

# Poorest Areas Civil Society (PACS) Programme

## Report of the proceedings Of Second Peer Review Workshop Jharkhand State



15<sup>th</sup>-17<sup>th</sup> March, 2004

Satnali Bhavan, Deogarh

**Report of the proceedings of the 2<sup>nd</sup> Peer Review  
workshop, Jharkhand organised at Deogarh from 15th-  
17<sup>th</sup> March, 2004**

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## **Executive Summary**

The second peer review of the PACS programme partners was organized from 15<sup>th</sup>-17<sup>th</sup> March, 2004 at Satnali Bhawan in Deogarh. Mr. Sharad Tiwari, PACS State Anchor for Jharkhand, initiated the proceedings with a presentation on the status of the PACS programme. Dwelling on the future perspectives of the PACS programme, Mr. Tiwari shared that the strategic focus for 2004-2008 would be on optimizing and enhancing programme interventions and outcomes by *Intensifying interventions in clusters, Operationalizing Impact Multiplication systems and Developing and establishing sustainable mechanisms*

Mr. Shailesh Kr. Singh, Programme Manager, PRAXIS made a presentation on the role of SSRO and also shared, in brief, the key learning drawn from the initial visit by the SSRO to 10 PACS partners. Mr. Singh also reflected on the strengths and weaknesses of the PACS in Jharkhand. The programme draws its strength from its association with large number of CSOs, Experience and expertise of CSOs and wide coverage in the state. The weaknesses stems from preoccupation of the CSOs with their own projects and lack of coordination between projects. An effective network of CSOs needs to be formed to take up issues at the state level. Mr. Singh also provided an overview of some important issues in Jharkhand, which needs to be addressed by the PACS partner CSOs.

### **Presentation of Cross Visits**

Prior to the peer review workshop, the partners CSOs had visited other CSOs in their district. The objective of these visits was to understand and learn from the initiatives and experiences of other CSOs. These visits also aimed at developing a bigger platform for consolidated action by the PACS supported CSOs. These visits were organized by partner CSOs in the districts of Hazaribagh, Deoghar and Ranchi. The CSO partners presented the key learning from the cross visits. The participants concurred that one day was too short a time for effective cross learning. They also suggested that such visits could also be organized for frontline workers and community members.

### **Share Fair**

Share fair was organized wherein each CSO put up a stall with details of their projects. The colorful presentations with chart papers and photographs helped CSO partners in gaining an understanding of the projects of other CSOs. The presentations focused on the project activities, strategies being adopted as well as success and failure stories. The exhibition also provided opportunity to the partners to share and exchange IEC materials.

### **Deliberations on Key Issues**

The share fair clearly brought out the key issues being addressed by the PACS program. This include Livelihoods, Food Security, Women Empowerment, Local Self-Governance, Environment

The participants recognized the interlinkages between the themes and agreed that it cannot be fully looked into isolation. However at the same time, it is important to analyze each of the themes in detail to identify the key issues emerging from it. Thereafter the participants were divided in groups to deliberate on the factors affecting these issues as well as responses and strategies for various development actors.

### **Livelihoods**

The group highlighted the paradox of the state of Jharkhand. Despite abundance of natural resources, the poor communities continue to suffer from malnutrition, hunger, and diseases.

Sheer lack of awareness, Poor implementation of government programmes and schemes, Poor land productivity, large scale deforestation were identified as key factors causing livelihood insecurity. Unholy nexus between bureaucrats, politicians and contractors resulted in rampant corruption and hence poor communities are unable to access government resources.

### **Environment**

The group attempted to delineate some of the key issues pertaining to the environment. The identified issues included excessive deforestation, high concentration of iron and arsenic, Excessive use of polythene, Sanitation and drainage problem, High use of pesticides and chemicals and. Pollution caused by coal crushers and other Small Scale Industries, The problems were compounded due to indifference amongst govt. functionaries to enforce environmental norms as well as due to limited efforts by civil society to take up environment issues.

### **Local Governance**

The group working on local governance identified issues in the context of Traditional Tribal Local Self-Governance and Jharkhand PRI Act 2001. Some of the important issues highlighted by the group were No Panchayat Elections in Jharkhand., lack of clarity among Government officials and CSOs regarding the differences between Gram Sabha, Aam Sabha and Gram Vikas Samiti, Disintegrating traditional systems of local governance of the tribal communities, Inaccurate delineation of Schedule Areas, Conspiracy of power politics, Rampant casteism, Nexus between government officials and middlemen, Limited participation of women, and Lack of clarity amongst all stakeholders about PRI entitlements and duties.

### **Food Security issues**

The group presentation on food security began with a caveat that food security should not be merely considered to be issue of food or agriculture. Interplay of complex factors manifest in food insecurity for the poor communities. Some of the key issues delineated by the group were global threats, depletion of local resources, genetic erosion impacting on biodiversity, technology alienation, poor access to basic services by poor communities, poor access to food safety net/welfare programs, inadequacy of Food welfare policies and its implementation, poor capacities of NGOs to address food security issues. The group approached food security as an issue which is not only limited to availability of food but also its access and utilization.

### **Women Empowerment**

The group working on issues of women empowerment identified the following constraining factors affecting empowerment of women. These are unequal rights and decision making powers for women, limited opportunities for women, heavy work burden on women, wage related discrimination, vulnerability to false accusations, character assassination and witch branding, vulnerability to health ailments, limited participation of women in Panchayat Raj and violence.

### **Convergence with other projects and programs, including government programs**

The participants deliberated on the factors which adversely affect convergence with the government. Some of the key concerns of CSOs were that they lack information and find it difficult to understand the complex systems and procedures of government machinery. CSOs lack management capacity and adequate person powers to effectively engage with the government. The fact that CSOs lack visibility and credibility in the eyes of the government made its difficult for them to engage with the government. Issues of corruption, apathy and indifference of government officials also came to the fore. Several CSOs articulated that

Government officials do not believe in partnerships with CSOs. Though they involve CSOs in their programs, they see it as a formality to meet program and project requirements. At best, they see CSOs as sub contractors of development work.

Mr. Satyabrata Acharya, PRADAN shared his organisation's experience of convergence. Mr. Acharya explained that livelihood interventions need to be seen holistically. Technology, People's capacity, finance, institution and market are the key constituents of any livelihood intervention. PRADAN has sought convergence for the all above mentioned constituents.

### **Prioritization of Issues**

Shailesh Kumar Singh, PRAXIS facilitated the session on prioritization of issues. Recognizing the inability to address all the issues at the same time, it is important to prioritize so as to zero-in on the most critical issues. At the same time, it would be pragmatic to realize that several issues are highly complex and intractable and would require sustained efforts over a long period of time. Hence, it would be useful to strive for 'small victories' in the short run so as build momentum and confidence amongst CSOs for 'bigger battles'.

Thereafter, Mr. Singh suggested that the participants revisit the group work on issues and map out the issues on a grid of *Changeability* and *Importance*. Changeability was explained in terms of possibility of bring about change in the situation. The purpose of the exercise is to identify and focus on issues that are highly important and are also changeable in the short run.

### **Prioritized issues of Food Security**

Poor access to basic services by poor communities  
Depletion of local resources  
Technology alienation

### **Prioritized issues of Livelihoods**

Lack of proper implementation of government schemes  
Lack of awareness/skills amongst the community  
Dominance of middlemen

### **Prioritized issues pertaining to Environment**

Deforestation  
High use of pesticides  
High usage of polythene  
Sanitation and drainage problems  
Pollution by SSIs  
Environment issues are low priority amongst NGOs  
Low capacity of CBOs/People Representatives

### **Prioritized issues of Women Empowerment**

Lack of equal rights  
Lack decision making powers  
Women suffer from numerous health ailments  
Vulnerability of women to false accusations, character assassination and witch branding  
Women are paid lower wages than men for the same work

### **Prioritized issues of Local Self Governance**

Nexus between government and middlemen  
No mechanisms of social audit  
Lack of participation of women in gram sabha  
Lack of awareness amongst community about the entitlements and duties of PRIs  
Lack of clarity about the provisions of PRIs amongst Government officials resulting in confusion about Gram Sabha, Aam Sabha and Gram Vikas Samiti

### **Open House and Voting**

The presentation of the group work was followed by discussions on the key issues to be addressed now. In the absence of clear consensus it was decided to undertake a voting to decide on the main issues to be taken up. All the High Importance –High changeability issues were clustered and each participant had to vote for one issue which should be taken up immediately.

The voting results showed that the efforts should be made to address the following issues:

Lack of Access to resources: The poor are losing controlling over their natural resources and also lack access to government schemes.

Lack of Decision making powers amongst women: women lack decision making powers in all spheres of life.

Discussions amongst participants brought the importance of local governance as many participants expressed that active local governance could play major role in addressing the about two issues. Hence it was collectively decided to also take up the issue of Panchayat Elections in Jharkhand. Thereafter two working committees were formed to chalk out a plan of action to collectively address issues of low accessibility to resources and Panchayat Elections.

### **Training Need Assessment of CSOs**

Ms. Lipika Patro, Training Coordinator, DA facilitated the session on training need assessment of PACS supported CSOs in Jharkhand. Ms. Patro shared that the DA, Management Consultants plans to make several modifications in its approach to training based on the feedback provided by the partner CSOs. In response to the feedback that the training programs are centralised and top-down, the Management Consultant has decided to strengthen processes of participatory training need assessment. The PACS team had written to CSOs seeking their suggestions on the themes on which training needs to be imparted to CSO team members. A subsequent group exercise was undertaken to provide opportunities to CSOs to work out a training plan detailing on the level, target group and expected outcomes of the proposed training programs. Another change planned by the Management Consultants is that training programs for the following year would not be restricted for the PACS staff of the CSOs. The CSOs have the flexibility to nominate their other team members for these training programs.

### **Suggestions by the participants**

Some of the major suggestions offered by the participants included active involvement of Government officials, media personnel and political leaders in the workshop as well as organisation of a similar peer review workshop for frontline workers. Several participants raised concerns about the large group size which affected active participation of many participants.

