OUR SINCERE THANKS TO OUR RESOURCE PROVIDERS & SUPPORTERS

SSK has collaborated and associated with many other organizations / groups / institutions within and outside the country for its better functioning and interventions for the cause of social development in the financial year 2011-2012. We express our sincere thanks and gratitude to the below organizations / groups / institutions for the valuable support provided to our endeavour.

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- International Development and Relief Foundation (IDRF), Canada
- Caritas India, Delhi
- SIDA/Ford Foundation through PRIA, Delhi
- Rajiv Gandhi Foundation, Delhi
- UNDP-IKEA, Delhi
- UNICEF, Lucknow
- Jamset Ji Tata Trust, Mumbai
- BRGF Department of Panchayati Raj, Government of Uttar Pradesh, Lucknow
- Department of Panchayati Raj & NREP, Government of Jharkhand and UNDP, Ranchi
- Sahbhagi Shikshan Trust, Lucknow

Our special thanks and gratitude goes to CORDAID, Netherland, who supported us for about 15 years. We still get a lot of encouragement, support and appreciation from them.

We also express our sincere thanks to the institute for their support, encouragement and collaboration. Some of them are:

- Society for Participatory Research in Asia (PRIA), Delhi
- American Jewish World Service (AJWS), United States
- Bihar Rural Livelihood Promotion Society, Patna
- CARE India, Lucknow
- World Vision India
- Vatsalya, Lucknow
- Dalit Foundation, Delhi
- Badlao Foundation
- Voluntary Action Network India (VANI), Delhi
- NALANDA, Lucknow
- Grameen Development Services, Lucknow
- MAMTA Health Institute for Mother & Child, Lucknow
- CASA, Delhi
- Samarthan, Bhopal
- Unnati, Ahmedabad
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About SSK

Sahbhagi Shikshan Kendra (SSK) is a non-profit, non-governmental organization, which functions as a support organisation in the states of Uttar Pradesh and Jharkhand. SSK is committed to strengthening institutions of local self-governance by providing capacity building support to different actors of civil society. The mission of SSK is to build capacity of CSOs through an approach where people are placed at the centre of all development initiatives. Partnership and mutual sharing of ideas and information with the target groups are its core values.

SSK works with grassroots organizations that strive for social change. SSK provides support to grassroots level partners through organizing training programmes, workshops, and intensive support in its programmes. To harmonize/supplement the efforts and enhance the knowledge base, SSK also undertakes studies and disseminates information on vibrant and imperative developmental issues.

SSK also intervenes directly at the field level by promoting successful field models through partners and SSK itself. Through field experimentation sites SSK aims at building accountable and transparent institutions of local self-governance. Active participation in community planning and in the development of particularly women, youth, children and marginalised communities allows SSK to make a difference at the grassroots level. The experiences generated during the direct intervention are collected, processed, and shared with other stakeholders.
From Chairperson's Desk....

Dr. S.P. Jain

It is a matter of great satisfaction that the SSK continues to work in areas which are closely related to the issues of governance and development. While most of the projects undertaken during the 2011-2012 year are in the state of Uttar Pradesh, SSK is pleased to announce the beginning of operations in the state of Jharkhand as well.

A humble assessment of our work shows that we have made significant contribution in the field of training, action research, community level field experimentations, citizen leadership programmes, upliftment of marginalized sections, political empowerment and disaster management. Our experience in these projects will be helpful in further referring our work in the years to come. The SSK is poised to achieve greater heights in the near future. It will be our endeavour to consolidate the existing partnership with national and international organization and find new partners sharing mutual concerns.

The Director, Shri Ashok Singh, deserves our appreciation for providing leadership to the faculty and staff in a sustained manner thereby contributing in the growth of the organization.

I am thankful to the fellow members of the governing council for extending their whole hearted support in various activities besides providing fresh thinking and guidance in our various issues.

Let us rededicate ourselves to the ideals for which SSK has been founded.

From the Director's Desk....

Ashok Singh

I am extremely happy to present before you our annual report for the year 2011-2012. This report will give you glimpses of our major programmes and activities carried out in this year. In the current year (2011-12), SSK has undergone many changes. The Civil Society Resource Centre once again initiated a number of short duration training courses for the CSO functionaries. Training courses such as TOT, CBO Formation and Management, Team Building etc. were organised and there was good response for all of these training courses. The CSRC also increased its activities for demand based training courses.

Our Governance Resource centres has now started deepening of our intervention in the selected panchayats. Four experimentation sites have now been further strengthened. We have established one new State Programme Office in Ranchi, Jharkhand whose field experimentation site is formed in Hussainabad district, Japla. We have initiated direct field action experimentation on various themes. The idea of field level 'model building' through action is to learn from the community and use it in our policy influencing and training related programmes. Issues such as Migration in Sitapur, Girl Child Education in Varanasi and Disaster Risk Reduction in Bahraich have been taken up. The role of panchayat in all such sectoral issues are the central focus of our action learning. This year, Sahbhagi has independently developed a vocational training centre, named as Sahbhagi Vocational Training Centre. SVTC has started conducting skill enhancement training courses for semi literate rural youths, particularly girls, from marginalised communities.

I pay my sincere gratitude and thanks to our General Body Members, Executive Board, resource providers, collaborators, partners and well wishers for providing us their valuable assistance and support. I am sure, with their continued support we would be able to address the concerns of social development. Last but not the least, I would like to thank each and every member of SSK family without whose support we could not have made any progress towards achieving our goal.

My very special thanks goes to Mr. Misha Clebaner, a volunteer sponsored by American Jewish World Service, who has taken a great effort in collecting and processing this annual report in a very systematic and structured format.

Your comments and suggestions will be valuable to us.
Civil Society Resource Centre

Civil Society Resource Centre (CSRC) has been involved in enhancing organisational efficiency and effectiveness of Civil Society Organizations (CSOs) and other development agencies, so that they can better manage their functions and programs for the betterment of society. With the guiding principle of promoting collaboration and encouragement, CSRC is the moment in time and space when ideas are born and solutions created. With participatory idea sharing and problem solving, CSOs are better able to create a strong and dynamic network through CSRC.

