coordinator, ASHA
Diocese of Sambalpur
Mission Compound
Bolangir – 767 001
Dist. Bolangir (Orissa)

Coordinator, VDP
Diocese of Bhopal
Christian Hospital
JOBAT - 457 990
Dist. Jhabua (M.P.)

Ms. Bharti Charan
Programme Coordinator, NDDA
Diocese of Nagpur
Cathedral House
Sadar, Nagpur - 440 001

Mr. Ashish Bhosale
Programme Coordinator, DBSS
Diocese of Mumbai
Robert Money High School
4 Junior College
Proctor Road, Grant Road
Bombay– 400 007

Mr. Ajay Singh
Programme Coordinator, DBSS
Diocese of Patna
Taljhari Mission House
Taljhari - 816 129
Dist. Sahibganj (Bihar)

Rev Pradip Kawah
Programme Coordinator, DBSS
Diocese of N.E. India
Endle Mission Compound
P O Box 37
Tezpur – 784 001
Assam

Mr Samuel Masih
Programme Coordinator, DBSS
Diocese of Delhi
CNI Church House
Mustafabad - 133103
Dist. Yamuna Nagar (Haryana)

Subhra Prakash Tudu
Programme Coordinator, DBSS
Diocese of Eastern Himalaya
Mission House
1 B K Gongba Road, Post Box 4
Darjeeling – 734 101 (W.B.)

Rev Timothy Jalam
Programme Coordinator, DBSS
Diocese of Kolhapur
E P School Compound
Kolhapur – 416 003

Mr Amos Ch. Naik
Programme Coordinator, DBSS
Diocese of Phulbani
Mission Compound
P O Udaigiri
Phulbani – 762 001
(Orissa)

Rev M U Kasab
Programme Coordinator, DBSS
Diocese of Marathwada
Bungalow No. 28
Mission Compound, Cantt,
Aurangabad - 431 002
(MS)

Resource Sharing Agencies

Dr. Belinda Bennet
Christian Aid
SJ House, D-25D
South extn. Part II
New Delhi – 110 049

Mr Remppis Martin
South Asia Desk
Bread for the World
P O Box 10 11 42
D-70010 Stuttgart
Germany

Kirsten Gade
South & Middle Asia Desk
EED, Evangelischer
Entwicklungsdienst e.v.
Ulrich-von-Hassell-Str. 76,
D-53123 Bonn, Germany

Ms Annet Smits
South Asia Team
I C C O, P O Box 8190
3503 RD Utrecht
The Netherlands

CNI-SBSS Staff as on March 2006

Name of the Employee	Designation
Chief Functionary	
Dr. Shailendra Awale	Chief Co-ordinator and Secretary
Programme Resource Team	
Amita Khalko	Co-ordinator, Programme Resource Team
Ashananda Tandy	Co-ordinator, Programme Facilitation Team
Santosh George	Co-ordinator, Programme Support Team
Group Facilitators	
Amita Khalkho	Gender Justice
Bidyut Ranjan Sagar	Finance
Deepak Singh	Livelihood & Food Security
Lolati Toppo	Tribal Identity
Manoj Manjari Nanda	(Assoc. Co-ordinator) - Church Mission Engagement
Mervin Makhwan	Land Rights
Monijinir Byapari	Planning, Monitoring & Evaluation and LAN

Rajeev Prasad	Disaster Management & CBCLA
R John Suresh Kumar	Development Communications and Research

Programme Facilitation Team

Amen Xavier, Kolkatta
Bibhudatta Sahu, Pune
Nikhil S. Kumar, Agra
Nilesh Gaikwad, Kolkata
Sudeep Sanchit Tigga, Ranchi

Team Leader

Bibhudutta Sahu, CNI RCSA Pune
Nikhil Kumar, CNI RCSA, Agra
Lolati Toppo, CNI RCSA, Ranchi
Ashananda Tandy, CNI RCSA, Kolkatta

Finance Associates

Amos Deep, Kolkata
Sunil Mahajan, Ranchi

Programme Support Staff at Delhi HQs

Santosh George	Resource Finance Manager
Deepsikha Khan	Office Manager
Elizabeth Martin	Personnel Assistant to Chief Co-ordinator
Banomali Mohanty	Junior Accountant
Valsa Thomas	Office Assistant
Shyam Lal	Drivers cum Office Attendant
Ram Nath	Drivers cum Office Attendant
Anil Kumar	Drivers cum Office Attendant

Support Staff

CNI Resource Centre for Social Action, Agra

Biju Mathews	Office Secretary
Vijay Masih	Office Attendant
Timothy S. Lal	Driver

CNI Resource Centre for Social Action, Barrackpore, Kolkata

Christo Sebak Das	Office Attendant
Sukumar Khumbakar	Driver

CNI Resource Centre for Social Action, Pune

Satish Yepure	Office Attendant
Bholanath Rao	Driver

CNI Resource Centre for Social Action, Ranchi

Anjali Tirkey	Office Secretary
Mansidh Topno	Office Attendant
Markus Barla	Driver

Vision

"Where there is justice in the land, field and forest every living being will dance and sing"

Mission

In the spirit of service and sacrifice of Christ, CNI-SBSS would like to accompany DBSS and its partners to engage with the reference communities, so that they will develop the capacity (skills and assets) to negotiate with the policy makers and to realize their rights and emerge as an alternative political force. To move towards this direction, communities would be sensitized socially, politically, economically and culturally to organize themselves and claim their rights over livelihood means while protecting their identity.

Synodical Board of Social Services
Church of North India

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Towards Building Communities of
Resistance and Hope