# Proceedings of the First Day

## Welcome

The workshop began with a brief welcome address by **Mr. M.M Choudhary**, Executive Director, NEEDS, the coordinating agency for the second peer review workshop. The participants thereafter formed a bicycle chain for a short introduction with each other.

## PACS Programme

**Mr. Sharad Tiwari**, PACS State Anchor for Jharkhand, initiated the proceedings with a presentation on the status of the PACS programme. As many new CSOs have joined the PACS programme in Jharkhand, he began with a quick recapitulation of the PACS framework and emphasized on the need to develop effective mechanisms for dissemination of experiences and learnings.

## PACS Framework

### **Goal**

**Poor** people in the most backward and poorest districts of India are **empowered** to realize their entitlements more effectively and in ways in which it can be sustained

### **Purpose**

Civil Society Organisations (**CSOs**) in the most backward and poorest districts of India are more **effective** in helping poor people realize their entitlements

### **Outputs**

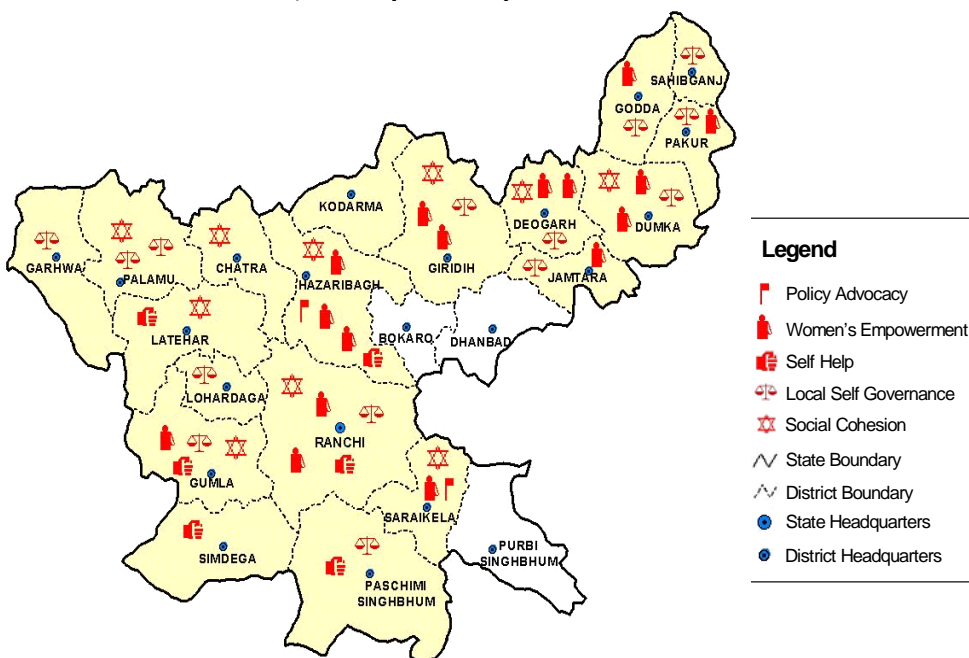
1. **Successful interventions** promoting self-governance, women's empowerment, policy advocacy, social cohesion and self-help to meet basic needs
2. **Effective partnerships** of civil society
3. **Lessons learnt** and disseminated

Mr. Tiwari shared that the PACS team had drawn up a perspective work plan, where the first 12 months were considered to be inception and planning months. Months 13-48 were referred to as the growth months, while the remaining months, 49-84 were seen as the sustenance months. Having completed 32 months, the PACS programme is considered to be in the growth stage. Referring to the project mobilization status in PACS, a total of 473 concept papers have been received, out of which 432 concept papers have been appraised. 184 concept papers have been accepted, 80 of which has already been sanctioned.

He shared that the coverage of PACS programme in Jharkhand extends to 18 districts, 67 Blocks and 3216 villages and also presented the geographical spread of the programme themes of PACS.

## Jharkhand – Primary Themes Addressed

- as on 11<sup>th</sup> October, 2003 (8<sup>th</sup> PSC)



Talking about the PACS programme, Mr. Tiwari explained in detail each of the five programme elements listed below:

- Programme Governance
- Communication, Networking and Liaison
- Programme Management
- Capacity Building
- Monitoring, Evaluation & Learning System

### Future Perspectives

Mr. Tiwari, in his presentation, also dwelled on the future perspectives of the PACS programme. The strategic focus for 2004-2008 would be on optimizing and enhancing programme interventions and outcomes by:

- Intensifying interventions in clusters
- Operationalizing Impact Multiplication systems
- Developing and establishing sustainable mechanisms

Hence, the PACS programme would focus on the following in the subsequent years:

Intensify interventions in clusters	<ul style="list-style-type: none"><li>☛ Integrate issues</li><li>☛ Intensify activities in (geographical) clusters</li><li>☛ Promote innovations</li></ul>
Operationalise impact multiplication systems	<ul style="list-style-type: none"><li>☛ Platforms for advocacy</li><li>☛ Communication Systems</li><li>☛ MEAL System</li></ul>
Develop and establish sustainable mechanisms	<ul style="list-style-type: none"><li>☛ PACS partners :capacity building</li><li>☛ External partnerships : GoI, Financial Inst. and Private Sectors</li></ul>

### **Introduction, Role and Reflections by PRAXIS (SSRO for Jharkhand)**

**Mr. Shailesh Kr. Singh**, Programme Manager, PRAXIS made a presentation on the role of SSRO and also shared, in brief, the key learnings drawn from the initial visit by the SSRO to 10 PACS partners.

PRAXIS is a non-government development support organisation striving to promote democratic processes in development. Established in 1997, PRAXIS is committed to promote participatory processes in all facets of development. Praxis views '*participation*' as a democratic right of every citizen, and seeks to mainstream the voices and decision making role of the poor in all processes affecting their lives

The role of SSRO begins with understanding the contexts in which the different project partners are working. The initial focus is also on assessing the capacities of project team members to address the issues outlined in their respective project mandate. The SSRO would aim to facilitate collective processes of developing appropriate indicators for assessing the progress of the project and also support the project team in reporting. Periodic visits would be made by SSRO to each project for supportive supervision and also support them in addressing challenges, which may come up in project implementation.

The SSRO would support the Management Consultant of PACS in providing direction to state level programme in Jharkhand. The SSRO would also play a role in consolidation and dissemination of programme learnings to project partners as well as identifying and strengthening collective initiatives for addressing state level issues.

Based on the initial visits to 10 project partners, Mr. Singh dwelled on the

strengths and weaknesses of the PACS in Jharkhand. The programme draws its strength from its association with large number of CSOs, experience and expertise of CSOs and wide coverage in the state. The weaknesses stems from preoccupation of the CSOs with their own projects and lack of coordination between projects. An effective network of CSOs needs to be formed to take up issues at the state level.

Mr. Singh also provided an overview of some important issues in Jharkhand, which needs to be addressed by the PACS partner CSOs:

- Economic backwardness (Palamu, Shahebganj, Pakur, Godda and Garhwa are the poorest districts in the country)
- Over exploitation of natural resources
- Environmental degradation
- Land Alienation
- Tribal Governance
- Migration
- Extremist movement

He concluded his presentation with a reflection on the key opportunities and challenges for the PACS programme. He emphasized on the :

- Importance of developing critical mass on issues by moving beyond the project boundaries
- Tremendous potential of strengthening inter and intra project cross learning mechanisms
- Scope of greater convergence with the government machinery
- Importance of regular interface and mobilization of resources from the government
- Need for capacity building inputs on a wide array of themes.

### **Workshop Objectives**

**Mr. M.M Choudhary**, NEEDS, shared the workshop objectives with the participants. He stated that the basic idea of the workshop is to provide opportunities to CSOs to take stock of their progress and share their successes, failures and key learning with other CSOs. The workshop would also serve as a forum to chalk out a plan of action for advocacy on major issues. Another

important agenda of the workshop is to initiate the process of developing a state level network of PACS partner CSOs in Jharkhand. Mr. Choudhary also briefed the participants on the detailed agenda of the workshop, which included:

- Presentation of Cross Visits made by CSOs in Hazaribagh, Ranchi and Deogarh
- Share Fair
- Group Work and presentation on the project themes in Jharkhand
- Presentation on experiences of convergence
- Presentation and group work on Advocacy
- Deliberations on networking
- Training Need Assessment of CSOs

### **Presentation of Cross Visits**

Prior to the peer review workshop, the partners CSOs had visited other CSOs in their district. The objective of these visits was to understand and learn from the initiatives and experiences of other CSOs. These visits also aimed at developing a bigger platform for consolidated action by the PACS supported CSOs. The partners specifically looked into:

- Programme Overview, objectives and output
- M & E system in place
- Self learning of CSOs
- Challenges identified
- Deliverables (IEC modules, document case study, paper cuttings etc)
- Target vs. accomplishments

These visits were organized by partner CSOs in the districts of Hazaribagh, Deoghar and Ranchi. The detailed visit plan is presented below:

<b>Location</b>	<b>Visits by (CSOs)</b>	<b>Visits to (CSOs)</b>
Ranchi	Jan Utthan Samiti	Karra Society for Rural Action
	Karra Society for Rural Action	SPAR
	SPAR	Jan Utthan Samiti
Hazaribagh	Nab Bharat Jagriti Kendra (NBJK)	Jan Seva Parishad (JSP)
	Jan Seva Parishad (JSP)	Jan Seva Parishad (JSP)
	Jan Seva Parishad (JSP)	Nab Bharat Jagriti Kendra (NBJK)
	Chetna Vikas	Lok Jagriti Kendra
Deogarh	NEEDS	Chetna Vikas
	Lok Jagriti Kendra	NEEDS

### **Presentation of Cross Visits in Ranchi (JUS, KSRA, SPAR)**

Presentation by **Mr. Heera Lal Gupta**

Panel Members: **Mr. A.N Pandey, Mr. Kumar Ranjan, Mr. Ravi Bhushan**

**Mr. Heera Lal Gupta** presented that the three projects are engaged in addressing the PACS themes of women empowerment, basic needs and self governance. The CSOs, along with their partners, are working primarily with tribal communities in 250 villages and cover 16 blocks of Jharkhand.

