

**Report on the proceedings of the Peer Review Workshop of Jharkhand based CSO partner
of Poorest Area Civil Society (PACS) Programme
at Ranchi on 1-2 August, 2003**

TABLE OF CONTENTS

1	ABOUT PACS AND OBJECTIVES OF WORKSHOP	2
1.1	ABOUT PACS	2
1.2	OBJECTIVE OF PEER REVIEW WORKSHOP	2
2	STATUS OF PACS IN JHARKHAND	2
2.1	PACS PROGRAMME IN JHARKHAND – A BRIEF OVERVIEW	2
2.2	PRESENTATION BY LEAD CSOs	3
2.2.1	<i>Chetna Vikas, Deoghar</i>	3
2.2.2	<i>Network for Enterprise Enhancement and Development Support, Deoghar</i>	4
2.2.3	<i>Nav Bharat Jagriti Kendra, Hazaribagh</i>	6
2.2.4	<i>Sampurna Gram Vikas Kendra, Palamau</i>	8
3	ADDRESS BY THE CHIEF GUEST	9
4	EVOLVING STRATEGY FOR SUPPORTIVE SUPERVISION	10
5	EXPLORING SCOPE FOR POLICY ADVOCACY	11
A.	FOOD, HEALTH NUTRITION SECURITY	11
B.	AWARENESS AND COMMUNICATION	12
C.	WOMEN RIGHTS, CAPACITY, CAPABILITY AND SOCIAL DISCRIMINATION	12
D.	UNEMPLOYMENT, UNDEREMPLOYMENT AND MIGRATION	13
E.	ACCESSIBILITY TO LEARNING AND SKILL DEVELOPMENT	13
6	ADDRESS BY INVITEE SPEAKER, CHIEF EDITOR PRABHAT KHABAR	13
7	OPEN HOUSE ON ISSUES/ PROBLEMS ARISING FROM PACS IMPLEMENTATION	14
8	ADDRESS BY INVITEE SPEAKER, MS DAYAMANI BARLA	15
9	PLANNING THE NEXT SESSION	16
10	VALEDICTORY ADDRESS	16

Annexures

1. Agenda
2. List of Participants
3. Presentation by MC
4. Presentation by CSOs
5. Presentation by SS RO

PROCEEDINGS OF THE FIRST DAY

1 About PACS and objectives of the workshop

1.1 About PACS

Poorest Area Civil Society (PACS) Programme is financed by the Department of International Development UK. It was conceived in line with the 1990 vision of United Nations four-fold objective of halving world poverty by 2015, ensure 100% enrolment at primary level and eliminate all gender disparities in education and reversal of environmental degradation. It is an effort towards removing poverty by 2015 as envisioned in the British white paper on International Development.

DFID development assistance in India is delivered in partnership with selected state governments and the national government. However, it was felt this approach still excluded a large number of poor people whose inclusion was crucial to India meeting the Millennium Development Goal of halving poverty by 2015. To make the process more inclusive DFID envisaged working with Civil Society Organisations in the poorest districts of India in amongst the poorest belt of the country.

Its goal is 'Empowerment of the poor people for implementation, accessibility and information of the society'. The programme aims to supporting civil society organisations in assisting poorest people residing in backward district in amongst the most backward region of India, in realising and securing their entitlements whether civil rights, political rights, economic social and cultural rights more effectively and sustainably. Towards this end, CSOs would work with NGOs, Cooperatives, Academic Institutions, various people's movements, trade unions.

The PACS Programme concentrates on 108 poorest districts located in the geographically contiguous areas of Jharkhand (19 districts), Uttar Pradesh (20 districts), Bihar (34 district), Madhya Pradesh (20 districts), Chhattisgarh (4 districts) and Maharashtra (11 districts).

The programme focuses on certain key themes – Improving self-governance in rural & urban areas; facilitate women's empowerment; promote social cohesion; Policy advocacy and promote self-help for meeting immediate basic needs.

1.2 Objective of peer review workshop

Kiran Sharma, Programme Manager PACS shared that the workshop was conceived as a platform for the various PACS partners to interact and learn from each others projects and progress while sharpening their perspective on the development issues of Jharkhand through an interactive process. It had been hoped the platform would also enable an open interaction of partners and help to unshackle monitoring from traditionally held notions and make it into an interactive learning opportunity for all PACS stakeholders. This forum would provide a unique opportunity for objectively sharing failures and successes and reasons thereof and also exploring synergies across the various PACS programmes perhaps drawing a common action programme. The management consultants are developing a monitoring evaluation and learning system (MEAL) which would be robust, yet afforded every opportunity for learning. Grass root level experience and learning needs to be collated, documented, synthesised and disseminated at appropriate levels to aid advocacy efforts on relevant issues. The workshop, it was hoped would prove its utility and this would be only the first of several such six monthly mutual learning workshops to be organised by the PACS partners themselves not always with management consultants in attendance.

2 Status of PACS in Jharkhand

2.1 PACS programme in Jharkhand – a brief overview

Sharad Tiwari of DA stated twelve lead CSO along with a network of partner agencies are implementing PACS programme in Jharkhand. By July 30th 2003 over Rs. 10 crores worth of project has been sanctioned and taken off in Jharkhand. The projects in Jharkhand represent 25% of the total PACS portfolio sanctioned till date. A wide range of issues are being tackled by these projects within the ambit of PACS goal/ purpose and there are efforts to capitalise on the potential synergies across projects. The CSOs expressed desire to work more closely and akin to people's movements – as an example the management consultants cited example of 200 NGOs were working on joint programme on land rights in Marathwada.

Sri A.K. Basu, member PACS advisory board cautioned that this was a 'co-learning processes and the opportunity should not be frittered away – this review was a learning opportunity for rest of the PACS projects elsewhere in India as well. The facilitators encouraged all to cite their feelings, views and experiences such that it would improve the impact of the programme.

In true spirit of peer review in a learning environment four PACS project holders were invited to make presentation on the achievements and learning from PACS project implementation.

The designated NGOs had been invited to share on the following questions:

- Target group/s and exact category of the poor serviced
- Major issues confronting the target group/s
- How the project under review was addressing or influencing issues confronting the target group
- What are the activities that were planned but could not be taken up and reasons thereof. Also unplanned activities taken up in the process of project implementation
- Internal monitoring system for the project
- Learning from the project along with constraints and problems.
- Projects role in empowering the community

2.2 Presentation by lead CSOs

2.2.1 Chetna Vikas, Deoghar

Presented by Rajen Kumar
Session Chaired by Arvind Tiwari and Rukmini

Operational area of Chetna Vikas spans two districts

Deoghar district - Devipur block - 6 Panchayat with 30 intensive and 30 extensive villages
Mohanpur block -6 Panchayat with 30 intensive and 30 extensive villages
Deoghar block -12 panchayat with 60 intensive and 60 extensive villages
Dumka district Ramghar block -3 panchayat with 15 intensive and 15 extensive villages
Sarayahat block -10 panchayat with 60 intensive and 60 extensive villages

Target group includes

- Caste / tribe wise - Scheduled castes Scheduled tribes and other backward classes
- Gender wise - both men and women
- Occupation wise - Small Farmers, Marginal Farmers, Landless Labourers and Migrant Labourers

Myriad issues confront the people residing in the project area. There is general lack of communication and information. Most entrepreneurs and agriculturist suffer from lack of capital. The population is largely in the strangleholds of usurious moneylenders and middlemen. Agriculture is a precarious activity due to lack of irrigation facilities, which is coupled with lack of necessary technical knowledge.

Project interventions have been able to seed the concept of 'Unity is strength' in the people, encouraged development of communication skills. It has also fostered awareness of government programmes and schemes, women's rights, entrepreneurship development and need/ benefits of self-governance

Activities not previously indicated in the proposal like the organisation of the International women's day, Disability camp, Health camp were held. Activities like SHG formation and training of SHG leader and Para legal service and training in Panchayati raj and gender training were held as planned.

Chetna Vikas' monitoring system includes the maintenance of the following by staff - *Dainik Dairy*, Advance Monthly Action Plan, Compiled advance plan, Monthly Report, Village format, SHG Records and SHG '*Nirman Pustika*'

Need for training in local language, promotion of SHG leaders and the fact that participation of women is stronger than that of male were important learning of the project implementation. Village leaders, money-lenders, middle man, local govt. officials and the culture of male domination sometimes work to thwart the project.