The structure of CSRC offers two kinds of trainings and workshops. One is calendarized which is announced through the SSK website and the other is need based and is generally sought out by individual organisations on a particular subject. Over the years CSRC has provided consultancy and management support services to CSOs, international organizations, government departments and other institutions to fulfill their larger objectives.

SSK at the Forefront of Working with CSOs

When people think of Sahbhagi Shikshan Kendra they think Training of Trainers (TOT), probably because they might have themselves participated in the training as it has been ongoing now for over twenty years. TOT is an opportunity for those serving the Indian public to re-evaluate their techniques as well as to refine and improve their methods via the multi-day learning that takes place at SSK.

The participatory method allows for participants to express their voice and to ensure that collaboration is the key focus. By undergoing this process while they are participants, these experienced trainers will then carry on this tradition when they themselves will train others. The main point is to bring attention back to the person listening and to create a flowing conversation. Nothing can be more detrimental to a community than a change that is imposed on it unilaterally. Emphasis is placed on dialogue, not monologue.

SSK conducted 3 TOTs on participatory training during this financial year, in which 76 participants comprising men and women from several organizations have been capacitated. The major organizations from which participants turned up in these training programs were BRLPS, Patna; IRRAD, Gurgaon; PRIA, New Delhi etc.

The participants learned the differences between conventional training and that of the participatory method. One participant recalled his favourite take-away from the multi-day sessions was learning how to analyze training needs: 'this puts the focus back on the stake holders' he said. Another master trainer remarked how she enjoyed breaking up into smaller groups to discuss the new ideas covered, learning games and doing case studies. The participatory method, or Sahbhagi as it is called in Hindi, is becoming the new norm for how trainings are conducted across the world. While it may only be a small part of other organizations, SSK never forgets why the first 'S' in its name is so important.
Ensuring Long Lasting Change – Continuing the Conversation with CSOs

There is much excitement when starting a new initiative. Participants are filled with hope and joy; the facilitators are themselves beaming with anticipation. SSK too shares in the excitement had by all involved. For the monitoring and evaluations (M/E) trainings this lively spirit is harnessed and refocused on ensuring sustainability.

When compiling a project proposal many different factors are considered. SSK hopes that M/E will not be overlooked, but instead will be an integral part of the planning process for a new project. It is often said that when working in the non-profit sector the types of changes that occur in a community cannot be quantified; the feelings of empowerment cannot be translated into a digit. SSK too believes that empowerment is a profound concept and one that should not be trivialized in any way. It is indeed possible to watch the growth of an individual over time and to make sure that process is being guided with the utmost supervision and care.

SSK conducted training for The Hunger Project (THP), New Delhi on Monitoring & Evaluation and Results Based Framework (logical framework analysis or LFA) in June of 2011. The major topics which were dealt with during the training were the importance of program and project planning, Understanding and raising importance of LFA, review of central element of Project Cycle Management (PCM) and working with Logical Frameworks (Log frames).

Also covered were defining indicators and milestones in this project: qualitative and quantitative; identifying a monitoring system and practicing tools for monitoring in project examples; monitoring and evaluation in context of project implementation cycle/phases; developing monitoring system; developing qualitative and quantitative indicators; planning and managing evaluations; etc.

Making Every Voice Heard

The data collection methods of Participatory Rural Appraisal (PRA) are simple enough, yet the outcomes are quite fascinating. An NGO collaborates with local villagers, not just lay leaders or elected officials, but rather all are invited to come out of their homes and join the discussion. For example when using the “social mapping” approach, rural residents are asked to draw out a map of their village delineating various aspects: caste placement, natural resource allocation, or just basic infrastructure drawn out on the map by the villagers themselves. In attempting to draw out the most accurate map possible, villagers discuss amongst themselves areas where they feel there is the most need. In this way the NGO can organically become a partner in the process for change.

SSK conducted 4 trainings on PRA in which in total 103 participants from BRLPS–Patna participated. PRA is the most widely used data collection tool particularly in micro-planning facilitated by development organisations these days. Having an understanding of PRA is important particularly for those who intend to collect data in a rural context or with those who are less educated, poor communities, etc. The focus of the training was more on understanding the processes than on the tools and techniques.
Connecting All of the Dots – Bringing in Elected Officials

Through these various initiatives, the hopeful outcome is that average Indian citizens will be more aware of their social and political context. In order for them to acquire their demands for a more just and dignified being it is necessary for their elected representatives to be able to lobby these demands at the higher echelons of political governance. By teaching newly elected officials the ins and outs of government offices they will be more poised to attain the improvements needed for their village.

SSK conducted training on PRI for World Vision India, IPM Moradabad at SSK, Lucknow in which 31 participants participated in the training during 17th-20th September 2011. Participants learned about the three tiered Panchayati Raj System with special focus on Gram Panchayat, its constituents, functions, important committees, role and responsibilities of ERs, social responsibilities, government programs, leadership, strengthening women leadership, conducting meetings and monitoring development programs etc. and understanding of RTI (Right To Information Act) and its use in ensuring development of people.
**Governance Resource Centre**

The GRC has been established for the promotion of local initiative and community ownership in local self governance system in the process facilitating proper democratic decentralization. The major objectives of the unit are to coordinate activities related to strengthening of panchayats, creation, collection, collation and dissemination of resource material on the theme of rural and urban governance and advocacy of issues related to local self governance.

The center engages itself with research, documentation, and advocacy on the theme of strengthening Panchayati Raj Institutions. Towards this, it aims at mobilizing various stakeholders for better functioning of elected representatives and better management of the processes for ensuring good governance in rural as well as urban self governance systems.

**Mainstreaming Success**

The GRC places a dual focus on working with a community’s general population as well as with the elected representatives. Both sides are brought into the forefront of issues by mainstreaming civic engagement: encouraging active engagement within one’s own community. Incrementally, more and more people join the conversation as they begin to see how the demands of their neighbors are gradually met. This is where GRC plays a vital role. Through various initiatives, GRC empowers a select few groups of people to become social agents of change. With the support and guidance of GRC, these individuals are better able to obtain substantial results. Seeing a fellow neighbor as the catalyst for such improvement in the community inspires others to also become engaged and collaborate with their panchayat leaders.