Mr. Gupta articulated that a major strength of the three projects is the collective leadership as the entire team is involved in planning, implementation and all other decision making pertaining to the project. Documentation at all levels as well as high clarity about project objectives amongst grassroot level workers and women groups was considered as one of the best practices. The fact that local leadership is being developed and strengthened and that mobilization of women has been undertaken on a large scale could be seen as a notable achievement of the project.

Mr. Gupta shared the common learning of the CSOs, which could be listed as:

- Need to address child right issues
- Intensification of the programme
- Need of local strategies to address threats
- Need to focus on macro and micro level advocacy
- Need of regional level trainings in comparison to centralized trainings as only representatives of lead CSOs get opportunities to attend the centralized programmes.

The CSO team from Ranchi came up with a suggestion that peer review workshops should be organized only once in a year.

## **Open House**

The suggestion that peer review workshops should be organized only once a year was discussed threadbare in the plenary. The participants arrived at a common understanding that the purpose of peer review workshops is not restricted to review and sharing but it provides opportunities to express solidarity on the issues being addressed by the PACS programme. One of the panel members commented that it would be more useful if the processes and experiences of mobilization and collective leadership were shared with the participants. In response of the concern of vested interests, **Mr. Kumar Ranjan** explained that there cannot be a blue print of dealing with such people and each CSO has to develop strategies based on the local context.

## **Presentation of Cross Visits in Deoghar**

Presentation by **Mr. M.M Choudhary**

Panel Members: **Mr. Vinod Kumar, Mr. Sachidanand and Mr. A Khan**

**Mr. Choudhary** presented that the CSOs found the cross visits to be enriching experience as it helped them to understand each others perspective in addressing similar or different issues. However they also felt that one day was too short a time for detailed sharing. The CSOs see the visits as a starting point of inter project sharing and networking. The CSOs collectively reflected on the progress of the projects and attempted to delineate key issues affecting the project.

### **Local Governance**

CSOs had recognized poor access to information by local leaders as a major factor affecting their capacity building. This is, in the backdrop, of ineffective mechanisms to transfer of skill and knowledge to local opinion leaders.

Absence of PRI structure in Jharkhand was a major concern as community members found it difficult to relate to PRI and understand it would help them in seeking solutions to their problems. CSOs expect that women participation would be high when the Panchayat elections are held. Reinforcement of message is essential to make community responsive and take responsibility for realizing their entitlements

### **Women Empowerment**

Self Help Groups have been formed by all the three CSO projects. However the CSOs have ensured that these groups are not merely engaged in thrift and credit activities but are also taking up and addressing issues affecting their lives. Capacity building and enhanced access to information have been empowering processes. An interesting experience shared by the CSOs was that many women SHG members have learnt to sign due to pressure exerted by the bank officials, who insisted on signature for banking operations.

The CSOs have suggested that peer review visits by CBOs would open avenues of cross learning and would be useful in building their capacities.

### **Prototype Model Development**

Mr. Choudhary articulated that that developing prototype model is a challenging task as it requires high degree of knowledge transfer and customisation. However such models are effective advocacy tools at all level be it community, local government and even at policy level. These models have also proved to be useful in building capacities of CSOs.

The CSOs have recognised that effective capacity building is critical for success and also reaffirmed that effective communication is essential in the rights mode approach. The CSOs need to strive for customization of program to complement national perspectives and plans and hence develop synergies for collaboration and

convergence.

### **Program Monitoring**

The three CSOs have adopted different approaches to program monitoring. The CSOs recognised the merit of both structured and unstructured approaches. While the structured system provided scope of objective verification and are well documented, the unstructured ones were perceived to be more participatory and interactive. Community level monitoring mechanisms were set up by two CSOs and have provided opportunities for deeper learning from community feedback.

### **Target Accomplished**

The CSOs presented that above 88% of physical targets have been achieved. They also shared that some unplanned initiatives have also been taken up and have helped the overall quality of the program. These initiatives range from communal harmony to promotion of Bamboo based livelihoods. Support has been provided to children with different abilities. Women groups have also taken up government contracts and management of Anganwadi centers.

### **Commitments**

The CSO expressed commitment to excellence by striving to better their programs. They recognised that greater emphasis is needed on building capacities of community members, network CSOs and field based animators. Sustained efforts are needed to build on the momentum generated by the program.

### **Open House**

The panel members agreed that one day is too short a time for effective cross learning. They also suggested that such visits could be organized for frontline workers and community members. Several participants raised concern that efforts in the area of local governance is proving to be ineffective due to the fact that Panchayat elections have not yet been conducted in Jharkhand. **Mr. Khan** suggested that the CSOs working in the Santhal Paragana should also look into the issues of trafficking of young girls.

### **Presentation of Cross Visits in Hazaribagh**

Presentation by **Mr. Birbal Prasad**

Panel Members: **Ms Monica Roy, Mr. Amiya Choudhary**

**Mr. Birbal Prasad** made a presentation on cross visits made by the CSOs in

Hazaribagh. He expressed difficulty in consolidating the experiences owing to the wide differences in the issues being addressed by the three projects. Some of the key strengths and achievements of the three projects, as presented were:

- The Network formed by JVK is unique in the sense that it brings together three organisations of different faith like Ramkrishna Mission Order, Social Service Society of the Catholic Diocesan of Hazaribagh along with Manav Vikas, a voluntary organization.
- Some of the SHG members have taken up leadership on several issues and are motivated to participate in the Panchayat elections.
- All the three projects are involved in liaising with the government and networking with other agencies.
- JSP have been successful in organising people for action against environmental degradation. Environment Protection Committees have been formed at village, Panchayat and Block level.
- Similarly, NBJK and its partners have formed around 500 SHG and strengthened another 500 SHGs in 309 villages in 11 districts of Jharkhand.
- NBJK have been successful in addressing 27 cases of women rights and action against atrocities.

Nexus between bureaucrats and contractors, vested interests at the village level, illiteracy was identified as some of the common threats. The CSOs working on environment issues considered inappropriate role of pollution control board as a major issue. Mr. Birbal Prasad ended his presentation with a request to organize the next peer review workshop at Hazaribagh.

### **Open House**

**Ms. Monica Roy** emphasized that the frontline workers have a critical role in the programme and a cadre of workers needs to be built. A suggestion came from a participant that peer review workshop could be organized for frontline workers. Capacity building initiatives should be only be decentralized and based on local contexts. **Mr. Amiya Choudhary** asserted that it is essential that we have clarity about traditional tribal system of self rule.

### **Share Fair**

Share fair was organized wherein each CSO put up a stall with details of their projects. The colourful presentations with chart papers and photographs helped CSO partners in gaining an understanding of the projects of other CSOs. The presentations focused on the project activities, strategies being adopted as well as success and failure stories. The exhibition also provided opportunity to the partners to share and exchange IEC materials. The share fair helped in gaining an

understanding of the various issues being addressed by the PACS programme in Jharkhand.



**Share Fair stall of Chetna Vikas,Deogarh**



**Share Fair stall of NEEDS,Deogarh**

## **Group Work on Key Issues emerging out of Share Fair**

Mr. Sharad Tiwari consolidated the discussions on share fair, which clearly indicated that the CSO partners in Jharkhand are primarily engaged in addressing issues revolving around the following themes:

- Livelihoods
- Food Security
- Women Empowerment
- Local Self-Governance
- Environment

Mr. Sharad Tiwari pointed out that the themes are interlinked and cannot be fully looked into isolation. However at the same time, it is important to analyze each of the themes in detail to identify the key issues emerging from it.

The participants were then divided into groups, based on their areas of interest, and assigned a group task of identifying the key problems/issues pertaining to the theme as well as the current efforts to address the issues. The groups were also asked to deliberate on the possible strategies to take up the issues. The summary of the group work was to be presented in the plenary.

## **Presentation of Livelihoods related issues**

**Mr. Heera Lal Gupta** began his presentation by highlighting the paradox of the state of Jharkhand. The state possesses abundant natural resources, but the poor communities continue to suffer from malnutrition, hunger, and diseases.

Some of the key factors affecting livelihoods, as presented, are:

- Sheer lack of awareness has ensured that the ignorant communities remain caught in the vicious circle of poverty.
- Poor implementation of government programmes and schemes
- Poor land productivity due to lack of irrigation facility is a major problem. This is more so as around 74 percent of people are dependent of agriculture for their livelihoods.
- Farming communities are fully involved in subsistence farming and are indifferent toward cash crops.
- Large-scale deforestation has resulted in reduced access of minor forest produce by the tribal communities.
- Faulty Planning by the State.
- Dominance of middlemen

The government's efforts to address livelihood issues suffer from poor implementation of plan and non-plan activities. Unholy nexus between

bureaucrats, politicians and contractors breed rampant corruption and poor communities are unable to access government resources. Mr. Gupta presented that the current initiatives of CSOs include:

- Awareness building/ Community organization
- Entrepreneurship development/ Income Generation Programmes
- Natural Resources Management
- Convergence with government programmes
- Advocacy

**Presentation of Environment related issues**

**Mr. Ram Lal Prasad** began by presenting an overview of factors affecting the environment. The group identified several factors causing water, soil, air and sound pollution.