Project's has made progress towards attaining the following impacts like - Empowerment of women and making them aware of their rights; Nurturing self reliance; Arrangement of capital; Enhancement of technical skill; Participation of women in village development activities

Open house

During the question answer session, the problem in opening of accounts of SHG came to the fore. Chetna Vikas had been able to open 30 accounts out of its total 224 SHGs.

In response to a question to the general house by George Verghese it was concluded that merely organising banker's sensitisation workshop was not enough as platitudes in the workshop were often not translated into action subsequently. Partnering with NABARD in its periodic programme of hosting bankers sensitisation workshops and refreshers and regularly taking up issues with them may be in order.

Taking village leaders (*manjiharas*) into confidence at the onset helps to tackle both the middlemen whose interest would be hampered as also issue of withdrawal of groups. Till they have catapulted to the side of the NGOs they remain a formidable stumbling block the NGO's interventions.

Rajen Kumar reminisced how initially when they were forming groups the villagers and especially the woman had openly opposed the participation of women. However, the opposition gradually wore off after the field animators started home visits. They have realised *nukkad nataks* (street theatres), is an effective medium for information dissemination. The women now actively participate not only attend meeting and trainings but also take leadership.

The chairperson's observed that major issues of Santhal Parganas had been recognized in the presentation but pointed out migration had not been noted. Chairperson suggested that areas falling under the fifth schedule should be indicated. *Gram Sabha* should be recognized and involved as means for working in the villages. He concurred that the problem of SHGs group's linkages with banks was true. The co-chairperson Ms Rukmini especially appreciated the work on empowering women.

2.2.2 Network for Enterprise Enhancement and Development Support, Deoghar

Presented by Tanay Chakravorty
Session chaired by Heera Lal Gupta and Shantiji

The project works with tribal and with particular focus on Santhal especially the women. This apart it concentrates on the ultra poor whom NEEDS defines as people living below poverty line and food insecure. The NEEDS project concentrates on issues like property right (inheritance), land alienation, Poor access to food safety-net programs, poor opportunity and capacity to use the opportunity and general identity crisis amongst the people.

The project works with the poor and the ultra poor. 'Ultra poor' includes the Pahariyas, Dalits, women headed families, families dependant entirely on wage (un skilled) labour, single senior citizens especially the women folk in above types of families. They are typically marginal landholders and dependant on single rain fed crop during monsoon, which does not meet the annual food requirement. As per sample estimation that the ultra poor constitute 23% of people and survive on less than Rs.6000 per annum. The very poor constitute 69% of the population and survive on less than Rs.15000 per annum is 69%.

The project concentrates on the following set of issues -

Santhal women's property right - Traditionally the Santhal women do not have right to family property. NEEDS prompted a discussion on this issue through workshops and series of meetings at the targeted blocks and at the district level among tribal leaders functional at grass root. Santhal women organised into groups were regularly sensitised and their opinion documented – their aspirations as voiced by them would be part of the Santhal Pargana declaration. Secondary data research on previous initiatives and the relevant documents were reviewed and included in the opinion building process. A workshop at Santhal Pargana level was held to collate and document the opinion of the tribal leaders and legal opinion of lawyers sought. Its expected the various processes would culminate in the Santhal Pargana declaration, which is tentatively planned to be issued in August 2003. The declaration would be shared with the competent authority and with the media in an attempt for influencing the legislation process and its content.

Land alienation - To quell land alienation, information on tribal land rights and relevant government declarations would be disseminated. Currently collection of data on land alienation process is underway. By the next quarter a village level data base on land is planned to be introduced in the villages unde NEEDS information panchayat. The following quarter, the information base will be used to sensitise stakeholders and where relevant Public Interest Litigations would be filed and legal intervention sought.

Related to enabling entitlement and food safety net -

- IEC materials developed and the program team oriented in their effective use
- Hunger monitoring has been started and data documented for action and feedback process
- A team of animators were oriented and trained on the issue Opinion building for local initiatives started at community and women group level
- CBO database created for information dissemination and mobilization at community level
- 395 women groups formed
- Software developed for SHG database management

They are programmes primarily of the government to improve availability of food for vulnerable population and include all initiatives related to nutritional issues. The various government schemes are *Annapurna yojana*, *Antodyaya Yojna*, *Matritava labh yojana*, TPDS (Targeted Public distribution system), Mid-day meal, nutritional supplement under ICDS, *Rastriya Parivar yojna* and old age pension

Ensuring timely realisation of entitlement - To communicate the message a documentary film is under production for the information dissemination at target village. Six teams of '*nukkad natak*' have been developed. A 'syllabus' dealing on graded introduction of concept of 'women's empowerment for SHG members and a set of indicator for assessing SHG growth vis-à-vis program/issues has been developed.

A 'hunger monitoring' software already developed and tested for its usefulness is to be launched in the field in August. Further, each target village is provided with Supreme Court verdicts and information on how to access food safety net programs

NEEDS is also developing three prototype models of panchayat –

Prototype Model I: 'Operation rice bowl (ORB) and food repository Panchayat model' in six locations has been started to eliminate poverty and bringing about convergence of community action and convergence of government health department at the grass root.

Prototype Model II: Livelihood Panchayat in collaboration with BASIX is being set up. Need assessment has been done in six Panchayat and the reports are due to be analysed. Interventions are planned this month itself. COMPASS (Community Managed Multi-Technology-Package of Short duration System) to ensure resource poor optimise their capacities and skills for utilising improved livelihood opportunities (compass is a tried and tested methodology/process)

Prototype Model III: Information Panchayat i.e. reducing digital divide and improve access to entitlement is planned. Preparatory activities of information need assessment, software development has been completed, infrastructure arranged, and its launch is scheduled for this month.

According to NEEDS, PACS has rightly focused on 'opportunity crunch', the partners should move in steps from Access to Awareness to Control. Without first ensuring access, the poor cannot judge for themselves and hence will not gain real awareness. Putting awareness first is a mechanism of control of the process by the provider as there is always possibility of negative motive in influencing & moulding thoughts bereft of first hand experience. The focus of PACS must not shift from access issue.

Movement on seeking governance system to re-focus and retargeting-locally relevant issues must evolve from bottom. The target population should be instrumental in generating demand for entitlement to make the process sustainable. Such process demands complete involvement and cannot be treated as 'just another project'.

Constraints confronting NEEDS

- Communication tools and strategies alone are not sufficient to reach the target population
- Immediate need of the people is food and health, without meeting them the application of self-actualisation process is difficult
- He emphasised that 'our priority must be central to PACS commitment, treating this merely as another project will be suicidal for all NGOs'.
- Travelling cost and mode of travel by CSO and lead CSO to field for facilitation and capacity building needs to be intensified (2-3 days accompaniment at each CSO level every month is required)
- Capacity building activities at CSO level need to be included (Financial management, issue based technical trainings; documentation and advocacy skill)

Problems encountered during project implementation

Changing mind set of the 'change makers' and the 'subjects' is hard. Further 'de-learning' is equally important as is learning new of practices. Attempting to improve PDS is a big challenge. Reorientation of bureaucrats to refocus and retarget PDS on the needy is an important issue.

Suggestion

- Develop mode of sharing among other networks on the issues of advocacy and creating change environment at regional level and state level for the interest of Jharkhand
- Setting up a network coordination committee consisting of members from each networks of Jharkhand was advocated
- Developing a peer group cooperation (bi-annually) system visiting each other's and providing feedback for improvement /learn from practices and cooperate with each other (reports not to be shared with external organizations including DA to remove fear factors for first one year)
- Peer group visits could be organised between PACS project holders having some similarity of programmes and issues.

According to NEEDS, Santhal Pargana complements the dream of Dr. APJ Abdul Kalam. With the level of commitment, resource, tools & technologies and the capable CSO partners that we have, seeing a small dream is a crime.

Open house

There were question on why access needed to precede awareness. NEEDS view was that quality of learning is different in the two scenario. For example if NGO's open accounts for SHGs, their capacity building would be hampered. The access process itself causes awareness to happen.