**Teaming up with BRGF**

GRC mainstreams such cooperation with panchayat leaders mainly through trainings. Public officials are able to learn new methods in order to better understand how to relate to their constituents. As such, SSK was very excited to have an opportunity to train a vast number of Uttar Pradesh’s representatives in the Fall of 2011. GRC set up a Training of Trainers (TOT) programme specialized for the Department of Panchayati Raj Uttar Pradesh - Project Management Unit (BRGF). Seven days of TOT programming took place between September and November 2011 in which a total 220 participants were trained. The 220 participants upon leaving SSK Lucknow then disbursed in every direction to all 71 districts of Uttar Pradesh in order to enact what they had learned.
Compendium on Strengthening PRI

SSK was requested to assist BRGF in the process of reviewing course content surrounding strengthening PRI. The current literature was reviewed at all three levels of government. Based on the review, SSK was able to develop a state level core course content for PRI relating training interventions.

The course content will help the department of PRI and the government of Uttar Pradesh to ensure consistency, coherence and uniformity in PRI training interventions and enable systematic progress in the future.

SSK published a compendium consisting of 10 book on various topics of PRI. Information was compiled for each level of the PRI tier of government. A history of the government of UP was also put together, highlighting key achievement such as the 73rd amendment. There was also information regarding effective leadership and state sponsored schemes. The compendium concluded with knowledge about the best approach towards raising literacy and also for effective computer training.

Partnering with the United Nations

SSK was very eager to join with UNICEF to be its technical agent for the UNICEF-IKEA project. The Governance Resource Centre has taken on this opportunity to build capacities of Women Gram Panchayat Chairpersons (Pradhans) in 3 districts of Eastern UP: Mirzapur, Jaunpur and Sonebhadra.

To identify the needs of the project, a verbal survey called a Training Need Assessment (TNA) was done in March 2012 to assess the capacities of Women Gram Panchayat Chairpersons (Pradhans) on their roles and responsibilities, knowledge of a ten point child friendly agenda, social security and social assistance entitlement. The TNA was able to receive data from a collective sample that was approximately 10% of the overall total of women pradhans.

In the conversation with the pradhans, SSK was curious to learn about the various factors that influence the effectiveness and the efficiency of their operation. SSK knows that serving as public representative is a complex process with many times of uncertainty, therefore it is our goal to assure the pradhans in their efforts by providing them with adequate knowledge and with a sense of security in knowing they are part of a network, with many more female pradhans.
One of the key ways to address this issue is to identify leadership skills and the communication gap of women pradhans, in order to enhance their capabilities to address the core issues related to day to day functioning of local governance. Finally, the last goal of the TNA is to be able to construct a suitable training plan for the women based on the results from their own needs and demands.

The findings from the survey were particularly revealing. Through the TNA both SSK and the pradhans were able to learn about the patterns of similarities and differences between the many participants. The most often demonstrated need was for strengthening the capacities of Women pradhan and building their analytical skills so that they are able to analyze village issues particularly related to child rights. In order to fill the void of knowledge, one possible solution that the pradhans suggested en masse was to begin building a resource base on good practices of women in politics in print and through production of video and documentaries. These ideas will form the foundations of the UNICEF-IKEA initiative.

**Improving Accessibility and Livelihoods**

With the aim of improving social statuses of Muslims and scheduled castes (SC), SSK partnered with PACS in trying to make quality education and better health services accessible to all.

SSK facilitated meetings with the Parent Teacher Association and Mother Teacher Association. Meetings focused on bringing out-of-school children and drop-out students back to school, as well as on the role of parents and guardians in ensuring the right to childhood education.

SSK formed a collective group for girl child students to come together. The cohort of young girls formed fulfilled the purpose of sharing similar experiences and providing support to one another. One avenue for finding solutions to the problem of inaccessible education and healthcare was for the women to discuss their rights and privileges according to the laws of India guaranteed to them by the Constitution.

To supplement the ongoing conversation of encouraging education for the young girls with the PTA and MTA, SSK also wanted to in religious clerics to have them listen to the overwhelming demand from the communities about the value of sending girls to school. The clerics added their opinions as well. Getting the conversation going is the best starting place to ensure that all are in support of health and educational accessibility.

More than 200 women and adolescent girls from Cholapur, Harahua and Saidpur Block of Varanasi and Ghazipur district assembled together to amplify voices for their rights!

<table>
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<tr>
<th>Facts about PACS Project</th>
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<tr>
<td><strong>Duration</strong>: 48 Months</td>
<td><strong>Target</strong>: Muslim and Scheduled Caste communities</td>
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<tr>
<td><strong>Project Location</strong>: 3 Blocks in Varanasi and Ghazipur</td>
<td><strong>Total Budget</strong> in Rs: 13,117,346.00</td>
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Disaster Management Resource Centre (DMRC)

By mainstreaming technology use and disaster planning, DMRC is building a mentality of resilience and self-reliance. With a dual focus on immediate assistance to those afflicted by natural forces and also on preparatory measures, DMRC is dedicated to reducing the impact on those who are most vulnerable.

DMRC is constantly learning from those we work with, both villagers and panchayat members. From this learning DMRC is able to take this information and be a go-to resource centre for the state. DMRC works to create relief, rehabilitate communities, and encourage individuals to become responsible for their own well-being once they have developed faith in their own ability and competencies.

A Year of Renewal and Recommitment

The key activity for the year was a cross cultural visit to Nepal. The purpose of the visit was to learn about different approaches to disaster management and to establish relationships with those who reside nearby the source level of the river Ghaṭkhar, which will enable knowledge about flooding in advance. DMRC was able to work with the government in the role of a trainer and a partner. The early warning system for flooding was improved and also hailed for its previous success by becoming a nominee for the prize by the Vodafone mBillionth competition.

As a follow-up to the previous projects, SSK in collaboration with Malteser International, Germany has started a project on mainstreaming Disaster Risk Reduction (DRR) in the Bahraich and Barabanki districts of Uttar Pradesh. The project has been funded by Aktion Deutschland Hilft (ADH), Germany through Malteser International and will be ongoing for a period of 15 months, concluding in the Fall of 2012.

As an outcome of the last project cycle, UNICEF Lucknow office had requested SSK to support the district administrations of Barabanki and Gonda as a resource agency in carrying out community based DRR processes in their districts.