Pollution	Causal Factors
<b>Water Pollution</b>	Coal Industries
	Thermal Power Plants
	Cement Industries
	Use of Pesticides and Chemical Fertilizers
<b>Soil Pollution</b>	<i>Jal Khumbhi</i>
	Use of pesticides and chemical fertilizers
	Deforestation
	Excessive use of polythene
<b>Air pollution</b>	Crusher, cement and other industries
	Stone Crushers
	Thermal Industries
	Brick Kiln
<b>Sound Pollution</b>	Deforestation
	Carcasses of dead animals
	Blasting (Coal Crushers)
	Vehicles
<b>Sound Pollution</b>	Excessive usage of loud speakers during social functions
	Motor workshops and cottage industries

Mr. Prasad attempted to delineate some of the key issues pertaining to the environment:

- High concentration of iron and arsenic
- Excessive use of polythene
- Sanitation and drainage problem
- High use of pesticides and chemicals
- Pollution caused by coal crushers and other Small Scale Industries.
- Indifference of govt. functionaries to enforce environmental norms
- Environment issues does not figure in the priority list of NGOs
- Excessive Deforestation
- Noise pollution by vehicles
- Improper disposal facilities of animal carcasses
- Limited capacity of C. B Os & peoples representatives to tackle environment issues
- Lack of awareness about environment related rules, laws and regulations.

As mentioned earlier, there is sheer indifference amongst government functionaries about environment related issues. The efforts of NGOs to take up environment issues have also been limited. However a few NGOs have been involved in:

- Awareness Generation
- Capacity building
- Strengthening People's organisation
- Policy advocacy
- Liaisoning with the government

Mr. Prasad presented that there is a need of multiple strategies to take up environment related issues. Some of the possible action areas suggested by the group are:

- Sustained awareness generation campaign about environment protection.
- Mobilization of community members around environment issues
- Capacity building of all stakeholders
- Active Liaisoning with the government
- Policy advocacy
- Media advocacy
- Promotion of eco-friendly industries and enterprises

## **Presentation of issues related to Local Governance**

**Mr. Sibal Paul** was entrusted the responsibility of presenting the group work on local governance. The group working on local governance identified issues in the context of Traditional Tribal Local Self-Governance and Jharkhand PRI Act 2001. The key problems highlighted by the group are listed below:

- No Panchayat Elections in Jharkhand.
- The CSOs lack clarity about the provisions of Jharkhand PRI Act. The CSOs are clear about the Bihar PRI Act but with the formation of Jharkhand, a new law has been enacted. Differences between the Acts of these two states have been the cause of confusion amongst the CSOs.
- The Government and CSOs have adopted different approaches of forming Gram Sabha. The government officials are unwilling to recognize the gram sabha constituted by the CSOs.
- There is lack of clarity among Government officials and CSOs regarding the differences between Gram Sabha, Aam Sabha and Gram Vikas Samiti.
- Disintegrating traditional systems of local governance of the tribal communities.
- Inaccurate delineation of Schedule Areas.
- There is lack of clear parallel higher-level tribal local governance structure and hence it results in lack of convergence with higher-level PRI structures in non-schedule areas.
- Conspiracy of power politics
- Rampant casteism
- Nexus between government officials and middlemen
- Limited participation of women
- Lack of clarity about PRI entitlements and duties.
- Mechanisms of social audit are not in place.

Some of the key strategies discussed during the group work have been listed below:

- Inform government officials and advocate for the recognition of Gram Sabhas formed by the CSOs

- Adopt a two-pronged approach of advocating with the Government for PRI elections at one end, and mobilizing & empowering communities at the other end.
- Sensitize government functionaries and media about PRIs.
- Disseminate information and create awareness about the various aspects of PRIs amongst the communities
- Advocate for the re-identification of Schedule and Non Schedule Areas
- Initiate efforts to bring about convergence of higher-level structures of tribal local self-governance with PRIs.
- Promote mechanisms of social audit.

### **Presentation of Food Security issues**

**Mr. M. M. Choudhary** presented the group work on food security. The presentation began with a caveat that food security should not be merely considered to be issue of food or agriculture. Interplay of complex factors manifest in food insecurity for the poor communities. Some of the key issues delineated by the group are:

- Global Threats
- Depletion of local resources
- Genetic erosion impacting on biodiversity
- Technology alienation
- Poor access to basic services by poor communities
- Poor access to food safety net/welfare programs
- Food welfare policies and its implementation are inadequate to address the needs of the poor communities
- Limited capacity building opportunities
- Lack of skills and limited opportunities to develop new skills
- Limited access to information
- Apathy of government
- Fragmentation of society on several lines
- Poor capacities of NGOs to address food security issues

- Lack of control over local resources by communities
- Failure of technological interventions to address food security issues
- Denial of property/land rights to women

The group approached food security as an issue which is not only limited to availability of food but also its access and utilization. The strategies required to address the issues, as presented by the group are:

- Develop forum at community level to create awareness and interest regarding food security issues and develop critical mass on these issues. Support local leadership to take up issues of food security.
- Support local advocacy efforts by creating local information base and monitoring mechanisms and developing negotiation and advocacy skills amongst the community.
- Ensure access of technology by marginalized communities
- Ensure timely and accurate information flow/access by the community
- Create and disseminate information on policies, programs, schemes and acts
- Foster local, national and international networks to influence policies related to food security.
- Develop prototype models of community owned change process directly influencing food security issues.

## **Presentation of issues affecting Women Empowerment**

**Mr. Rajen Kumar** presented the outcomes of the group work on women empowerment. The group identified the following constraining factors affecting empowerment of women.

- Unequal rights for women.
- Women lack property rights
- Women lack decision-making powers
- Women lack access to opportunities
- Increased migration of women
- Heavy work burden on women
- Women are paid lower wages than men for the same work.
- Women are vulnerable to false accusations, character assassination and witch branding
- Women suffer from numerous health ailments
- Limited participation of women in Panchayat Raj
- Lack of educational opportunities/Illiteracy
- A sense of insecurity amongst women

The group brainstormed on the initiatives taken up by CSOs for women empowerment:

- Mobilization of women into groups
- Capacity building training programmes in the area of leadership development, health awareness, education and women rights
- Exposure Visits
- Economic empowerment through SHG and entrepreneurship development programs.
- Efforts to enhance women's participation in decision-making
- Celebration of women day as a gesture of women power and solidarity

The group suggested following strategies for empowering women:

- Ensure active involvement of women in Panchayat elections.
- Federate village level women's groups into regional level women organisation.
- Promote the rights and control of women over local resources
- Advocate for women rights at all levels: village, block, state and national.
- Initiate more efforts for economic empowerment of women.



***Group Discussions during peer review workshop***

## Proceedings of Day 2

### Convergence with other projects and programs, including government programs

Buzz groups of CSO partners were formed to deliberate on the issues affecting effective convergence with government departments. The groups also analyzed factors which enables certain CSOs to develop fruitful partnerships with the government. The groups also identified opportunities for convergence with the government.

#### **Issues affecting convergence**

The CSOs came up with a long list of issues, which hinders convergence with the government. **Ms. Poonam Mehta**, from Development Alternatives, consolidated and presented these issues:

#### **CSO level**

- CSOs find it difficult to understand the complex systems and procedures of government machinery.
- CSOs lack management capacity and adequate person powers to effective engage with the government.
- CSOs lack information on government programs.
- CSOs lack visibility due to their small scale of operations as well as lack of media interface.
- CSOs lack credibility in the eyes of the government. A few CSOs have spoilt the reputation of the entire CSO sector.
- CSOs are preoccupied in completing their project activities and lack vision to foster partnerships with the government.

#### **Government Level**

- Corruption
- Apathy and indifference of government officials
- Government officials lack commitment and sensitivity towards community.

- Government works on a bigger scale and does not want to have partnerships with small CSOs
- Lack of transparency at the government level.
- Government officials do not believe in partnerships with CSOs. Though they involve CSOs in their programs, they see it as a formality to meet program and project requirements. At best, they see CSOs as sub contractors of development work.

### **Factors contributing to Convergence**

The CSO representatives identified several reasons, which have enabled big CSOs to bring about convergence with government programs:

- The government officials perceive these CSOs to be stable on account of their huge infrastructure, documentation and management capacity.
- These CSOs are able to coordinate with senior level government officials and do not face problems involved in liaising with lower level government officials
- They possess technical expertise and management capacity to take up programs on a bigger scale. The government officials prefer to work with agencies that could operate on a bigger scale.

### **Opportunities for convergence**

The CSO partners expressed that networking would help them in pooling their variegated experiences and expertise and take up government programs on a bigger scale. Community mobilization into collectives has brought in opportunities as several government programs are to be implemented through community collectives.

## **PRADAN: Experiences of Convergence**

**Mr. Satyabrata Acharya, PRADAN** began his presentation by stating that the mission of PRADAN is ‘Impacting livelihoods to enable rural communities’. PRADAN strives for sustainable economic advancement and food security for the poor communities. PRADAN initiates its work by identifying poor pockets and organising poor women into Self Help groups (SHG). The livelihood intervention program of PRADAN begins with family based livelihood planning. This leads to joint exploration and emergence of broad sectors. The key actors and functions are then identified and finally specific sectors are identified for intervention.

Mr. Acharya explained that livelihood interventions need to be seen holistically. Technology, People’s capacity, finance, institution and market are the key constituents of any livelihood intervention. PRADAN has sought convergence for the all above mentioned constituents.

Analysis of technology requires assessment of availability of technology, research and development, customization requirements and technology provider. PRADAN has collaborated with several institutions like Central Silk Board for technology development and upgradation. Recognizing its own limitations, PRADAN has sought support from government and financial institutions for financial requirements. Mr. Archarya emphasized that it is important for CSOs to gain information on government schemes and actively engage with the government. The institution building is another important constituent and PRADAN has focused on building robust local institutions at the village level. The capacity building component includes technical and management capacity, entrepreneurial capacity and institution building capacity. The organisation has also developed long term relationship with several support agencies for these components. Market analysis requires an understanding of the inputs, outputs, service providers, promotions and diversifications. A case study of tasar was also presented to explain the livelihood constituents in detail.

Mr. Archarya suggested that it is essential for CSOs to change their mindset. Criticizing government all the time does not serve much purpose and CSOs need to look for opportunities to work with the government. PRADAN has been successful in mobilizing large amount of funds from SGSY scheme of the government. He also suggested that, for sustainability, it is essential that the community members, and not CSOs, directly interact with the government and other agencies. He ended his presentation by inviting all the CSOs to visit PRADAN.