There were assertions that Santhal systems recognise women's right to property. NEEDS voiced its opinion that social system in Santhal Parganas did not recognise women's right to property. Even the practice of branding woman as witches (*Dayan pratha*) has some connection with right to property. Inheritance of property among women is very less. Majhiharans will keep suggestions on this issue.

It was admitted that adequate data was not available on extent of alienation of Santhal land through marriage with non-tribal.

2.2.3 Nav Bharat Jagriti Kendra, Hazaribagh

Presented by R.Pandey and Badri Prasad
Session chaired by Pranab Chaudhary

Rural women are targeted through this project. The project focuses on 'entitlement realization and gender equity for women'.

The project is spread over the following area - Hazaribag (26 villages in Sadar), Ranchi (30 villages in Kanke block), Gumla (20 villages in Sisai block), Saraikela Kharsawan (26 villages in Chandil block and 30 villages in Seraikela block), Giridih (30 villages in Bagodar block), Deoghar (30 villages in Mohanpur block) Palamu (30 villages in Chainpur block), Chatra (27 villages in Paratappur block), Latehar (30 villages in Balumath block), Dumka (30 villages in Saraiyahat)

NBJK presented an overview of the progress attained in the quarter ending June 30th 2003. Project's progress at Lead CSO level is as under

- A one-day quarterly meeting cum sharing workshop was organized on 27th June 2003 at NBJK training hall attended by all the 11 partners to review the progress and plan for the next quarter was held.
- A quarterly news bulletin titled as 'NBJK news' was published for the quarter April 03 to June 03 and circulated among the partner agencies. Besides this printed 'Training Certificate' were provided to trainees in SHG leaders training sessions. material on Panchayati Raj, Legal provisions for women, Witchcraft, female foeticide etc are being developed.
- Every month a visit to CSO is organized to review their field initiatives and also provide support. Lead CSO staff also participates in field level training conducted by partner CSOs.
- Three media advocacy workshops were organized in Saraikela, Jamshedpur and Dumka in which about 190 media persons and NGO persons took part to draw media attention to social evils Monitoring visits was organized in the areas of the entire 10 partner CSOs and participated in the training and other programmes organized at the CSO level.

Project progress at network level

- 1 102 new Women's SHGs have been formed and 114 old WSHGS have been strengthened.
- 2 Besides, wall-writing campaign is continuing in all the adopted villages spearheaded by all the CSO partners. Some of the slogans written are mentioned below - *Hum Jharkhand ki nari hain, phul nahin chingari hain; mahila mandal banayainge, gaon ki samasya suljhainge; Mahila soshan band karo, band karo bhai band karo*
- 3 Nine Youth Forum (*Chhatra Yuva Lok Samiti*) have been formed so far at 7 CSO. The remaining four CSOS are organizing meeting/ seminar/ conference/ *padyatra* at school/ colleges on the issues of dowry, casteism, women atrocities, witchcraft, participation of Youth in Gram Sabha, Panchayati Raj, Role of Youth in development etc.
- 4 Folders, Booklets, posters & handbills were published on the issues of child rights, *panchayati raj*, dowry, voting, superstition, and women atrocities, witchcraft and had been distributed among the people and partner NGOs.
- 5 In a bid to motivate women/ CBO and *lok samiti* leaders to participate in the *panchayati* election process seven CSOs have given 700 postcards (1 each from 1 SHG group) with signature of WSHGS members demanding early Panchayat elections. Due to effort of Adarsh Seva Sansthan Dobbo Panchayat has been reserved for WSHG Women. Dobbo Panchayat was electrified after 50 years since independence due to effort of Adarsh Seva Sansthan.
- 6 Total 11 trainings, one each by the 11 CSOS in their respective areas on the issues of Women Reservation, Laws for women, importance of SHG formation, gender equity, sex- determination, rights of women etc were organised. On an average 35 SHG women took part in each of these programme. Some CSOs invited advocates as facilitators. Media coverage was done of some training
- 7 Each CSO organised capacity building trainings for SHGs leaders, community volunteers and panchayat leaders on issues of – Natural Resource Management, provision for women reservation in Panchayati Raj, Accessibility to Govt. Programmes, witchcraft etc. 21 women agreed to fight in the election.
- 8 Quarterly community volunteers training were organized by the 11 CSOS on topics ranging from reservation for women, legal aid to - prevention of atrocities on women, female foeticide and dowry.
- 9 A University level quiz and several other contest viz essay writing, speech & song, poster making were held in different schools/ colleges by each CSO to sensitise students on the issues of dowry, sex determination, atrocities on women, education, Panchayati Raj. These events also helped them to visualise their role in countering them. Street plays were also organised.
- 10 Each CSO has its own cultural team which performs street play/ song/ folk song/ drama/ play/ dance on issues like early childhood marriage, dowry, witchcraft, female foeticides, alcoholism, reliance on traditional *Ojha*, health. Musical instruments have also been purchased by some CSOs to facilitate cultural team. NBJK has formed cultural team consisting of NSS Students and one singer. They perform skits in different schools/colleges, villages, spreading the messages of social and health issues.

Constraints /problems

- Difficulty is experienced in compilation of the CSO level reports as it takes longer time to arrive at lead CSO.
- Delay in fund receipt affects the whole programme especially as funds have to percolate down to the partner CSO's operational areas, which are often remote. This adversely affects the schedule of the programme.
- Constant telephones and letter have to be sent to the partners reminding them about due reports.

Open house

It was clarified gender does not mean merely man or woman. NBJK endeavours to implement the concept of value of both man and woman in society.

A further constraint in project implementation was the intermediaries/ faith healers and superstitions like faith in 'powers' of the Ojhas, which were an obstacle SHGs promotion. An important learning was realised that to truly empower the civil society, government staff also have to be sensitised.

It was held media is influenced by the capitalists and they lack knowledge of the grass root. So NGOs have to act an effective link between the grassroots and the media. Interaction with the media persons has brought some change in their attitude.

The chairperson appreciated the presentation as well as work of the project. Street theatre as a means of informing the people on diverse issues was appreciated. Women's empowerment and countering male chauvinism needs to be attended. Impact may not be as visible in six months. It was pointed out the presentation could have better adhered to the format suggested.

2.2.4 *Sampurna Gram Vikas Kendra, Palamau*

Presented by Binod Kumar and Badri Prasad
Session chaired by Girija Satish and A.Y.Khan

The operational area spans five districts namely Palamu (Lesliganj), Lohardaga (Kuru), Gumla (Ghaghara), Ranchi (Bero), West Singhbhum (Chaibasa & Tanthagar)

Apart from the lead CSO the other C.S.O. partnering in this initiative are Chhotangpur Sanskritik Sangh, Jagannath Nagar Ranchi, Lohardaga Gram Swarajya Sansthan- Lohardaga, Paryavaran Chetna Kendra, Barasigdi, Potka, East Singhbhum and hhotangpur Durgam Kshetriya Krishi Vikas Kendra -Lohardaga

The project interventions is targeted at women, *dalit*, Tribal and Antodaya eligible. PACS thematic area addressed through the project include governance, empowerment of women, encouraging self help System.

Several major issues confront the people including social conflict, migration, landlessness, drought, Illiteracy, caste intolerance/ conflict, religious conflict/localization, Deforestation, lack of Panchayat Raj System and of people organization /decision making process, Gender inequality, Lack of local job opportunity. Dalits and members of women groups were even ignorant of their rights.

The project activities included a baseline survey, meeting of NGO partners, meeting of convenor, volunteer and planning workshop. As part of its capacity building initiative regular meeting were held apart from separate capacity building workshop on leadership development, PRI, SHG. Training on Leadership, PRI, SHG were held. IEC/ other materials for SHG & PRI institutions were developed. Training on Monitoring and Evaluation systems were also held. While as part of its campaign on PRI rights, meeting of SHG, Gram Sabha, Kissan, Musahar community etc were regularly convened and facilitated. Over 77 seminar on relevant issues were held. Apart from them regular rally, padyatra, wall writing campaigns, poster displays were regularly done.