Visions for Change as High as the Himalayas

From 15-18th March 2012, SSK ventured on a five day cross-border exposure visit to Nepal. This cross-cultural collaboration
in the field of disaster management was so valued that all of the DMRC staff in addition to extra volunteers participated. Mr. Arno Coerver from Malteser international, Mr. Surya Gurung and Miss Vijaya Poudel warmly welcomed the DMRC staff.

SSK visited different federations such as the Milijuli Cooperative Federation, Hatemalo Krishi Bazar Sahakari Samiti, and a Womens literacy Centre at Nevlapur, Bardiya. The visits were very pleasant and informative, as they have been established by RSDC Nepal.

All of the federations have a wonderful vision of sustainability and income generation that they believe will guide Nepal into the future. This vision is primarily actualized by providing funding for vegetable farming. The DMRC staff explored the different vegetables plants in the area.

The federations take a holistic approach to their development work as they also focus on social awareness and female literacy programmes. To round out the visit, the team was also able to meet with five task force members organized by the Nepal Red Cross Society.

**Keeping Government on Our Side**

DMRC annually constructs a plan for the best means of villagers evading escaping from any form of damage during flood time. This plan is based on years of experience which have resulted in the discovery of which risk reduction can be most successful and which ones are not. This plan and the responsibility are then passed along to the PRI government in order to actually implement the steps suggested. Therefore in order to better advocate and lobby for the route SSK think is best, DMRC stays in close contact with the PRI through multiple avenues. One of the best ways to ensure that the government representatives understand the situation is to train them.

A two days training on developing understanding of PRI was organized for elected representatives of Ahata, Nasirganj and Bahrampur Panchyats of Jarwal block in January of 2012 at SSK, Lucknow. 25 PRI members participated in this training. The main objectives of the training were to develop common understanding on the 73rd Amendment in the Constitution for strengthening Panchayati Raj. The major topics of discussion were the three tier panchayat system, their functions. The main role of Gram Pradhan and ward members, types of panchayat Samities and their functions; right to information and role of PRIs members in Disaster Management were also discussed. Follow up training have been scheduled to host a second and third batch of Panchayati Raj Institutions members in order to maintain a constant level of communication with elected officials.
In addition to PRI members coming to SSK for trainings, DMRC also goes to state level governmental meetings.

On the 4th and 18th of November 2011, Gram Sabha’s open meetings were organized in Baharampur and Nasirganj Gram Panchayats in Jarwal block. All of the Hamlet development committee members participated in these meetings with their DMRC-aided hamlet disaster risk reduction plans.

The Konia Purwa HDC members of Nasirganj Panchayat strongly raised the problem in front of Block Development Officer, Village Development Officer regarding road repairing and raising plinth of houses of vulnerable families and shelter and also of compensation cheques against crop damage not being distributed. Finally BDO gave an order to the secretary to write these problems in the open meeting register. Panchayat level DRR committee of Baharampur Gram Panchayat raised the issue of road repairing of Dhapali Purwa and Khasepur damaged during the floods. BDO promised road repairing as soon as possible.

**Saving Lives**

As we have learned over the years, the river Ghaghra is an unforgiving and uncompromising force of nature. The Ghaghra must be taken seriously with no time for second guessing or doubt. DMRC went to the village level with fierce determination and a focused mind to begin preparation.

SSK has been intervening in 22 hamlets in Tapesipah, Sisaunda and Lahadra gram panchayats at Ram Nagar blocks in Barabanki District and 50 hamlets of Kaiserganj and Jarwal blocks of Bahraich District. All of the hamlets are fully flood affected. All gram panchayats are situated near bank of river Ghaghra.

The communities have prepared the disaster risk reduction plan in all the 72 hamlets with the support of SSK using participatory process. In this DRR planning process, communities have prepared their respective social maps which are important in vulnerability analysis and other planning processes. Women were also enthusiastically involved in the planning processes.

To encourage DRR’s success plans prepared during 2010 were properly modified to encompass vulnerability analysis, social maps, hazards and problem analysis of current situations. Just as the river Ghaghra is flexible and ready to intervene itself into the community at any moment, so is DMRC.
Cash for Work

Over the years the devastating floods have steadily been eating away at the infrastructure of Kaiserganj block. It was obvious that something needed to be done. Specifically, the roads have slowly been disappearing in this area of Bahraich district. Sadly, the local government does not have the financial means and political will necessary to do repair work to the damage that had occurred. Therefore DMRC rose to the occasion and offered the people an opportunity to fix their own roads in exchange for financial compensation. The programme is fiercely monitored and evaluated ensuring that the roads are built in a safe and effective manner. Also, the payments to the resident workers are closely watched to ensure only those that are doing their part in rebuilding their community are rewarded with their due pay. The financial assistance from DMRC is given through Malteser International.

The changes to the roads in Kaiserganj block just over this past year are already noticeable and remarkable. It is no longer of great difficulty to travel from one area to another. As the work continues DMRC believes most of the damage caused by the flooding from the Ghagha will be completely unnoticeable. The visible change instead will be seen in the smiles of the workers who know that there are people who care about them and the well being of their community.

Early Warning System Improvements

During the months of July and August 2011, flood early warning messages were disseminated on a regular basis throughout Bahraich District. This helped the communities to prepare moving to safe places in time. Ultimately this comes down to saving lives. The EWS system was able to be as effective as intended and saved many lives.

With that being said there is always room for improvement. For example, fine tuning of the early warning system at District Disaster Management Cell (DDMC) was done. An emphasis was placed on making sure the messages that are sent out stay constantly coming. Therefore, regular messages are broadcasted regarding release of water from barrages to early warning task force members. Regularly "Apada babu" messages were recorded and disseminated to different telephone numbers. Immediately after receiving the message, the task force members blow the siren and also disseminate this message through mega phone.

On 13th September 2011 and again on 4th October 2011, two meetings were held with the Additional District Magistrate and the District Resource Person regarding installation of the voice mail based early warning system in the district headquarter on the similar pattern of Bahraich. They welcomed the proposal and seemed ready to get it installed. They requested the detailed cost breakup (including the recurring costs), which has aince been provided to them.
Now, formal approval is pending, and once it is received, the next steps shall occur which is exciting news for all involved.