## **Advocacy**

### **Presentation of the results of the National Seminar on Advocacy**

A national seminar on advocacy was organized on 30<sup>th</sup>-31<sup>st</sup> January in New Delhi. A representative of each of 16 lead CSOs in Jharkhand attended the workshop. **Mr. M.M Choudhary**, NEEDS presented the summarized results of the workshop

The fundamental principles of advocacy as discussed during the workshop were:

- Protecting biodiversity
- Globalization
- Pro-poor people centered advocacy focusing on the issues affecting women, dalits and 'adivasis'
- Control on natural resources by PRIs

The deliberations during the workshop led to identification of the structural challenges in favor of the status quo:

- Feudal Mindset
- Family power structures
- Existing agrarian relationship skewed against the poor and landless
- Unequal Gender relations
- In cohesive functioning of the three tier structure of local governance
- Strong politicians- contractors-bureaucrats nexus

### **Operational thrust areas**

Mr. Choudhary shared that group exercise during the workshop brought out the operational thrust areas for the PACS program:

- Improving access to education by all children, with special emphasis on girl children
- Reform in the PDS system and developing mechanisms to ensure improved access to ration cards by the vulnerable groups
- Ensuring access to Non Timber Forest Produce by the tribal communities
- Cohesive Panchayat- transparent and accountable governance
- Panchayat extension to schedule areas

- Right and Access to information
- Advocate for creation of national employment policy focusing on rural livelihood from the perspective of rural poor

### **Strategies of Advocacy for CSOs and Community**

Mr. Choudhary also presented the workshop recommendations on the strategies of advocacy for CSOs and community:

#### **For CSOs**

- Capacity building for advocacy of PACS partners (skills of documentation, alliance making, media mobilization and effective communication)
- Strengthening perspectives on governance, women empowerment, tribal livelihood
- Creating knowledge base/access on policies, programs, schedules and acts
- Building institutional mechanisms to drive the advocacy process and issues
- Developing alignment based strategic interests, thematic focus and geographical areas.

#### **For Communities**

- Building capacities of community and developing critical mass for advocacy.
- Building community capacity for active involvement in Panchayats.
- Developing community leadership
- Provide information to communities on government acts, policies, and programmes by simplification/demystification and active dissemination

## **Tools for advocacy**

- Developing local specific IEC materials
- Building models of excellence
- Public Interest Litigation
- Training and Exposure Visits
- Engaging Media
- Documentation and sharing
- Campaigns

## **Prioritization of Issues**

**Mr. Shailesh Kumar Singh, PRAXIS** began this session by stating that there are several important issues to be addressed by CSOs. However it is not possible to address all the issues at the same time. Hence, the need of the hour is to prioritize so as to zero-in on the most critical issues. At the same time, it would be pragmatic to realize that several issues are highly complex and intractable and would require sustained efforts over a long period of time. Hence, it would be useful to strive for 'small victories' in the short run so as build momentum and confidence amongst CSOs for 'bigger battles'.

Thereafter, Mr. Singh suggested that the participants revisit the group work on issues and map out the issues on a grid of *Changeability* and *Importance*. Changeability was explained in terms of possibility of bring about change in the situation. The purpose of the exercise is to identify and focus on issues that are highly important and are also changeable in the short run.

The participants, thereafter, reorganized in their old groups to work on the five themes of:

- Food Security
- Livelihoods
- Environment
- Women Empowerment
- Local Self Governance

The outputs of the group work are presented ahead:

### Prioritized issues of Food Security

<b>High importance</b>	Poor access to food safety net/welfare programs Food welfare policies and its implementation are inadequate and lack the right perspective to address the Needs of the poor communities	Poor access to basic services by poor communities Depletion of local resources Technology alienation
<b>Low importance</b>		
	<b>Low changeability</b>	<b>High changeability</b>

### Prioritized issues of Livelihoods

<b>High importance</b>	Poor productivity of agriculture in the absence of irrigation facilities Large Scale Deforestation Faulty planning of the government	Lack of proper implementation of government schemes Lack of awareness/skills amongst the community Dominance of middlemen
<b>Low importance</b>		Low awareness and adoption of cash crops
	<b>Low changeability</b>	<b>High changeability</b>

**Prioritized issues pertaining to Environment**

<p><b>High importance</b></p>	<p>Pollution by industries ( coal, cement , crushers etc)</p> <p>Non implementation of environment laws</p> <p>Indifference of government officials</p> <p>High concentration of iron, arsenic (improper water management)</p>	<p>Deforestation</p> <p>High use of pesticides</p> <p>High usage of polythene</p> <p>Sanitation and drainage problems</p> <p>Pollution by SSIs</p> <p>Environment issues are low priority amongst NGOs</p> <p>Low capacity of CBOs/People Representatives</p>
<p><b>Low importance</b></p>	<p>Noise pollution by vehicles</p>	<p>Improper disposal facilities of animal carcasses and hospital waste</p>
	<p><b>Low changeability</b></p>	<p><b>High changeability</b></p>

**Prioritized issues of Women Empowerment**

<p><b>High importance</b></p>	<p>Women lack property rights</p> <p>Women lack access to opportunities</p> <p>Increased migration of women</p> <p>Heavy work burden on women</p> <p>Limited participation of women in Panchayat Raj</p>	<p>Lack of equal rights</p> <p>Women lack decision-making powers</p> <p>Women suffer from numerous health ailments</p> <p>Vulnerability of women to false accusations, character assassination and witch branding</p> <p>Women are paid lower wages than men for the same work.</p>
<p><b>Low importance</b></p>		<p>Lack of educational opportunities/ Illiteracy</p>
	<p><b>Low changeability</b></p>	<p><b>High changeability</b></p>

**Prioritized issues of Local Self Governance**

<p><b>High importance</b></p>	<p>Inaccurate Identification of Schedule Areas</p> <p>Lack of convergence of higher level structures of tribal local self governance with PRIs.</p> <p>Difference between Gram Sabha facilitated by Govt. and CSO</p>	<p>Nexus between government and middlemen</p> <p>No mechanisms of social audit</p> <p>Lack of participation of women in gram sabha</p> <p>Lack of awareness amongst community about the entitlements and duties of PRIs</p> <p>Lack of clarity about the provisions of PRIs amongst Government officials resulting in confusion about Gram Sabha, Aam Sabha and Gram Vikas Samiti</p>
<p><b>Low importance</b></p>		
	<p><b>Low Changeability</b></p>	<p><b>High Changeability</b></p>

## **Open House and Voting**

The presentation of the group work was followed by discussions on the key issues to be addressed now. In the absence of clear consensus it was decided to undertake a voting to decide on the main issues to be taken up. All the High Importance –High changeability issues were clustered and each participant had to vote for one issue which should be taken up immediately.

The voting results showed that the efforts should be made to address the following issues:

**Lack of Access to resources:** The poor are losing control over their natural resources and also lack access to government schemes.

**Lack of Decision making powers amongst women:** women lack decision making powers in all spheres of life.

Discussions amongst participants brought the importance of local governance as many participants expressed that active local governance could play major role in addressing the about two issues. Hence it was collectively decided to also take up the issue of **Panchayat Elections in Jharkhand.**

## **Networking**

The participants agreed that, given the nature of issues, it is not possible for a CSO to address it on its own and it makes more sense for the CSOs to come together and form a network to take up these issues. **Mr. A.K Singh, SPAR** struck a note of caution that many networks have collapsed under the burden of its own contradictions and there are many ineffective networks around. Hence it is important to focus on building a strong network in the initial stage and also the commitment made by each CSO should be translated into action.

The participants were thereafter divided into two groups to develop an action plan for collectively taking up the issues. A useful suggestion came from a participant that it is not possible to develop an action plan in such a big group and hence working groups should be formed for the two issues. It was also decided that the working committee would not only develop the action plan in the workshop but would also meet in April to work out the modalities of the network and operationalise the action plan. The working committees, for the two issues, as decided in the plenary are:

### **Working Committee for addressing issues of low accessibility to resources.**

- ☛ Mr. Ravi Ranjan Pandey, NBJK
- ☛ Mr. Hira Lal Gupta, TCDR
- ☛ Mr. Binod Kumar, SGVK
- ☛ Mr. Ram Lal Prasad, JSP
- ☛ Mr. M. M Choudhary, NEEDS
- ☛ Ms Shelly J Kerketta, Vikas Maitri
- ☛ Mr. K.C Mardi, Parya Chetna Kendra

### **Working Committee for Panchayat Elections in Jharkhand**

- ☛ Mr. Arvind Kumar, Lok Jagriti Kendra
- ☛ Mr. Sachidanand, Maharshi Menhi Kalyan Kendra
- ☛ Mr. A.K. Singh, SPAR
- ☛ Mr. Amiya Chowdhary, Shramjeevi Unnanyan
- ☛ Mr. A.N. Pandey, Gramika India
- ☛ Mr. Ghanshyam, JUDAV
- ☛ Ms. Annu, Manavi
- ☛ Ms Monica Roy, Perna Niketan
- ☛ Mr. Kumar Ranjan, Chetna Vikas

## **Proceedings of Day 3**

### **Action Plan To Address Issues Of Accessibility Of Resources**

The Day 3 of the workshop began with presentation of Action plan. The group started by identifying the following actionable areas to be implemented at various levels.