Since the inception of the project in August 2002 till June 2003 one significant output of the PACS programme has been regular meeting of SHG & *Gram Sabha* being convened with out dependence on any external initiative/ facilitation. Regular meetings with Musahar community are held. A sustained campaign on PRI through rallies, Padayatra, Wall writing and Pamphlets has been initiated. Further, across the project area 100 dedicated volunteers developed for the Society. Through its efforts it was also fostering the development of local leadership/ activists. Village Development Committees have been constituted. Villagers have also begun various development works through mutual Self Help.

On 16th December 15,000 people participated in a *Swabhimani Chetna* rally at Ranchi. A conference attended by 1000 representatives of the Bhuiya community was held in Lesliganj on 22-23rd March 2003. On international women day on 8th March 03 a women's rally was held at Lohardaga. A one day conference on self governance was held in April 2003 in Ghaghra block in Gumla district where over 2000 people participated. Nearly 300 traditional village headmen participated in village democratic conference held on 26th June 2002 demanding recognition of traditional systems of governance.

Quantitative Achievement of the project is summarised below - SHG Formation – 304; Gram Sabha formation – 36; Gram Sabha Meetings –197; Volunteer Selection – 100; SHG Meeting – 880; SHG Bank Linkage 66 groups; Kishori Committee – 35; Yuva Committee – 25; Kissan Committee –12; Seminar on PRI – 77; Village Development Committee formed – 17; SHG saving process - 250; Installation of Tube wells- 2 Nos. The efforts of the project partners have begun showing results as the target groups are aware of PRI Rights and women SHG have been linked with banks.

The project monitoring process follows a graded approach. Meeting of SHG and *Gramsabha* were regularly facilitated by volunteers. Project convenor held monthly meetings with volunteers and quarterly meetings of convenor and project coordinators. The heads of the partner NGOs meet on bi-annual basis. The NGO also track the day-to-day work through report by convener & project co-ordinators. Periodic field visits by CSO personnel also occurs.

Some key learning include the realisation that women's empowerment and organisational development gives social development a fillip. It is expected that *panchayati raj* would have positive fall out on village

level development efforts. At the same time, the traditional administrative systems have to be strengthened. All classes need to participate in the *gram sabha* to strengthen the village self-governance system. Presently the government machinery straddles the structure and dictates development in the villages. Villagers devote little time to considering and planning of village development. The better off middle class in the village often try to stall the development processes trying to corner all the benefits for themselves. In contrast, the landless poor need immediate economic succour to hold their interest.

In a reply to a question on why a focus on women's empowerment was necessary to address the issue of holistic development it was clarified that immediate and consequential fall out of migration affects women directly. Drought exacerbates the women's drudgery. Further caste cohesion is a positive fall out of all round social development.

Comments by the chairpersons

Girija Satish commended their efforts on governance (*panchayati raj*), women empowerment and SHGs. However, he commented that the effect of the project interventions vs. the situation as highlighted in the base line was not covered in the presentation. He also expressed concern that given the wide range of issues effectively addressing each of the issues would be difficult. He suggested a well thought out consolidation. It would be good if it can be consolidated. The effort in enlisting 100 volunteers and further the involvement of the community was appreciated.

A.Y.Khan commented that poverty was the root cause addressed by the project by stressing on building on social cohesion. Towards that end, it focussed on certain target groups. Yet, a positive change in policy was warranted. He further remarked that though the approaches were different each PACS project was ultimately working for the same group of deprived and the marginalized people.

3 Address by the Chief Guest

K.C. Malhotra, Chairperson PACS Advisory board on behalf of the management consultants welcomed the Chief Guest Shri Chandramohan Prasad, Minister for Rural Development, Government of Jharkhand.

George Verghese, Vice President DA, gave a brief over view of the PACS programme including how its genesis lay in the identification by planning commission of the 100 poorest districts of the country. He pointed out Governments priorities for the state could be incorporated in the working of PACS through the deliberations of National Advisory Board. The minister was invited to share his opinion including on this point.

In his speech, the chief guest pointed out that though large amounts are spent for eradication of poverty and creation of democracy yet the benefits have not reached the poor.

Despite the fact that the Jharkhand is endowed with natural resources yet according to the census 54% of the people live below the poverty line and studies have indicated that the figures are higher. He lamented the fact that barring few schemes like *Indira Awas Yojna* and Old age pension the people were largely unaware of different government schemes and how to derive benefits from them. Hence empowering people through information was of paramount importance. He further said that PACS objectives were in line with the work undertaken by Rural Development Ministry and hence closer cooperation can be forged. Strategies can be formulated to capitalise on the Self Help Groups.

The minister pointed out that in the past three years 10000 villages have been inter connected by the *Pradhanmantri Sadak Yojana* at a cost of Rs. 230 crores.

Government is now concentrating on providing houses for the poor. Recipients were to be identified by the *gram sabha*. This would benefit 23 lakh families. Government would also look into issues of fund disbursal and their utilisation including backlogs.

He stressed development effort has to concentrate on women. On development indices like literacy women lag at 45% and in some districts like Pakur, Godda the figure languishes at 21%. Empowerment of women was crucial, as the women have to develop if the society is to develop.

One has to be familiar with the local situation of Jharkhand to appreciate its rich culture and the need to conserve it while weeding out negative practices like dowry and branding as witches/ witchcraft. Development in line with needs of the poor and in keeping with the demands of the environment is a time consuming effort and both government and the PACS programme initiative could work together.

4 Evolving strategy for supportive supervision

The following is based on presentation made by Nalinikant (Mimansha)

Typically, the CSOs interaction with PACS is set rolling with the CSO evincing their interest to the management consultant and is asked to send a concept note/ documents. Following it being appraised as prima facie meeting the PACS goals, objectives, thematic areas etc the CSO is invited to submit a detailed project proposal. After appraisal at its end including field visits, the project is put before the project selection committee. After the committee is duly satisfied about the depth of the project and the project holders capabilities of managing the project the contract is signed between the management consultant and lead CSO. Following fund release the project takes off at the grass root level.

'Supportive Supervision' would bring PACS closer to the field. The state based resource agencies would bring in knowledge and grassroots perspective. Their proximity to operational area would ensure greater inputs at a more closer interval. Such a system would help forge stronger linkages between PACS, management consultants and partners and ultimately would lead to better programme management.

The defining traits of entity/ individual providing Supportive Supervision (as articulated by one resource organisation Green Earth Pvt. Ltd) is positive, flexible, non-intrusive (not over bearing) approach, good listener, friendly – yet firm and a strict upholder of certain essential requirements

Roles envisaged for a SSRO are desk based appraisal of project progress, organising an orientation workshop at inception of project to ensure common understanding across partners and lead CSO on programme and project objectives, vision, clearly define deliverables for the specific project and facilitate the initial planning (roles / resources allocation). Another objective is to formally assimilate partners in the project process and identify their capacity building needs.

The SSRO (Supportive Supervision Resource Organisation) would review the quarterly reports submitted by the NGOs, visit the field every six months and facilitate peer review workshops at periodic intervals. Additionally when warranted it would provide on going support and assist in crisis management.

The deliverables the SSRO is expected to produce are desk appraisal reports, orientation workshop reports, feedback to PACS on partner quarterly reports, critically review field visit reports, consolidate quarterly reports and file peer review workshop reports

Certain aspects are evident that CSOs were enthusiastic and the PACS support gave both a boost to their effort and also came as a kind of recognition for their efforts so far. Having been assured support for 3-4 years there was also a sense of stability. Unlike the general practice the PACS project makes an all out effort to support projects base on 'soft' issues like entitlements, empowerment etc which is a refreshing aspect.

Yet, there appears to be a lack of clarity on PACS themes and vision, deliverables, role of the CSO in the area and in the larger scheme of things amongst the CSO/ partners. Project management systems are inadequate and little baseline data is available on soft issues, which would make meaningful planning and assessing of progress difficult. Given the divergent types of organisations involved there is every likelihood of 'cultural gap' amongst the stakeholders (CSO, PACS, GE). Lead CSO and the partners often do not have a common vision and strategies. 'Leadership' skills are not always found in the 'lead' CSO. Frequently there is resource mismatch.

Additionally there were concerns voiced that

- CSOs were not giving adequate importance to the capacity building efforts of PACS
- CSOs were sure that they would sail through any 'evaluation' since bulk of work revolves around soft issues.