**Early Warning System for Floods: National Level Appreciation**

In even more exciting news SSK’s work on flood early warning system for Bahraich was selected as one of the finalists for the Vodafone mBillionth Award 2011. The DMRC team members participated in the final presentation ceremony on 23rd July 2011 at New Delhi. DMRC also put up a stall during this event. Although DMRC did not get the award, it was still an excellent opportunity to share our experiences and stories with a diverse and varied audience. The message shared at the award ceremony was that DMRC’s work is easily replicable; as using technology is simple and that DMRC works to empower community ownership. The message therefore was the usual one of SSK; which is the hope to provide the knowledge that can be used for self empowerment. It is rewarding work to save lives, but it is an even greater feeling to ensure those lives are lived with hope and dignity.
Knowledge Management Resource Centre (KMRC)

The Knowledge Management Resource Centre was started with the belief that the NGO community has many great innovations and solutions for most of the problems of today. However, with the physical distance and hectic schedules of the various NGOs it is often hard to share resources and information. Therefore, the goal of KMRC is to collect as many modules, reports and surveys as possible and to store them in one place that is accessible and free for all to use. The many participants that come to the SSK campus are encouraged to visit our library and to take some time to read about all of the current happenings in the world of development work.

In order to make this a smooth process the SSK Information and Communication Technology (ICT) unit and the SSK library work together. Overall, the KMRC collects information and then processes it. This knowledge is then both stored in the library and also disseminated through newsletters and other publications.

ICT Unit

The ICT Unit of SSK aims to strengthen the functions of management at all levels by providing network and services support, electronic data processing, maintaining records and by providing a hassle free support for office automation.

The ICT unit provides up to date, easy to use and seamlessly integrated computer hardware, operating system platforms and wireless network access to global information systems. It maintains and provides all computing facilities, audio-visual equipments and other technical equipments in the premise and field offices. The results are efficient handling, processing, coordination and administration of organizational resources. The ICT unit maintains the updated website of SSK with current happenings, concluded activities, developmental issues and other information related to organisation. It also publishes monthly E-Newsletter featuring all of the project and programme activities of the organisation.

The Information & Communication Technology Unit is also responsible for the maintenance and technical support of IT facilities for consultation and training activities. Efforts have been taken to continually upgrade the facilities to meet the increasing users requirements. Networks enhancements, system stability and dependable email services are given the highest priority. ICT unit is taking care of storing information, protecting information, processing information, transmitting information as necessary, and later retrieving information as needed.

With the help of ICT Unit, Sahbhagi Shikshan Kendra not can only share information quickly and efficiently, but also can break down barriers of linguistic and geographic boundaries in all of the District Resource Centres (DRCs) of SSK.
**Library & Publications**

The SSK library is an integral part of SSK and plays a major role in acquiring new knowledge and experiences to be tested, built upon and disseminated to other regions. It was established at the office premises with the objective of broadening and upscaling the learning and experiences resulting from SSK’s own as well as partner organisation’s endeavours. The library is open for all its visitors, trainees and staffs & its hours are from 9.30 am to 8.00 pm.

The library has a collection of 3475 books on issues related to development and training viz. Social Development, Gender, Participatory Research, Rural Development, Disaster Management, Information Technology, Organisational Development, Trainings, Environment as well as 355 audio & visual CDs & cassettes on various themes such as Right To Information, Education, Gender, Women Empowerment, HIV and other development issues. The library is subscribed to major journals, newsletters, magazines & periodicals from all parts of the globe. There is also the opportunity to go through various research and studies conducted on development issues. More than 80 SSK publications on developmental issues are available in the library and can be purchased at nominal costs. Several reports are based on SSK experiences and best practices which can be availed free of cost.
Training Facilities at SSK

**Campus**
The campus is situated in a calm and peaceful location for learning, away from the noise and pollution of the city. Open space for group discussion is available inside the campus. There is a beautiful lawn for aesthetic pleasure as well as for sports or other outdoor recreational use. We provide pick up and drop off services for a fee. Our training centre is also accessible for people with different abilities.

**Dining Hall**
A separate dining hall with capacity of 100 people is located on the premises with exquisitely delicious food being served for breakfast, lunch, and dinner. All kinds of Veg and Non-Veg food is available which is prepared and served in a clean and tidy manner.

**Training Halls**
SST give special emphasis to trainings and their arrangements. There is one Conference Hall with capacity of around 150 people and 5 Training Halls with capacity of around 30-40 people. Along with this, there are 2 Meeting Rooms. All the Training Halls and Meeting Rooms including Conference Hall are air-conditioned. Open space for group discussion is available inside the campus. If needed, the training session can be continued late in the evening.

**Accommodation**
There are 3 community rooms with all sorts of basic staying needs. It has 4 Air-Conditioned guest rooms with attached bathrooms and balcony. In case of any medical emergency special security arrangements during the night time. 44 Single and double guest rooms having all the necessary requirements like study tables, sofas, etc.
Entertainment

For entertainment of trainees, T.V. with a DTH Connection available. SST has a separate entertainment room which contains indoor games like Carrom, Ludo, Chess to be played for recreation in leisure time. Also, magazines and musical instruments like Dholak, Sitar, Tabla are available. Many outdoor games like badminton, Volleyball, Cricket, etc are available in the hostel.

Just as we strive for excellence in bringing informative and dynamic trainings, in being responsive to disaster needs, or about working with local panchayats, likewise we hope to satisfy any need of our patrons. As participants regularly fill out evaluation cards as they depart, the most frequently given remark regarding their stay is "SSK was like a second home". Without comfort and ease of mind, the mind cannot grow.

A separate registered Trust is managing the training facilities.
The Year's Trainings in Numbers

With the high quality of trainings and the comfortable nature of our campus it is no wonder we continue to see our numbers grow with each passing year. In this year of review (2011-2012) SSK has hosted nearly 10,000 participants.

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A Year of New Initiatives:
Paving the way for the future of SSK

Over the past year, SSK has initiated new programmes such as the Sahbhagi Vocational Training Centre. Also, a new branch office has been opened in the state of Jharkhand after the PRI election in the state. These steps mark the beginning of an expansion of SSK as it continues to meet the demonstrated needs of the broader Indian community.