#### **State Level**

- ☛ Meeting of Working Committee
- ☛ Setting up of Secretariat for networking
- ☛ Launch Workshop
- ☛ Research on specific issues ( Possible issues of research could be a study on status of various resources in Jharkhand; status of BPL communities
- ☛ Capacity building of CBOs/NGOs

- Dissemination of information on relevant government programs
- Initiatives to build conducive environment for partnerships between CSOs, government and communities
- Documentation and dissemination at regular intervals

### **District Level**

- Initiatives to build conducive environment for partnerships between CSOs, government and communities
- Sensitization of CBOs, CSOs and Government officials
- Information dissemination
- Capacity building
- Networking/ Alliance Building

### **Block Level**

- Information dissemination
- Capacity building
- Initiatives to build conducive environment for partnerships between CSOs, government and communities

### **CSO Level**

- Research studies for collection of data on specific issues
- Information dissemination on government schemes
- Information sharing amongst CSOs
- Capacity building of CSO staff

### **Community Level**

- Information dissemination on government schemes
- Capacity building of communities to take up issues affecting their accessibility to various resources
- Collection of information on various issues

### **Detailed Action Plan**

What	Where	When	Who
Setting up of Secretariat	State Level	By May 15 <sup>th</sup> 2004	Working Committee
Launch Workshop	State Level	By May 31 <sup>st</sup> 2004	Secretariat
Research for developing status report	Sample based on BPL survey of 1987 in operational area	By October, 2004	Secretariat CSOs and Technical Agencies
Capacity building of NGOs/CBOs	State/Regional Level	By June 15 <sup>th</sup> 2004	Secretariat and Resource Agency
Documentation & Dissemination	State level	By November 2004	Secretariat and CSOs with expert
Meeting of working committee	State Level	Every Quarter for next 6 months	Secretariat
Dissemination of information of govt. programs and schemes	Secretariat	September 2004	Secretariat
Creation of website	Secretariat	7 <sup>th</sup> month	Secretariat & All CSOs with partner NGO/CBOs

The working group recognized that the action plan is tentative and needs to be developed in detail. The working committee decided to meet on 8<sup>th</sup> April in Ranchi to finalise the action plan and initiate steps to take concrete action.

### **Action Plan for Panchayat Elections in Jharkhand**

The group working on Panchayat elections christened their network as *Jharkhand Swashashan Manch* and came up with the following action plan:

<b>S.No.</b>	<b>Activities</b>	<b>When</b>	<b>Where</b>	<b>Remarks</b>
1	Formation of State Level and District Level Core Groups	By April 2004	State Capital and Concerned districts	Initial meeting on 12 <sup>th</sup> April at SPAR
2	Establish contacts with other groups/agencies and involve them in the network	By April 2004	State Capital and Concerned districts	
3	District Level Meetings	By May 2004	All PACS districts	Involve both print and electronic media
4	State Level Meetings	By May 2004	State Capital	Involve both print and electronic media
5	Application to Governor, Rural Development Minister, President and Prime Minister of India	After formation of new government in Delhi	Ranchi and Delhi	
6	Publication on Local Governance	By August 2004		Focus on Panchayat elections
7	Mass Rally (of over 20,000 people)	By October 2004 (if elections are not announced)	Ranchi	Mobilization of community for Panchayat elections to begin earlier
8	Documentation	Right from the beginning	At all levels	

## **Open House**

**Dr. A.K Basu** offered a suggestion with regard to advocacy for Panchayat elections. He stated that as Lok Sabha elections are quite near, it would be very useful to question the political leaders about Panchayat elections in Jharkhand. He suggested that each CSO representative, along with a media person, ask a political candidate about his commitment for the panchayat elections. MLA, current MPs as well as candidates for the Lok Sabha could be asked this question.

Dr. Basu also shared that Dr. N.C Saxena had sought from CSOs on data on food security to support the right to food campaign. It would be useful if the PACS supported CSOs also play a role in the campaign

**Mr. M.M Choudhary,NEEDS** suggested that it would be extremely useful if each CSO identify poverty and entitlement issues in their respective blocks and share it with the working committee which is planning to meet on 8<sup>th</sup> April, 2004.

Several participants raised concerns about the danger of the two committees acting separately. It was then clarified that the plans of the two groups would be consolidated for collective action.

## **Training Need Assessment of CSOs**

**Ms. Lipika Patro**, Training Coordinator, Training Systems Group, Development Alternatives facilitated the session on training need assessment of PACS supported CSOs in Jharkhand. As several CSOs have recently joined the PACS programme, Ms Patro made a brief presentation on the capacity building initiatives through training in PACS. The training programs are organized at two levels: Programme (Inter-Organisational) and Organizational Level. The training themes are decided in consultation with the CSOs keeping in view the overall objective of the PACS programme.

It was decided in July 2003 to organise 19 training program on different themes for the PACS partner. Majority of these programs has been conducted and so far 250 people belonging to 28 different CSOs have been trained.

Ms Patro shared that the Management Consultants (MC) plan to make several modifications in its approach to training based on the feedback provided by the partner CSOs.

In response to the feedback that the training programs are centralised and top-down, the Management Consultant has decided to strengthen processes of participatory training need assessment.

The PACS team had written to CSOs seeking their suggestions on the themes on which training needs to be imparted to CSO team members. A subsequent group exercise has been planned in this session of the peer review workshop to provide opportunities to CSOs to work out a training plan detailing on the level, target group and expected outcomes of the proposed training programs. They were encouraged to think 'out of the box' and plan innovative programs.

Another change planned by the Management Consultants is that training programs for the following year would not be restricted for the PACS staff of the CSOs. The CSOs have the flexibility to nominate their other team members for these training programs.

As mentioned earlier, the PACS team had sought suggestions from CSOs about the themes on which training needs to be imparted to their team members. The CSOs had suggested 44 different themes and these were clustered, by the PACS team, into four broad categories:

- ☞ **Institutional Development**
- ☞ **Training in Functional Skills**
- ☞ **Thematic/Programme Area**
- ☞ **Skill Based Livelihood Generation**

Ms Patro facilitated a group exercise wherein all the peer review workshop participants were divided into four groups. Each group was given the task of working out the specific training requirements for each theme in one of the four categories mentioned above. Each group detailed out the:

- ☞ Target group for each training theme
- ☞ Training objectives and expected outcomes
- ☞ Location of training: Centralized or Decentralized at state level
- ☞ Level of training inputs: Elementary or TOT
- ☞ Language of training: Hindi or English

The participants were encouraged to offer suggestions to improve the overall efficacy of the training programs and were provided the freedom to add on to the list of the themes. Each group presented the outputs of the group work.

## Group 1: Institutional Development

Themes	Expected Outcomes	Target Group	Location
Strategic Planning and monitoring, Human Resource Management, Planning Monitoring & Evaluation, Training Management, Project Management, Communication, Community Need Assessment	Improved capacities within CSO in the various aspects of project management. Developed Skills in the area of human resource management and training Overall improvement in the functioning of CSOs	Senior functionaries/ Coordinators	Centralised (Taragram)
Institutional Development, Networking, Fund Raising and Management	Skill development in the area of resource mobilisation Overall improvement in the functioning of CSOs Attitude and Skill development for networking resulting in effective partnerships	Senior & Medium level functionaries /Coordinator/ Administration team	Regional /State Level
Leadership development, Group Formation, Community Need Assessment	Skills developed for community mobilisation Improved Communication skills Better understanding of community needs	Field Level Staff	State; CSO/Field level

## Group 2: Training in functional Areas

Themes	Expected Outcomes	Target Group	Location
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Proposal Writing (Advanced inputs)	Skill up gradation of functionaries already involved in proposal formulation	Senior CSO functionaries	Centralized
Proposal Writing (Elementary Inputs)	Development of new skills at CSO level	Middle level functionaries	Decentralized (State Level)
Documentation	Development of skills for undertaking various types of documentation at CSO level	Middle level functionaries	Decentralized (State Level)
Data Analysis/Presentation	Skills of data analysis developed at CSO level. Skills to use data for advocacy	Middle level functionaries	Decentralized (State Level)
Moderation	Skills for effective management of the project	All functionaries	Decentralized (State Level)
Communication	Skills developed for self expression and effective interaction with community and govt. officials	All functionaries	Decentralized (State Level)
Computer Training (Advanced Inputs)	Skill development in the area of computerized accounting, data analysis, documentation and presentations	Senior level functionaries, Administration and accounts team	Centralised
Computer Training (Elementary inputs)	Skill development for using computers	Middle level and junior level functionaries	Decentralized
Management Information System	Skill development for setting MIS at CSO level	Senior and medium level functionaries	Centralised or decentralised

### **Group 3: Thematic Program Areas**

The group members presented that training would be required on all the themes mentioned under the category of 'thematic program areas'. The requirements of different CSOs would vary based on the thrust area of their programs.

#### **Expectations from the programs**

- The training duration should be determined on the basis of the content of the training. The participant in each of the training program should be of the same level and the training program should be designed based on their specific requirements
- The resource persons should have adequate understanding of the ground realities of the state of Jharkhand.
- The trainers should be conversant in Hindi/local language

#### **Target Group**

The participant of the training program should be of the same level in terms of their interests, experience and educational qualification.

#### **Location of Training Programs**

The training could be organized at central or state level depending on the training themes. For instance, Training on local governance would be useful at state level as there are specific provisions pertaining to Jharkhand. Similarly training on micro enterprise should be at the state level, as it should take into account the specific situation of Jharkhand.

#### **Language**

The training should be conducted in Hindi. It would be very useful if some programs are conducted in the local dialect.

### **Group 4: Skill Based Livelihood Generation**

The group presented the training themes on skill based livelihood generation would depend on the specific requirements of different communities. However training on each theme should take into account the following issues:

## **Principles**

The training should be based on the principle of 'People, Planet and Profit'. This implies that the training area should be viable, environment friendly and based on the aspirations of the communities.

## **Foundation**

The training should cover the generic principles of entrepreneurship and development and must also deal with issues pertaining to health implications of each livelihood generation activity.

## **Sustainability Factors**

The training should focus on the sustainability aspect of each livelihood generation activity and take into account:

- ☞ Financial/Economic Feasibility
- ☞ Technical Feasibility: Backward Linkages, Appropriate technology, Quality Control
- ☞ Market Feasibility: Assessment of input, output, Branding, Product development

## **Legal and Institutional Aspects**

The training should focus on legal aspects covering issues related to registration, taxation etc. The suitability of various institutional forms needs to be covered for each livelihood generation activity

## **Suggestions**

The other suggestions offered by the group are:

- ☞ The training should be primarily conducted at state/regional level; however exposure or training on institutional aspects could be organized anywhere.
- ☞ The training should be in local language
- ☞ The training should be practical and the trainers should have expertise in the training area and also have understanding of the context in Jharkhand.