In a bid to prevent the programme from degenerating the following course could be adopted –

- Tying down partners to concrete, agreed upon 'deliverables' - output of the orientation workshop
- Establishing clear processes (say through micro-planning) and linking the subsequent releases of grant to this process.
- Additionally there was a need to speed up the response time so that the project is not left adrift.
- If ultimately forced the project could also be closed as a last resort for non-compliance with essential requirements or approaching the project with a casual attitude

Ms. Kiran Sharma explained the practical considerations in advocating and appointing a state based agency, which would be able to extend need-based support far more effectively than an agency based in Delhi. Further, it would be better placed to appreciate and aid in resolution of contentious issues bogging any project in consultation with the consortium of management consultants. Keeping such issues under cover would only exacerbate and perpetuate them to the detriment of the project. Good work needs to be appreciated and disseminated to encourage replication. The representative of the nominated agency would be required to form an in-depth understanding of the project. S/he could assist right from the orientation workshop itself. Subsequently s/he would visit at a mutually convenient date in keeping with the periodicity of visit as prescribed by PACS. S/he would be a partner in the project implementation process, would discuss with staff, rework resource allocation in terms of targets etc that would ensure a degree of both flexibility and freedom in project implementation.

The state based agency would review and consolidate the progress etc of all the projects, which would enable the Management Consultants at Delhi to strategise effectively for the betterment of the programme. The CSO were requested to report as per suggested formats and to present analytical reports. Unspent balances were to be discussed duly and used for alternate purpose after appropriate consents. She reminded that the CSOs were repositories of the trust reposed in them by the donors and a supportive agency would aid in the process. The state based agency could assist in objectively assessing the efficacy of the training programmes, whether the resource persons were appropriate. She encouraged organisations to be on constant look out for better resources that could improve their efficacy several fold.

Crisis management could include situations when any staff leaves. Other issues could be resolved as per a three-tier decision making structure which would review all its aspects. She cautioned that in order to protect their reputation if warranted drastic actions like stopping the project too could be resorted to. She suggested kindly contact Nalini for technical support and Tarun for financial matters.

Open house

In response to question raised on the quality, efficacy and adequacy of third party monitoring and requiring assurance of the state based agency's capacities being of comparable standard like consortium of management consultants it was assured that there would be a trial period of three month and then a final decision would be taken.

On the feasibility of cross visits within the project areas of different PACS project holders in Jharkhand, detailed write up on purpose, planning and expenses were requested from the members to enable Development Alternatives to review the practicality and benefit of such a step.

It was suggested by a CSO participant that apart from individual reporting a state level platform for project documentation of the Jharkhand's PACS programme was required which would enable the many PACS networks to work together. The management consultants suggested that the PACS partners in Jharkhand should form a working committee to discuss these and other aspects arrive at decision which could be shared with the management consultants. The project manager would take up relevant issues at the national level and also link with other states.

5 Exploring scope for policy advocacy

At the time of registration each participant was given a small questionnaire, based on the analysis of their responses, the participants were constituted into five groups and invited to discuss on policy advocacy on different issues. The summary of the deliberations is presented along with the topic.

a. Food, health nutrition security

- It was stressed that provision of food itself was an issue and then came the issue of nutritionally balanced intake. Capitalising on functional *gram sabhas* and SHG to bridge the nutritional divide was stressed.
- The drastic reduction from nearly 4000 to only 24 cultivated paddy species was held as a major contributory factor to food security.
- The need for augmenting irrigation facilities through better managed small water body structures was stressed.
- Bridging the gap between the research institutions and the farmers for improved varieties etc was required.
- Need for augmenting the government infrastructure was stressed. Eight schemes for food security were operational but none were functioning properly. Further even the nutrition value in the mid day

meal was not as required. Hence, policy advocacy was warranted to improve the monitoring process by empowering gram sabhas to monitor schemes in their area. Creating an alternate to the public distribution system and *aganwadi* should be considered by handing over their management to SHG/ women's federation.

- Create a village seed bank, which should be given to the *gram sabhas* for meeting the calamities.
- Education on nutritional value of food was required in both the formal and non-formal ways.
- Building access to existing service units was stressed. Initiating monitoring by gram sabha of medical practitioners/ service providers posted to various PHCs and hospitals. Tying up responsibility for instances of surges in malaria cases was suggested.
- Questions were raised on feasibility of SHGs becoming agents of insurance companies for health policies. While SHGs and their federations can be basis of group insurance they cannot become agents as agencyship has certain requirements.
- It was pointed out that government had begun experimenting by handing over management of selected PHCs to NGO

b. Awareness and communication

- Advocating for creation of Information center at *Panchayat* levels and devising ways for presentation of relevant information.
- Working towards maximum decentralization of power and empowerment
- Campaigning for inclusion of law as a subject in schools and universities with special emphasis on entitlement education
- Promoting rationalist and scientific temper to wipe out superstition
- Pressure groups with villagers, government officials, NGOs and socially active intellectual groups as members have been formed. It was emphasized that pressure group totally excluding government representatives was not advisable. It was pointed out that there were officials with missionary zeal as well who should be targeted.
- There was need to coordinate at state level the various network of NGO's.
- Periodic state level thematic/ sectoral coordination meeting with NGOs. Govt., Non Govt. officials, PACS representatives required to be held
- There was need to monitor development programmes of government and also sensitise the media to its role in the fight for entitlements. The traditional communication system should be nurtured.

c. Women rights, capacity, capability and social discrimination

It was recognized that several ills plagued the society, which affected women's rights. There was a near universal preference for male off springs. Women did not have an equal say in the family's financial decision-making process and were denied an equal opportunity for education. A woman was burdened with both productive and reproductive roles apart from household chores. Despite this effort to that of men did not bring equal remuneration/ rewards. Tribal women were additionally denied right to property aggravating their vulnerability. Women were often at the receiving end of superstitious practices and subjected to physical violence. Within family, there were discrimination in access to health facilities and nutritionally balanced food. Women were excluded from village decision-making institutions/ opportunities like *gramsabhas* and deciding government programmes. Women were frequently abandoned after short live in relationships especially in Santhal Parganas. Cases of assault and rape are also frequent. Regretably woman status was akin to that of a consumer goods. Tyranny of traditions continues with women subject to its diktats.

Strategies for advocacy on women's issues and rights

- Stressing on the formation of women organization and sensitizing men about women about matter related to women's rights
- Advocating enhancement of the capacities of women and encouraging their participation in local governance system and social activities
- Establishing women information/ discussion center in each working area
- Advocating 100% reservation for women in certain institutions and 50% reservation in assembly and parliament; 50% provision for women in SASY and giving priority to women in local government jobs
- Linkages with of WSHGs with government schemes, advocating their skill development for income generation
- Advocating insurance cover for pregnant women
- Advocating the creation of legal aid centers in each Panchayat
- Involving media in sensitizing the society/government officials / politicians on gender related concerns
- Formation of small action group at state level
- Advocating the creation of an education policy in favor of women

d. *Unemployment, underemployment and migration*

- There was urgent need to focus on enhancing livelihood opportunities through holistic development of land, irrigation sources and multi cropping. Requisite infrastructure development would have to be stressed like setting up of processing units, NTFP collection centers, market linkages etc. Corresponding amendment of irrigation law and policy was also warranted. A corresponding revival of traditional system of farming for assuring food security was also needed.
- There was need to ensure proper implementation of various government developmental schemes. Primary stakeholders the people should have a handle on the process of their erection and maintenance. Towards this end strengthening of *gram sabhas* was important. Public spirited institutions like NGOs should also be provided active role in various development related committees set up by the government.
- Organising the unorganised labour was itself an issue.
- Growing mechanization and porous custom borders leading to flood of import were held out as likely threats to livelihoods of the poor

e. *Accessibility to learning and skill development*

The existing systems for disseminating literacy are the National literacy mission, Jharkhand *Gram Siksha Abhiyan*, ICDS and Non-formal (EGS/SSA) educations. The problems afflicting the above system are lack of teachers/students/parents interests, large number of post lying vacant, vast stretches between facility and the people,

Advocacy related to literacy

- Village education committees should be formed, strengthened and activated
- Revival of functional traditional literacy system coupled with mass awareness to ensure total involvement.
- Teachers training and development needs have to be attended to. There was constant need for research & development to innovate on teaching/ learning.
- Secular and value added education was the need of the hour.
- Education needed to be imparted in the local tribal dialects/ language to make education truly broad based.