SAHBHAGI VOCATIONAL TRAINING CENTRE (SVTC)

With this financial year comes the birth of the Sahbhagi Vocational Training Centre (SVTC). SVTC is the space in which young Indians can come to learn new skills in order to empower themselves to make a change in their lives. Through vocational training, SSK is enhancing the employability of semi-literate youth.

With the vast quantities of unemployed Indians continuing to struggle as they are affected by this current global economic downturn, skill building is needed now more than ever for youths to be able to have a secure future. By learning trades that will be popular in the future, youth have the opportunity to be a valuable asset to many rising businesses. Learning such income generation trades as computer education or mobile repair will ensure that no matter how the economy fluctuates those that finish courses with SVTC will be able to find gainful employment and earn a stable income.

SVTC has already had the pleasure of instructing two batches for mobile phone repair trainings. Each of the two cohorts had 12 male students. The classes operate daily for two hours. Students manipulate the broken plastic of a mobile phone to piece it back together and create a working mobile that can be used again.

As the year comes to a close so does SSK’s 9th batch of young girls learning basic computer literacy. SSK was very proud to even absorb three of its former students at a professional capacity in helping to do data collection and data entry into its vast database of information.

A five-year plan is already in motion to operationalise the centre in becoming a fully fledged vocational centre that will serve as a vital resource to Lucknow and communities far beyond. SSK is also analyzing which methods work best in implementing vocational training. In the years to come, SVTC will become a role model for other similar centres across the country. SSK will be able to build capacities of other NGOs that are hoping to incorporate more programmatic diversity into their projects and to also be able to train other vocational instructors that seek to become well rounded and aware of the best training methodologies.

In addition to these necessary vocational “hard skills,” the youths of SVTC also undergo training in the soft skills of personality development, English speaking, and office etiquette. The holistic approach will create a more civically aware and engaged Indian citizen. Learning life skills will empower the youths to have the know-how to be able to represent themselves in the most proper manner in which they get the respect that they deserve.

The young participants will walk out of SVTC premises with not just a different knowledge base but also a different way of looking at the world in a more imaginative and confident way.
NEW BEGINNINGS IN THE STATE OF JHARKHAND

SSK was able to begin operations in Japla, Hussainabad block of Palamau District of Jharkhand in this year of review. Japla has a literacy rate that is far below India’s average and it suffers from heavy economic burdens as well. The infrastructure of Japla is broken and weak. But it is time for a change; SSK is looking to push this block and the state overall forward to be on par with other faster developing states.

In order to actualize this change the Japla office will work primarily at the field level, as well as a support organisation for the NGOs of Jharkhand. The vision of Jharkhand SSK is to be recognized as the State Resource Centre for promoting participatory ideologies and decentralized governance through trainings, field based activities, and consultancies.

PRI Training in Latehar, Jharkhand

In addition to networking with similarly like minded organizations, the Japla office took up a shot term assignment on “Training of panchayat level elected representatives” in three blocks of Latehar district. The training programme of three days of each batch was supported by Ministry of Panchayati Raj and N.R.E.P (Special Division), Jharkhand. The blocks were Latehar Sadar, Manika, and Chandwa. A total of 492 elected representatives received the training out of which 302 were female elected representatives.

For the first time in 35 years a meeting with such a focus on the panchayat has taken place, with the core discussion being on decentralized planning. In 1992 the government of India dissolved the power of the panchayat as a unilateral power. The three tiered level of the panchayat empowers the villagers and enfranchises them to a more decentralized governance decision making process than was previously possible with the one tier system. With local NGOs, SSK is able to meet regularly with these new officials and supervise how for the first time in many years such a government function will actually operate.

Capacity Building Training on Self Help Group Management for NGOs of Jharkhand

Sahbhagi Shikshan Kendra organized a five days training on SHG management from 18th to 22nd Oct. 2011 at Social Development Centre (SDC), Ranchi. It was attended by 21 development practitioners from Jharkhand, Bihar, Uttar Pradesh and Himachal Pradesh.

The training was a success. To continue this trajectory of progress, it is first necessary to evaluate the current and growing needs of the state. Therefore the Japla office conducted a study on the state of voluntary organisations in Jharkhand for Voluntary Action Network of India (VANI), New Delhi. Results of the study help SSK and others, such as VANI, to understand the current landscape of the State and what needs to be done in order to bring improvement.

Field Project in Palamau – Focusing on Migration

After the dual focus of creating rapport with Japla neighbours and evaluating the needs of the community, it was concluded that the focus would rest on five panchayats of the block which has predominantly a high percentage of the Scheduled Caste population. The panchayats are Kosi, Mahuari, Lotaniya, Dewri Kala and Dewri khurd.
Focused Group Discussion with the community led the Japla staff to concentrate its efforts on migration and the issues related to it. It was found that a large number of people of the block migrate to other cities in search of livelihood, leaving behind their families. A survey was conducted with around 950 households and found out that around 1500 productive workforce of these five panchayats migrate to other cities for livelihood; their major destination points being the metropolitan cities and other upcoming cities. At the destination point these migrants face identity crises and live lives of uncertainty. At the same time, their families become vulnerable and are often victimized.

**Building up NGOs from Grassroots Level**

Many NGOs do not have a solid administrative structure in Jharkhand. They also do not know the full extent of government rules and regulations or even the basic funding requirements. There is a lot of upward scope for operating in Jharkhand. The development needs of the area are very much and too great to handle by any one NGO alone.

There is a lack of support organisations that can help the people. Many NGOs need capacity building training and SSK will be there for them so that they will be able to avail all of our training services. Jharkhand is a unique situation whereas the topographical landscape of the state presents many problems with certain forest terrain isolating various communities away from necessary resources and knowledge bases. This is a good opportunity to work in the tribal region as the people require many more NGOs to begin work in the area. SSK will be developing many model programmes and villages in order to demonstrate to others the best way to operate.

Other issues of concern as revealed in community meetings have been the poor status of education, especially girl child education, lack of alternate livelihood skills, lack of information and awareness and poor governance at the local level to name some of the more stressed concerns.