### **Planning for the next Peer Review Workshop**

The venue of the next peer review workshop became an issue of contentious debate amongst the participants. One group of participants wanted to organize the workshop in Hazaribagh, while others felt that Ranchi is a better venue in the sense that there is possibility to invite senior government officials for the workshop.

Ultimately, the participants agreed on Ranchi as the venue for the next peer review workshop and SPAR, Ranchi was entrusted the responsibility of organising the event.

### **Vote of Thanks**

**Mr. Sharad Tiwari** proposed the vote of Thanks.

## **Participants Feedback**

<b>Criteria</b>	<b>Excellent</b>	<b>Good</b>	<b>Average</b>	<b>Poor</b>
<b>Objective of the workshop</b>	42	13	6	4
<b>Content of the workshop</b>	36	20	7	2
<b>Methodology</b>	26	22	12	5
<b>Food &amp; Stay</b>	31	18	8	6
<b>Workshop venue</b>	31	20	9	5
<b>Usefulness of the Workshop</b>	30	29	7	4

## **Suggestions for the next Peer Review Workshop**

Some of the major suggestions offered by the participants are as follows:

- Government officials and political leaders should be invited for the peer review workshop.
- The group size should be less. It is difficult to participate in such a large group.
- More effective involvement of media should be ensured
- Unnecessary expenses should be curtailed. There is no need for bus arrangement for short distance between the workshop venues and hotels. Food should also be simple.
- More external resources should be invited for providing perspectives on issues
- A peer review workshop should be organized for animators and frontline staff
- More snapshots should be provided about the progress of PACS in other states
- Sufficient time should be provided for group discussions

## Annexure 1

### AGENDA Second Peer review Workshop, Jharkhand State

**15/March /2004 (Day1)**

<b>Module</b>	<b>Content</b>	<b>Time</b>
Registration	Registration of participants	0800-0900
Self Introduction	Name label Formation of Bicycle Chain – Introduction	0900-0945
Curtain Raiser	Presentation about the PACS Project – 10 mins. Presentation by SSRO – 10 mins. Workshop objective and modules-10 mins. Logistics Declaration – 15 mins.	0945-1030
	Tea Break	1030-1100
Peer Field Visits	Peer Review Visits - Presentation – 45 mins  Questions & Answers – 45 mins.  Remarks from the Panel – 30 mins.	1100-1300
	LUNCH	1300-1400
Share Fair	All Jharkhand Projects – Exhibition by each project in separate stalls to be visited by all the CSOs to understand the a) activities of the project b) strategies being adopted by that project c) Successes of the project d) Failures of the projects	1400-1530
	Intra-Project Deliberations and delegations  Working Tea	1530-1600
Module Session	Based on the five themes, Work in Groups on - discussing various approaches seen - sharing of learning & issues identified - Approaches/strategies utilized by projects - Deliberation on possible improvements  Prepare a consolidated presentation with the present status of projects on the theme	1600-1700

	and suggestions	
	Tea and Snacks	1700-1730
Plenary	Module Presentations	1730 .....

### **16/March/2004 (Day 2)**

Recap	Recapitulation of the proceedings of Day 1	0900-0915
Convergence	Convergence with other projects and programs, including Government programme <ul style="list-style-type: none"> <li>- Buzz Group discussions on factors affecting convergence</li> <li>- Presentation of PRADAN's experience with convergence</li> </ul>	0915-1100
	Tea Break	1100-1130
Advocacy	Presentation of the results of the National Seminar on Advocacy – 15 mins.  Group Work on identification of issues using Changeability-Importance Grid Presentation by Groups Consolidation and presentation of Advocacy strategy for Jharkhand – 10 mins.	1130-1330
	Lunch	1330-1430
Special Focus	Focusing on Local Issues of Tribal empowerment and Governance – PESA, Implications for advocacy	1430-1530
Networking	Explore Possibilities of strengthening the State level Network of PACS Partners Developing Jharkhand Network strategy Identifying tasks, activities and mile stones for the next six months	1530-1730

**17/March/2004 (Day 3)**

Recap	Recap of Day 2	1000-1015
TNA	Training Needs Assessment of CSOs for the next year	1015-1300
	Lunch	1300-1400
Action Plan for the Next Review	Feedback on the present process Date and Venue fixation Formation of Coordinating Committee Fixing Peer review / Exposure visits	1400.....
Beating retreat	Concluding the Sessions and Vote of Thanks 15 min.	

## Annexure 2

### List of Participants

S.No.	CSO	Name of Participants
1.	AAA Trust Kamdra	A.Y Khan
2.	Adarsh Sewa Sansthan	Mahabir Mahato
3.	Adivasi Kalyan Parishad	Charan Kumar
4.	Adivasi Nav Kiran Sewa Sansthan	Amit Sahay
5.	Adivasi Siksha Evam Sanathan	Jagdeep Rajak
6.	Agragati	Sibdas Ghosh
7.	Ashray	Naresh Das
8.	Badlao Foundation	Sanjib Kr. Singh
9.	CCDS	Sudhir Prasad
10.	Centre For Development	Dipak Prasad
11.	Community Development Centre	Tarun Kr. Ghosh
12.	Chetna Vikas	Kumar Ranjan
13.	Chetna Vikas	Rajan Kumar
14.	Dalit Utthan Samiti	Niranjan Gaurav
15.	Darpan	Chandra Kumar
16.	Gram Sava Sewa Sansthan	Murlidhar Mandal
17.	Gram Vikash Foundation	Bijay Narayan Bhagat
18.	Gramika India	A.N. Pandey
19.	Gramin Navodaya Kendra	R.N. Mishra
20.	Gramin Samaj Kalyan Vikash Manch	Hasmant Rabbani
21.	Gramodaya Chetna Kendra	Badri Prasad
22.	Hope& Animal Trust	Kalyan Munda
23.	IDAS	Ms. Shelly J Kerketta
24.	IRMA	Ravi Bhushan Sinha
25.	Jago Foundation	Sarojit Kumar
26.	Jago Mahila Jagriti Kendra	Ms Reshma Devi
27.	Jai Vasundara	Laldeo Yadav
28.	Jan Jagriti Manch	Chatradhary Mahta
29.	Jan Sanskriti	Umesh Raut
30.	Jan Sewa Parishad	Ram Lal Prasad
31.	Jan Sewa Parishad	Girija Nandan Upadhaya
32.	Jan Utthan Samiti	Manohar Kumar

33.	Jan Vikash Kendra	Theophil Runda
34.	JLKP	Binod Kumar
35.	JUDAV	Neelkanth
36.	Karra Society For Rural Action	Mansoor Bakth
37.	Lokdeep	Pradeep Kumar Singh
38.	LCD	Atanu Mandal
39.	LJK	Arbind Kumar
40.	LJK	Saibal Pal
41.	LJK	Bhaskar Nandi
42.	Lohardagga Gram Swarajya Sansthan	Tur Mohammad Ansari
43.	Lok Prerna Kendra	Filman Basla
44.	Lok Vikash Bharti	Angur Mahto
45.	Lokhit Sansthan	Md. Rauf Ansari
46.	Maharshi Menhi Kalyan Kendra	Sachidanand
47.	Manas Parivartan	Rakesh Ranjan Sinha
48.	Manas Parivartan	Ms Mamta Kumari
49.	Manas Vikas	Birbal Prasad
50.	Manavi	Ms. Annu
51.	Maulana Azad Samajik Evam Shaikhsani Parishad (MASSP)	S.N Chowdhary
52.	Nav Bharat Jagriti Kendra	Ravi Ranjan Pandey
53.	NEEDS	Tanay Chakravarty
54.	NEEDS	MM Choudhary
55.	NEEDS	S. P Yadav
56.	NEEDS	M Kumar
57.	NEEDS	B. Chatterjee
58.	NEEDS	R. Roy
59.	NEEDS	M.P. Yadav
60.	Parya Chetna Kendra	Kumar Chand Mardi
61.	Pragati Luyadih	Mandesher
62.	Pragatisheel Yuva Kendra	P.N. Sharma
63.	Prakash Jan Sewa Sansthan	Ashok Shukla
64.	Pravah	Omkar Pathak
65.	Prayas	Mr. Murli Shyam
66.	Prerna Niketan	Ms Monica Roy
67.	RAISE	Shrawan Mandal
68.	RISTA	Horpan Marandi
69.	Samaj Pragati Kendra	Fr. Telesphor Ekka
70.	Sathee	Sumant Kumar
71.	SGVK	Vinod Kumar
72.	SHADE	Dr B.N Oddar
73.	SHARC	Dr. Vishwanath Azad

74.	Shramajivi Unnayan	Amiyo Choudhary
75.	Sindor Tola Gramodaya Vid	Rajen Kumar
76.	Social Action Foundation	Maskur Alam
77.	SPAR	A.K Singh
78.	Sri Ram Krishna Sarada Math	Tikeshwar Prasad
79.	Torda Rural Development Society	P. Barla
80.	Trust for Community Development and Research	Heera Lal Gupta
81.	Vikalp	Gopal Mandal
82.	Vikash Bharti Foundation	Bhagwat Ravidas
83.	Vikash Foundation	Razi Alam
84.	Vikash Kendra	Sambhulal Azad
85.	Vikash Maitri	Dominic Bora
86.	Viskasan	Tapan Mandal
87.	YAM India	Ms Sadhana Kumari
	<b>Guests/Resource Persons/Support Organisations</b>	
88.	SRI	Dr. AK Basu
89.	PRADAN	Satyabrata Acharya
90.	ACTIVE (PDRO)	Rajesh Kumar
91.	ACTIVE (PDRO)	Ms Keya Chatterjee
92.	PRAXIS (SSRO)	Shailesh Kumar Singh
93.	PRAXIS (SSRO)	Amrendra Kumar Pandey
94.	PRAXIS (SSRO)	Ms Manisha Sancha
95.	PRAXIS (SSRO)	Anurag Sinha
	<b>Management Consultants</b>	
96.	DA (State Anchor, Jharkhand)	Sharad Tiwari
97.	DA	Ms. Poonam
98.	PWC	Ms. Monisha
99.	DA	Mr. K.K Upadhyay
100.	DA	Ms Lipika Patro