Skill development

- Concept of open schooling and 'vocationalisation' of education had to be propagated.
- The traditional skills of the people too need to be developed.
- Stressing on technical education and learning by doing rather than learning by rote/ or theoretical.
- Attitudinal education to be implemented

PROCEEDINGS OF THE SECOND DAY

The proceedings of the first day were recapitulated by Dr AK Basu, Rajan, Saibal. George Verghese drew the attention of the house to the fact that during the first day over 60 issues were further categorized into five major issues. The strategic road maps are evident at times. Questions that needed to be deliberated upon was CSO's capacity to raise issues at state level. Some issues may even be needed to be taken up at national level. A corpus could be proposed to link the different initiatives at the national level. PACS programme would not proactively take up the issues but restrict itself to the role of a facilitator.

6 Address by Invitee Speaker, Chief Editor Prabhat Khabar

Chief Editor of Prabhat Khabar in his address on 'Good governance in Jharkhand' stated that there was a sinking feeling of almost total lack of governance in Jharkhand. In contrast, bureaucrats had concluded all was well with Jharkhand. But he drew attention to the fact that way back in 1991-92 the then chief secretary had lamented that the state was in the grips of extremism and civil groups had to pay ransom to the extremists. In 1995-96 the then Chief Minister of Bihar had admitted as much in a meeting with the police officials. It was acknowledged in its minutes that several offices do not open at all for days on end in fear of being targeted by extremists.

Palamu, the epicentre of Jai Prakash Narain's effort in the sixties, has been declared as a rain shadow area as droughts are regular. Following the drought of 2001 there were demands to declare Palamau as a

drought-affected area but inaction continued. When six months later a case was filed alleging that four men died out of hunger in the area it received wide coverage in the press. But the government's investigation team concluded the deaths were not due to chronic hunger. He opined the mindset of the government officials is vindictive and a major stumbling block. In 1985-86 Rajiv Gandhi in a moment of candor had admitted that for every rupee that the state provides for the developmental activities only 15 paise reaches the beneficiaries.

He shared about the initiatives of his newspaper and how its column '*apna duar*' in Hazaribagh had reported on the malfunctioning of the blocks, schools, PHCs. A government investigation following the report 30 PHCs closed and become the basis for action.

He cautioned advocacy would hurt the existing vested interests that they would retaliate should be pragmatically recognized. Today a parallel system of governance exists in the state, which is a far cry from the sixties when undivided Bihar was declared amongst the better formally governed states of India.

To bring about a qualitative change in life advocacy is needed on matters like 'right to information'. The political elite would retaliate by thwarting all effort at uncovering rampant corruptions like the recently banned cassettes. He stressed that any information that can change the system running in the state should be taken to the masses and it had the power to change the social structure."

7 Open House on issues/ problems arising from PACS implementation

Several questions pertaining to different aspect of financial management of project were raised. George Verghese, Kiran Sharm fielded the questions.

Financial/ Budget outlay related

- Difficulties were highlighted by NBJK led project in closing accounts by 25th of each month and late receipt of funds at partner CSO level, which affects programme implementation. Release of project money in advance was requested. The issue was noted and further clarified that boards opinion would have to be sought on matters such as advances.
- Possibility of raising the honorarium payable to staff was explored by one NGO as the particular NGO faced difficulty in hiring and retaining staff. Queries were also raised on handling consequence of staff turnover.
- The low financial outlay available for animators was highlighted.
- The travel expense available with particular network was not adequate to cover cost of visits for SHGs training and intra SHG visit.
- The cost of chief functionaries monitoring visits was not available in certain budgets.
- Given the distances between villages a request was raised for provision of a two-wheeler and its fuel/ repair for frequent visits. Provision of an accountants existed only in the budget of the lead CSOs and not in that of the network partners that led to problems in accounting.
- CSOs wanted to know whether they could present a hand written document to DA, as getting the reports typewritten was a problem. Alternatively, a computer was requested by one NGO.
- Generally, more financial freedom was sought for NGOs.

In response to the above representative of Development Alternative stated that DA was an NGO and not a funding agency and had consequent limitations. It was clarified that substance should drive project financial decision and not vice versa. Further it was clarified that there was scope for some minor changes in budget beyond the first year provided the changes is convincingly rationalised and subject to performance in the initial year. . However, the expenses should not be inflated to such an extent that sustainability of the NGOs effort beyond the project period becomes an issue It was clarified that it was expected that during budget preparation the CSO network had benchmarked against earlier projects and budget. Raising staff outlay on travel and honorarium in one project could jeopardise the organisations staff management processes.

Other issues raised were -

Fund transfer

- Lead CSOs were told to transfer funds to partners through drafts to avert loss of time for cheque clearance.
- Some NGOs stated that Bank charges for transfer of funds had not factored in while computing project budget. It was advised to curtail other expenses and adjust it for the time being.

Bank interests

- It was advised that for the present bank interest on PACS funds were to be allowed to accumulate pending decision.

Communication and feedback from DA

- On there being a communication gap with Development Alternatives and NGOs it was assured that DA would send acknowledgement within 48 hours of receipt of communication.
- Critical inputs were sought from DA on the various documents generated and submitted to DA in order to make the reports better.

Documentation

- In depth deliberation, national level seminar was required before decision could be taken on *modus operandi* for developing case studies, resource person for developing them and its dissemination. The national level policy for advocacy also needs to be developed. It a collective learning process and an appropriate communication system has to be set up nationally. The CSOs could place disseminate their work through the portal www.empowerpoor.org.
- On request for feedbacks on reports submitted by CSOs it was clarified that in the 'MEAL system' DA was redesigning the reporting system.

Courier

- As regards courier from DA to CSO there were only two options 'blaze flash' couriers or speed post and could not be changed as per the preference of CSO.

Lead CSO as manager vs implementer

- One lead CSO explored the prospect of 'breaking' lead CSO into two units as working as an implementation as well as a billing agency (in the present system) was a rather hectic job. It was clarified that lead CSO management capabilities were duly assessed prior to sanction. Lead CSO was expected to elicit better performance from the partners. Subject to an assessment of performance, such requests would be considered in the second or third years. DA strategic view was that discussion on amending contracts could be considered based on performance of first and second years.
- Any NGO accompanying the lead CSO for the national peer review seminar in Delhi had to be a project implementer.

Partnership management

- The lead CSO was not in a prominent position vis a vis the other partners. Only on account of its greater management and leadership skills it was designated the lead CSO. Differences were normal and likely to occur in such projects. The partner CSOs were advised to set up a conflict resolution mechanism within the partnership to pre-empt such issues.
- Prof Basu clarified that when the partners had been self-selected effort should be focussed on keeping the network ticking even beyond the project period.
- There was a questions on developing master trainers from within the network?

8 Address by Invitee speaker, Ms Dayamani Barla

Ms Dayamani Barla declared that the history and culture of the tribes including Munda tribe from which she hails, is very rich. Yet, their importance is eroding. The British, Aryans and now the civil society has been trying to suppress the tribals. She recalled how as a member of an uneducated family she was demoralised from within and outside the community.

On issues of women's status in tribal society, local self governance (*Panchayati Raj*) and treatment of tribes in government policies she stressed there was need to assess the present situation and what should animate the activists before trying to move forward. The civil society and activists have to decide that they stand with the 80% of the people who are not a part of the main stream. In the globalisation milieu, the people have to assert their rights over our land, water and forest. MNC inroads may have to be resisted while holding on to environmentally friendly practices. She asserted as a universal truth that today forest cover remains only in places where tribes continue to live.

She lamented that over 27 years have passed since the last *panchayati* elections. She drew the attention of the people to the Jharkhand industrialization policy and Jharkhand Panchayati Act 2001. The tribal have to be allowed to decide their policies of village development. The traditional system of *manki*, *munda* and *parha raja* have to be given due importance and revived in the present system.