**Future plans for the next financial year:**

SSK plans to take up these issues at the micro level linking them with the local governance structure and strengthen community organizations with the help of external partners. SSK hopes to establish a sewing school as an opportunity for income generation and to create a stabilizing effect on the families left behind as a result of migrations family members.
Direct Field Experimentation (DFE) at Community Level

Direct field experimentation plays a vital role for SSK in maintaining its vast database of knowledge. In order to advocate for the best possible solutions during our trainings it is first necessary to find out which methods work and which ones do not. This is where experimenting comes in. The purpose of DFE is not to remain permanently in the areas we study, rather the focus is on learning for the benefit of the greater development community. By implementing various approaches, SSK is able to establish model villages that serve as guides and role models for other villages. Through this, government policy can be influenced and villagers' minds expanded.

1 Reducing Vulnerability of Migrant Workers And Promoting the Role of Panchayats

The primary focus of the SSK Sitapur field office is to empower the residents to become more civically aware and engaged citizens. The format used in strengthening communities is SSK’s Citizen Leaders programme. SSK Sitapur trains and assists local residents in becoming advocates on behalf of their friends, their family, and neighbours. This is done in an attempt to stabilise the current living situation and to ensure that all are able to avail the services that are their absolute right.

There are many forces that the Sitapur Citizen Leaders must confront that would otherwise destabilize their block. After a research survey was conducted about the current situation in Sitapur, the results pointed to the factor of migration as the leading antagonist against progress.

Being one of the most poverty stricken areas of Uttar Pradesh devoid of any employment opportunity, residents are forced to migrate from their native place in search of employment and better livelihoods. For more numbers of landless migrations usually lasts for years, with only occasional visits to their home to spend some time with their family. Those who have land migrate seasonally, usually in the month of January, February, and September etc. Usually people go to Delhi, Punjab, Haryana, Lucknow and some other places; they migrate for one month, two month, three month, six months and for years.

Migration for small duration refers to more concerning situation in the sense that the poor do not get regular employment opportunity and they have to return to their homes in off and on way. Migrants seldom have proper accommodation and they spend their nights on foot path, open fields, railway station, or even sleeping on the cycle rickshaw itself. Even those who go for years due to absence of cultivable land at home live in un-privileged and dilapidated conditions which are coupled with poor accommodation and sanitation facilities.
Migration is a complex phenomenon. Economic and social impacts on migrants and their families are variables. Migration often involves longer working hours, low wages, poor living and working conditions, social isolation and poor access to basic amenities. Migration is important in many ways. It is not always that only illiterate and labour classes migrate; often the best of the working class find their way to other states and countries. This increase in migration is essentially due to regional differences in the population pressure on land, inequality of infrastructure, industrial development, modernization of agriculture, deforestation and flood, and displacement.

Identity cards were made by SSK and distributed to the migrants in an effort to streamline the migration process and to promote healthier shifts. These cards can be given to police officers or other government officials in order to create some semblance of legitimacy. We are proud to say over 1600 persons have been registered. Some recipients were even able to open bank accounts as a result of this new form of identification.

While away from their native village, SSK counsels the families left behind on how to cope with this new reality that they find themselves in. We have created a cohesive group so the various families can come together to vent their stories of hardship but more importantly to inspire and encourage each other to continue to put up a valiant effort in order to survive in dignity and with hope.

At the destination end, SSK is ready to receive new migrants with various services. SSK organized in collaboration with Asha Deep Foundation and the Ghaziabad District Hospital a health camp targeted for migrants. The camp is able to diagnose any problem and to provide migrants with medical treatment for anything varying from skin problems to dental issues or even just a common cold. Malaria is tested for and diabetes checks are regularly given.

Also at the destination end was formed a group of resource persons of expertise including social activists, doctors, academia persons, and NGO workers. The main objective is to provide consultancy support when required. To strengthen the committee, monthly meetings are organized with the group.

Migrants Rights Campaign has been organized to raise awareness among the targeted migrant groups. In this campaign registration has been done to continue the process of issuing ID cards. Along with this, street plays are also performed to bring this cause to the attention of the general public.

Trade Based Collectives were formed, specifically three collective at the destination end for persons such as rickshaw pullers, also a Faizabad group and a Sitapur Group.

Vocational Training was provided to boys on the verge of migration. The valuable computer and mobile repair skills learned by the youth enabled some to find employment opportunity that
has allowed for them to stay in Sitapur without having to migrate away from their families.

With such services more stability is presented to these individuals and therefore to the many families that they represent. For everyone one person helped, hundreds more are the benefactors as well.

By creating this model of source-end and destination-end support system, SSK is demonstrating to migrants what kind of services they should be receiving and showing them the respect they deserve. The hope is that the PRI on the source ends will help their constituents in the process of migrating. The phenomenon of economic migration cannot be stopped; therefore it is best to focus efforts on safe and healthy migration. Inevitably this role should be fulfilled by the PRI.

The health of the individual is not the responsibility of NGOs; rather government must protect its own people. Protect them from exploitation, from health hazards, and from neglect.

Testimonial

In the Kanayatpur village of Badripur Mansurpur Panchayat a group of 14 member belonging to a migrant family were able to come together with the guidance provided SSK in order to come up with a plan in order to receive withheld payment. The members used to work under the MNREGA scheme. But it was observed that they were not receiving their payment. They discussed this issues in monthly meeting and prepared to do something. After approaching the gram pradhan, he refused to do anything.

The group then put an application together with the help of SSK and submitted it to the BDO office to ask for their payment. After this persistent effort they finally received their due pay. Though it was not easy to make them aware or sensitize the group to the power of raising their voices it was in the end demonstrated to be effective and worth it.

The group member themselves felt more confident and as a result of their new found confidence and advocacy skills they are always able to collect their due sums and can therefore avoid being forced to migrate in order to find supplemental forms of income. Now when they ask for their demands, they keep doing it with persistence.
2 Promoting Muslim and Dalit Girl-Child Education, Womens Empowerment and the Role of PRI

SSK started in 10 gram panchayats of the Cholapur block of Varanasi district in 2007. As the end of the fifth year concludes we have been able to engage more girls than ever before. Progress was already visible after the first year as students continually reached out to us about their passion for education.

The objective of this intervention is to encourage more educational opportunities and accessible quality education to the girls from minority and under-resourced communities, to advocate for active female participation and action in local self governance. SSK continues to pursue a robust community involvement from the girls at each level and for each issue.