In addition, there were several media representatives from Dainik Jagran and Hindustan

## **Acknowledgements**

Workshop Coordinating Agency **NEEDS, Deogarh**  
Report Documentation — **PRAXIS-Institute for Participatory Practices**

### **Annexure 3**

#### **List of Abbreviation**

CBO	Community Based Organisation
CSO	Civil Society Organisation
DA	Development Alternatives
IEC	Information Education Communication
JSP	Jan Seva Parishad
JUS	Jan Utthan Samiti
JVK	Jan Vikas Kendra
KSRA	Karra Society for Rural Action
LJK	Lok Jagriti Kendra
MC	Management Consultant
MEAL System	Monitoring, Evaluation and Learning System
MIS	Management Information System
MLA	Member Legislative Assembly
MP	Member of Parliament
NBJK	Nav Bharat Jagriti Kendra
NEEDS	Network for Enterprise Enhancement and Development Support
NGO	Non Government Organisation
PACS	Poorest Area Civil Society Programme
PDRO	Project Development Resource Organisation
PDS	Public Distribution System
PRI	Panchayati Raj Institution
PWC	Price Waterhouse Coopers (P) Ltd
PYK	Pragatisheel Yuva Kendra
SGSY	Swarna Jayanti Gram Swarojgar Yojana
SGVK	Sampurna Gram Vikas Kendra
SHG	Self Help Group
SPAR	Society for Participatory Action and Reflection
SSRO	Supportive Supervision Resource Organisation
TOT	Training of Trainers

## Annexure 4

### Media Clippings

# दैनिक जागरण

भागलपुर, मंगलवार, 16 मार्च, 2004

## गरीबी उन्मूलन को ले राज्यस्तरीय कार्यशाला का आयोजन

जागरण प्रतिनिधि, देवघर

स्थानीय सतनाली भवन में डिपार्टमेंट फार इंटरनेशनल डेवलपमेंट (डी एफ आई डी) के सौजन्य से नीड्स द्वारा राज्य स्तरीय त्रिदिवसीय 'पैक्स' कार्यक्रम पर वक्ता का आयोजन किया गया है। जिसमें झारखंड के अठारह जिले के लगभग 81 स्वयं सेवी संस्था भाग ले रही हैं। जानकारी हो कि गरीबी उन्मूलन के लिए वर्ष 2020 तक देश से गरीबी को आधा करने के लक्ष्य को लेकर देश के सौ सबसे गरीब जिला को पैक्स कार्यक्रम के तहत चुना गया है। जिसमें झारखंड का अठारह जिला शामिल है।

**POOREST AREAS CIVIL SOCIETY (PACS) PROGRAMME**  
Second Peer Review Workshop  
Jharkhand State

Venue : Satnali Bhavan, Deoghar Date : 15th to 17th March, 2004  
Co-ordinating Agency : NEEDS Deoghar  
Supported by : DFID (Department for International Development)  
Development Partner : NewwaterhouseCoopers (P) Ltd.



कार्यशाला का मुख्य उद्देश्य पैक्स कार्यक्रम के तहत राज्य के विभिन्न जिलों में किये जा रहे कार्यक्रमों पर विचारों का आदान प्रदान करना है। मालूम हो कि पैक्स के तहत पूरे देश में स्वशासन, महिला सशक्तिकरण, खाद्य सुरक्षा, पर्यावरण तथा जीविकोपार्जन पर विभिन्न स्वयं सेवी संस्था द्वारा कार्य किया जा रहा है। कार्यक्रम का मुख्य उद्देश्य गरीबों को उपरोक्त बिंदुओं पर जागृत करना तथा प्रेरित करना है। जनता को उनके अधिकार के प्रति संगठित करना मुख्य है। चूंकि अब यह सोचा जा रहा है कि जब

कार्यशाला में बैठे पदाधिकारी व भाग लेते संस्था के प्रतिनिधि

तक जनता आगे नहीं आयेगी तब तक गरीबों समाप्त नहीं हो सकता। लोगों को यह सोचने को विवश किया जा रहा है कि यह अपना मुद्दा है इसलिए आगे आना होगा। समस्या का समाधान गरीब स्वयं बूँटें इन्हीं मकसदों को लेकर यह शुरू किया गया है।

जानकारी हो कि ब्रिटीश सरकार के डेवलपमेंट डिपार्टमेंट का सौजन्य से भारत में राशि आवंटित की जा रही है। विश्व स्तर पर हुये

सम्मेलन में यह निर्णय लिया गया कि वर्ष 2020 तक विश्व से गरीबी को आधा कर देना है। इसी के तहत भारत के 100 से सबसे गरीब जिलों का चुनाव किया गया है। देवघर के सतनाली भवन में आयोजित कार्यक्रम में तकरीबन 81 संस्था के प्रतिनिधि भाग ले रहे हैं। जो राज्य के 16 अग्रणी स्वयं सेवी संस्था के साथ जुड़कर काम कर रहे हैं। वक्ता काप में तीन चरणों में विभिन्न बिंदुओं पर व्यापक विचार विमर्श हुआ। वहीं प्रदर्शनी के

माध्यम से भी संस्था अपनी कार्यक्रमों की जानकारी उपलब्ध करा रही है। त्रिदिवसीय कार्यशाला में नीड्स के एम एम चौधरी, तनप चक्रवर्ती, शरद तिवारी, शैलेश रामलाल, बीरवल, विनोद कुमार एवं अन्य में मुख्य रूप से अपने विचार रखे। जानकारी हो कि एक दूसरे से सीखने के मकसद से राज्य स्तर पर कार्य कर रहे स्वयंसेवी संस्थाओं का पैक्स त्रिदिवसीय वक्ता का आयोजन किया गया है।

जागरण

# देवघर जागरण

16 मार्च, 2004

दैनिक जागरण

भागलपुर

# देवघर जागरण

5 मार्च, 2004

दैनिक जागरण

भागल

## सरकार से ग्रामीण आजीविका नीति बनाने की गुहार

जागरण प्रतिनिधि, देवघर

केंद्र सरकार के विजन 2020 को सफल बनाने के मकसद से झारखंड की अग्रिम पंक्ति की लगभग 16 स्वयंसेवी संस्थाओं के नेतृत्व में देवघर में आयोजित त्रिदिवसीय वर्कशॉप के दूसरे दिन जनजागरूकता को लेकर व्यापक विचार मंचन हुआ।

जिसमें सरकार से यह मांग किया गया कि वह ग्रामीण आजीविका नीति बनाये। साथ ही पंचायत चुनाव शीघ्र कराये जाने के लिए भी सरकार का ध्यान आकृष्ट कराने का निर्णय लिया गया। कार्यशाला के दूसरे दिन दिन भर के सत्र में स्वयंसेवी संस्थाओं के बीच जागरूकता को लेकर कई मुद्दों पर विचारों का आदान प्रदान हुआ। जिनमें प्राकृतिक संसाधन पर अधिकार और पहुंच तथा महिला सशक्तिकरण को लेकर सभी एनजीओ इन मुद्दों को लेकर एडवोकेसी करेगा। संस्थानों के प्रतिनिधियों ने एक स्वर से स्वीकारा कि

सरकार तथा जिला प्रशासन से कांधा से जनता को उसके अधिकार देने से ही



कार्यशाला में लगाया गया स्टाल

जागरण

कांधा मिला कर ईमानदारीपूर्वक सरकार की नीतियों तथा विजन को सफल बनाने के लिए कार्य करने से ही विकसित राष्ट्र का सपना पूरा किया जा सकता है। लेकिन वहीं पंचायत चुनाव कराकर

गांवों का समग्र विकास तथा गरीबी उन्मूलन की दिशा में प्रयास सफल हो सकता है पर बल दिया गया और यह निर्णय लिया गया कि इसकी जानकारी सरकार को दी जायेगी।

# हिन्दुस्तान

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## स्वयंसेवी संस्थाओं ने किया कार्यों का मूल्यांकन



देवघर( ए.सं. )। देवघर स्थित संताली भवन सभागार में सोमवार को करीब सौ स्वयं सेवी संस्थाओं को तृदिवसीय कार्य मूल्यांकन समारोह आयोजित किया गया जिसमें पिछड़े क्षेत्र में संस्थाओं द्वारा कराये जा रहे विभिन्न विकास कार्यक्रमों का मूल्यांकन किया गया। सभागार में एकत्रित

विभिन्न संस्थान गरीबी उन्मूलन करने की दिशा में कार्यरत हैं और पैक्स प्रोग्राम के तहत अपने कार्यों का मूल्यांकन कर रहे हैं। उक्त कार्यक्रम का समन्वयक स्वयंसेवी संस्था नीड्स कार्यक्रम में दिल्ली से शरद तिवारी (डेवलपमेंट अल्टरनेटिव) ने भी शिरकत की है। इस संदर्भ में नीड्स के कार्यकारी निदेशक मुरारी मोहन चौधरी ने बताया कि गरीबी उन्मूलन सरकार या कोई गैर सरकारी संस्था अकेले नहीं कर सकती है। इसके लिए सम्मिलित प्रयास का होना आवश्यक है। देवघर का उल्लेख करते हुए उन्होंने कहा कि वर्तमान प्रशासन विकास कार्यों में विशेष रूचि दिखा रहे हैं तथा गैर सरकारी संस्थाओं के साथ सहयोग कर रहे हैं। उन्होंने कहा कि इन तीन दिन के कार्यशाला से ये उम्मीद की जा रही है कि गैर सरकारी संस्थाओं के कार्यक्रमों में पैनापन आयगी और कई रणनीतियाँ तैयार की जाएगी जिससे झारखंड की गरीबी 2015 तक आधा कर दिया जाएगा।