Women trafficking and migration has to be stopped if women empowerment is to become a reality. She stated how in a recent study she found that were elections to be held around 589 women *mukhiyas* shall be elected from 3753 panchayats. Nevertheless, these same women are ignorant about Parliament and its membership, confined as they are to their limited geographical space. Newspapers too are controlled by political groups with their own stakes. She concluded with the line 'much work awaits us.'

9 Planning the next session

The next meeting would be organised in Deoghar on 11th and 12th January 04 and would be attended by chief functionaries of each lead CSO. The agenda would be decided and circulated by September end. The contact person would be M.M.Chaudhury of NEEDS, Deoghar

10 Valedictory Address

KC Malhotra, Chairman PACS board in his closing address stated that a year and a half gone by since the inception of the PACS programme. The national advisory board has minutely considered each line of every proposal. Now the responsibility lay with the project holder to carry the process. In a departure from traditional monitoring mind set a participative review process is being facilitated in this project. It acknowledges that supportive supervision is needed. In the next workshop he proposed an assessment of how various policy/ implementation processes affect women. Advocacy is feasible only when the policy, its attendant rules have been exhaustively studied and the problem clearly identified. There was need to study even the forest policy especially in areas like pocket in West Bengal where 20 to 30 % of a family's income is from NTFP. The forest cushion the impact of droughts. For PACS to be a success each stakeholder has to put in his/ her best.

Sharad Tiwari proposed vote of thanks.

Poorest Areas Civil Society (PACS) Programme
Peer Review Workshop, Jharkhand State
1st – 2nd August, 2003 at Hotel Arya, Ranchi

AGENDA

DAY ONE 1st August, 2003		
08.00 – 09.00	Registration	
Session I	Warming-up	
09.00 – 09.10	Welcome	
09.10 – 09.40	Introduction of Participants	
09.40 – 10.10	Purpose of the Workshop	
10.10 – 10.30	PACS Overview , Jharkhand	
10.30 – 11.00	Inaugural address by Chief Guest	
11.00– 11.15	TEA BREAK	
Session II	Project Review	
	Presentations on four ongoing projects (15 min) and discussions (15 min)	
11.15– 11.45	NBJK, Hazaribagh	
11.45– 12.15	Chetna Vikas, Deoghar	
12.15– 12.45	NEEDS, Deoghar	
12.45– 13.15	SGVK, Daltonganj	
13.15– 14.00	LUNCH BREAK	
Session III	Group Exercise	
14.00– 16.00	Identification and Prioritisation of Key Issues for Policy Advocacy at State level	
16.00– 16.15	TEA BREAK	
16.15- 18.30	Presentation and discussion (20 min.) each	
18.30- 19.30	A documentary film on Right to Information	
Dinner		

Poorest Areas Civil Society (PACS) Programme
 Peer Review Workshop, Jharkhand State
 1st – 2nd August, 2003 at Hotel Arya, Ranchi

AGENDA

DAY TWO 2 nd August, 2003		
09.00– 09.10	Recap of Day 1	
Session IV		
09.10-09.55	Role of Supportive Supervision	
09.55- 11.15	Open session on common problems, constraint & suggestions	
11.15– 11.30	TEA BREAK	
11.30– 13.00	Presentation on good governance by Mr. Haribans Chief Editor Prabhat Khabar, Ranchi	
13.00– 14.00	LUNCH BREAK	
Session V		
14.00– 15.00	Voice from the Field : A Success Story – Ms. Dayamani Barla	
15.00– 15.15	TEA BREAK	
Session VI	Wrapping-up	
15.15– 15.45	Planning of Next Steps	
15.45– 16.15	Closing remarks by Prof K C Malhotra	

**Poorest Areas Civil Society (PACS) Programme
Peer Review Workshop, Jharkhand State,
1st-2nd August 2003 at Hotel Arya, Ranchi**

CSO	Organization	Designation	Name	Sr. No
1	Chetna Vikas Param Parakshanand Jha Path Chattisi, T. Bailasi Deoghar – 814 117, Jharkhand	Secretary	Kumar Ranjan	1
			Ranjan Kumar	2
	Young Action for Mass,(YAM) India Bidhu Bhusan Sarkar Road Barmasia, Deoghar-814 112	Coordinator	Sadhana Kumari	3
	Dalit Uthan Samiti Vill. Haripur, Dist: Deoghar – 814 132, Jharkhand	Secretary	Niranjan Kumar	4
	Lok Vikas Bharti AT+P.O. Devpur Dist. – Deoghar – 814 132, Jharkhand	Secretary	Md.Rout Anshari	5
	Maulana Azad Samajik Evam Shaikshani Parishad (MASSP) Murar Bhawan, Sheetal Mallick Road Bilasi Town, B. Deoghar – 814 112	Coordinator	Sanjay Kr. Upadhyay.	6
2.	10.1 Jan Sewa Prishad Sadanand Road, Hazaribag- 825 301	Secretary	Ram Lal Prasad	7
	Society for Hill Area Development – SHADE At- Chetar, PO- Gosa, Via Chitarapur, P.S. – Ramgarh, dist Hazaribag-825 101	Secretary	Dr. B.N. Ohdar	8
	Darpan At + P.O. Mandu, Dist: Hazaribagh, Jharkhand	Treasurer	Chandra Kumar	9
	Jan Jagriti Manch Vill. Barwa, P.O Lchak Dist. Hazaribagh, Jharkhand	Secretary	Chhatradhevedi Pr. Mehta	10
	Samuel Hahnemann Associates & Research Centre (SHARC) At + PO. Oriya, Via - Korrach	Ex.Secretary	Dr. Vishwanathan	11
	Jago Mahila Jagriti Kendra Vill. Konhara, PO. Barkatha Dist: Hazaribagh, Jharkhand	Secretary	Rashma Devi.	12
3.	Jan Utthan Samiti, Udyan Building,(Flat No. 5) Kilburn Colony, Hinoo Ranchi, 834 002 Jharkhand.	Secretary	Dr. Rakesh Kr. Pandey	13
		Coordinator	Ashok Kr. Parira	14
	Vikas Maitri P.N. Bosh Compound Purulia Road, Ranchi-834 001 Jharkhand	P.O.	Shishir Kr. Lal	15
	Trust for Community Development and Research Bhavani Colony, Tatisilwai, Ranchi 835 103	Secretary	Heera Lal Gupta	16

	Sinduar Tola Gramodaya Vidyalaya At- Sinduar Tola Morabadi, Ranchi-834 008	Secretary	Rajen Kumar	17
	Vikas Foundation Resaldar Nagar, Near Doranda Church, Ranchi-834 002	Secretary	Razi Alam	18
4	Jan Vikas Kendra, Moris Road Julu Park Hazaribagh, Jharkhand 825 301	Director	Fr. George Chattady	19
	Sri Ramakrishna Sarada Math & Mission	Coordinator	Mr. Theophil Runda	20
	Manav Vikas	Coordinator	Mr. Birbal Prasad	21
5	Karra Society for Rural Action Tripathy Colony (Opp: Canara Bank) Kadur Bypass Road PO. Doranda, Ranchi 834002 Jharkhand	President	S.S. Ahmad	22
		P.O	Niraj Kr. Bhagat	23
	Hope & Animal Trust Magistrate Colony , Kadru Diversion Road Doranda, Ranchi, Jharkhand	Managing Trustee	Praveen Ohal	24
	Torpa Rural Developmen Society for Women Centre for Women's Development Tapkara Road, PO. Torpa – 835 227 Ranchi, Jharkhand	Coordinator	Paneralius Barla	25
	AAA Trust Kamdra	Managing Director	A.A.Y. Khan	26
6	Lok Jagrti Kendra 52 Bigha, Madhapur-815 353 Dist; Deoghar, Jharkhand	Director	Arbind Kumar	27
		P.O	Sibal Paul	28
	PRAVAH Bompass Town Deoghar – 814 114, Jharkhand	Coordinator	Onkar Pathak	29
	Adivasi Nav Kiran Sewa Sansthan Khamhartanr, PO. Gandey, Via- Bengabad Dist: Giridih, Jharkhand	P.L.W	Bhaero Pd. Verma	30
		Director	Grissh Chandra Kisku	31
	Jan Sanskriti At – Parsuramdih PO. Bengabad Giridhi – 815312, Jharkhand	Secretary	Ramshwar Kumar	32
	Dr. Vim Raw Ambedkar Dalit samaj Vikas Samiti At-Chandmari, Madhupur- 815353 Dist: Deoghar, Jharkhand	Coordinator	Ramdeo Anand	33
	Jai Vasundhara At + PO-Dahijore Deoghar 814 157 Jharkhand	Coordinator	Ram Brish Mandal	34
	Ashray Dangalpara, Madhupur Deoghar, Jharkhand 815 353	Secretary	Dlip kumar	35
	Manas Parivartan Poraiahat, Godda Jharkhand	Secretary	Mamta Kumari	36
		Coordinator	Manoj Kumar	37
	Lok Deep College Road, Madhapur Dist: Deoghar, Jharkhand	P.O	Arjun Kr. Thakur	38

7.	Nav Bharat Jagriti Kendra Amritnagar, PO: Korrah, Dist: Hazaribagh-825 301	Director	Girja Satish	39
		AC	Ravi Ranjan Pandey	40
	Gramin Samaj Kalyan Vikas Manch Shah Mohalla, Daltonganj Dist: Palamau, Jharkhand-822 101	Worker	Amaresh Thakur	41
	Community Development Centre Salona Tand, Circular Road B. Deoghar, Jharkhand 814 112	Secretary	Tarun Kr. Ghosh	42
	Adarsh Seva Sansthan	Coordinator	S. Vishwanathan	43
	Samaj Pragati Kender Fr. Telesphor Eka p.o. Balumath –829202 Dist .Latehar ,Jharkhand	Secretary	Fr. Telesphore Ekka.	44
	Gramodaya Chetna Kendra Vill.Babhne, P.O.& Dist. Chatra - 835401 Jharkhand	Secretary	Dr. B. Prasad Verma	45
	Vikash Kendra, Giridih	Secretary	Sambhulal Anand	46
	Lok Hit Sanstha Simal GVandhi Ashram P.O.Kharsawan – 833216 Dist. Saraikela –Kharasawan Jharkhand.	Secretary	Angeer Mahato	47
	Maharshi Menhi Kalyan Kendra Indirapuri Marg-1 Sukhdeo Neagar,Ratu Road,Ranchi Jharkhand ph ; 0651-280836.	Secretary	Sachchinand	48
	Gramin Navodaya Kendra Vill.Post sisai Dist. Gumla-835224. Bihar	Secretary	R.N. Mishra	49
		Coordinator	10.2 P.K.Sarangi	10.3 5 0
	Vikas Bharti Foundation Dumka	Secretary	Bharat Rabidas	51
8	Network for enterprise Enhancement & Dev.Support (NEEDS) Williams Town B.Deoghar-814112, Jharkhand Telefax: 06432-20775	Coordinator	Tanay Chakaravarty	52
		Ex. Director	M.M.Choudhary	53
	VIKALP Salonatad,Behind SBI,Training Centre. Williams Town B.Deoghar-814112 Jharkhand Ph:(06432)35160	Secretary	Sonan Pd. Choudhary	54

	Society for Advancement in Tribals. Health Edu. and environment (Sathee) Professor Colony Godda – 814133 Jharkhand ph : 06422-22880 Fax :06422-20279	Director	Dr. Niraj Kumar.	55
		Director	Hemkant Mumy	56
	Gramika India at. Bakarganj P.O. Kisgo Via-Rajdhanwar Girdih – 825354 Ph :0554-30260	Director	A.N. Pandey	57
	Vdyasagar Samajik Suraksha Seva Evam Shodh Sansthan (VSS)Jamtara	Coordinator	Kali Kumar. Ghosh	58
	10.3.1 Jharkhand Vikas parisad At & P.O. Amrapara	Secretary	S. Soren	59
	10.3.2 Dist -Pakur			
	Jan Lok Kalyan Parishad Sindhipura,Pakur Near quei Association Office Sindhipura Ph : 06435-20568	Secretary	Vinod Kr. Parmanik	60
	MANVI Professors Colony Shivpahar Dist.Dumka 814101 Jharkhand Ph : (06434) 26885	Secretary	Annu	61
			Sohan	62
			P. Choudhary	63
9	Pragatisheel Yuva Kendra, Giridhi,Jharkhand At Shitalpur,PO: sirsia, Dist: Giridih 815301 Jharkhand. Ph (06546) 62166	Secretary	Pashapati Nath Sharma	64
10	PRAYAS (Porg. For Rural Actions & Youths Association for Social Serviec) Kanhari Hill Road, Nr. forest Training School, Hazaribagh,825301 Ph.No (06546) 62166.	Secretary	Sujanti Dwivedi	64
11	10.3.3 Centre for Development H/o,Sri Kedar Nath Prajapati Kumhar Toli,Matwari Hazaribag – 82501.	Secretary	Dilap Kumar	66
12	Lok Prerna Kendra At+Po Simaria, Chatra - 825401	Coordinator	Filman Oran	67
13	Sampurna Gram Vikas Kendra (SGVK) 10.3.4 At-Redma,Panki Road P.O. Daltonganj,Palamu – 822101 Ph.No (06562) 24275.	Secretary	Vinod Kumar	68
		Coordinator	Bhopati Mahto	69
		Coordinator	Mukta Bala Ekka	70

	10.3.5 Mr. Ishwari Prasad Chotanagpur Sanskritik Sangh B/205/I, Jagannathnagar Ranchi - 834004	Director	Rahul Mehta	71
	Mr. Kumar Chand Mardi 10.3.6 Parya Chetna Kendra vill-Bara Sigdi, Po Potka East Songhbhum-831002, Jharkhand	Secretary	Kumar Chandra Mardi	72
	Mr. Chandra Pati Yadav 10.3.7 Lohardaga Gram Swarajya Sansthan Near Block Office, Main Road Lohardaga 83502, Jharkhand	Secretary	C.P. Yadav	73
	Ms. Dayamani Barla 10.3.8 Jharkhand Achra Mahila Vikash Sangh. Ranchi Jharkhand.		Ms. Dayamani Barla	74
	10.3.9 Chotanagpur Durgam Kshera Krishi vikas Kendra Court Road, Lohardaga- 835302 ph : 06562-23107	Secretary	J.P. Sahu	75
14	Society for Participatory Action & Reflection (SPAR), 49/53 Prince Gulam Muhammad Shah Road Kolkata – 700033 West Bengal – 413603 P: 4734339, 4732980	PO	Binod Kumar Horo	76
		PO	Awad Kishore Singh	77
		Coordinator	Nahendra Kumar	78
		Coordinator	M. Gosh	79
	Chotanagpur Craft Development Society (CCDS), Ranchi	Secretary	Bibhu Choudhury	80
	Aragati, Ramgarh	Project in charge	Kiran Sankar Dutt	81
	Research & Action Institute for Social Empowerment (PAISE), Ranchi	Project in charge	S.K. Mandal	82
	Vihar Samaj Kalyan Sansthan (VISKASAN), Ranchi	Project In charge	Tarun. Mandal	83
Integrated Development Action for Solidarity (IDAS), Gumla	Project In charge	Shelly J. Kerketta	84	
15	Shramajivi Unnayan Gobarghisi Patanda East Singbhum, Jharkhand- 832105	Secretary	Mr. Pranab Choudhury	85
			Rukmini Purt	86

16	Badlo Foundation Mehijam. Jamtara		Sanjib Kr. Singh	87
17	Kritka	Consultant	Shripraksh	88
18	SRI, Ranchi, Jharkhand	Consultant	S. Prasad	89
19	ACTIVE	R.O	R.K.Singh	90
		R.O	Keya Chatterjee	91
20	MIMANSA	SS RO	Nalani Kant	92
21	Support for Sustainability Society 139, Old AG Cooperative, Kadru, Ranchi, Jharkhand	Secretary	Sarjeet Singh	93

Acknowledgement

Workshop Facilitation and Report Documentation — Mimansa, Dumka

Workshop Coordinating Agency Jan Utthan Samiti, Ranchi

The Management Consultants would like to thank all the workshop participants, especially the representatives from various government departments, civil society organisations and individuals from various development organisations. We look forward to more interaction in the future.