A special focus is placed on the coaching sessions that are given the girls to supplement their schooling. The bulk of the sessions are spent tutoring, doing practice exercises, and working on homework.

In hopes of increasing attendance during the sessions, SSK staff works hard to keep things interactive and fun, being mindful that the girls have already sat in a classroom all day. SSK uses creative approaches with the girls to keep them engaged and give them a break from the traditional model of teaching they experience in school. The instructors use creative techniques to explain material, such as skits, stories, and poems (which the girls particularly enjoy). They have general-knowledge competitions, watch educational films and also play games. Activities include dancing, singing, mehndi, arts & crafts, exposure visits and sport competitions.

These creative and cultural activities contribute to personality development of the girls, and increase their confidence level. The importance of raising their confidence cannot be said enough. A brain that has acquired new information will go nowhere if the heart is not courageous enough to express the new ideas and personal opinions. One girl remarked her favourite component of the sessions was the career counselling services and also a recent summer camp experience facilitated by SSK.

Process for Becoming Involved Begins Here

SSK facilitates group meetings with the young girls of the village. These meetings act as a forum for the participants to practice voicing their concerns, to encourage each other, and also to discuss what matters most to them and how those dreams can be achieved. These groups act as a pressure group and raising their voices against the social problems.

In addition, girls and community members also participate in SSK campaigns on various social issues to expand their knowledge and awareness. The girls have participated in a range of social issues such as the campaign on education and protesting domestic violence against women. These moments act as informal internships for the young girls. They learn development
strategies that help to uplift communities. As a result they subconsciously internalize the lessons learned and will be capable of increased participation in their own community. Learning new theories and skills is supplemented by the feelings of power and pride that come from walking in a unified group to preach for moral issues. All of this walking was not for nothing; 2011-2012 saw a lot of gainful accomplishments with this group:

- 80% of the girls of the Vidya Gyan scholarship programme not only determined that they will enroll in a science stream but also selected their school where they will study next.
- Girls that had originally been school drop-outs at the beginning of this year decided to rejoin their fellow empowerment participants and go back to school
- After exploring various employment opportunities some girls settled into facilitating women’s literacy work, others found vocational training, and lastly a few began facilitating coaching classes.

**Empowering Women & Keeping the PRI Responsive**

SSK organised regular meetings with the groups to motivate and encourage them to raise their voices on social issues with collective action. The group members decided to demand hand-pumps and a proper drainage system in the Muslim Basti because there is currently neither in this basti. They were able to advocate for their cause as a group as they collectively confronted the pradhan and then subsequently sent a demand letter to BDO.

The president of the group, Rarfikun, along with the other group members demanded collectively and said that they will not vote in the election if their demands are not genuinely considered. Their collective action pressured the administration to take action. As a result a hand pump was built and construction of a drainage system completed in the Muslim basti of Srikhandpur.

These are the fruits of the labour borne of the empowerment groups; this is the result when women unite in one voice: a better and more developed village for all!

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Shabanam Aara was a school dropout before joining the SSK group. Now, she is currently employed as vocational trainer in the middle school after completing a B.A. She was very shy and thought that she does not have leadership qualities or even an identity of her own. She was emotionally distraught but after regularly attending the meetings of the group she developed a sense of confidence and re-enrolled herself into school. She started to visit hospitals and other public places to help other adolescent girls in building confidence. At same time, she was also facilitating the women’s literacy program.

Seeing her dedication and commitment, she is a role model for her community members. Her parents are proud of her and no longer stop her from studying.
3 Building Women Community Leaders To Act as Change Agents

With a clear perspective of promoting minority education and women's empowerment, SSK in collaboration with International Development and Relief Foundation (IDRF) served the Muslim and Dalit communities. The goal of this programme is to create Citizen Leaders (CL). These individuals, preferably women, are community change agents who are focused on promoting education for girls within the Muslim and Dalit community. SSK prepares the citizen leaders to act, equips them with knowledge and enhances their abilities. SSK is ever-present in supporting them in their journey of growth. In order to become a leader you need experience and training. Once those traits are learned, you can change yourself and your community.

One of the biggest pillars towards a successful community leader is the ability to act as a liaison for the people. The CL is in constant contact with elected representatives and this acts as a way of cutting through slow moving bureaucratic processes. In this year of review a group of 20 Women from Muslim and Dalit communities were selected from 10 villages. Tailor made training courses were designed for the women citizen leaders. The training was conducted in three phases including a handful of exposure visits to various sites. The course aimed at building their aptitudes at 3 levels: knowledge, awareness, and skill.

The goal of the trainings is to build up leadership skills, bringing in observable changes in the personalities of the women citizen leaders. These women citizen leaders are performing as a role model at the community level and act as mentors to the girls and women in their respective villages.

Community change agents becoming role models

Drastic positive change appeared in the 20 Community Change Agents. In the initial time of selection they knew as much as any ordinary women in their village. Their daily engagements were similar to everyone else: the focus was on household work and kitchen work. Now they are promoting discourse and innovation surrounding the major community issues. Also, they are contributing a small income to the family as a result of newly learned vocational skills via SSK. Attitudinal changes have been brought in the mindset of their family members and husbands as a result.

Adolescent girls engage in income generation

Girls that were not in the primary cohort of CLs still looking to develop as young adults were also given resources. In addition to their CLs, many young girls also enlisted in vocational training. The girls who studied in the beautician courses are now themselves
engaged in informal work on beautify culture and going door to door as per demand of the village. As a result of vocational training, now 200 girls are self dependent and able to be create goods using their new skills as well as a developed confidence and attitude.

**Leadership training to Adolescent girls making them vibrant**

Through life skill building education about 1400 girls participated in the training on leadership from 10 gram panchayats. Leadership skill building made them far more vibrant in the community as vocal participants. They consistently put in their opinion to their family and community on various issues. They are now conscious citizens.

**Developing a Gender perspective**

Taking into account of the gender perspective women are now also playing a productive role in their families decision-making process along with their domestic works. Where society once considered this as the responsibility of men to play the productive role in the communities and families, SSK and the CLs are redefining what normal means.

**Challenges**

The major challenge that was faced during the implementation of the project was identifying the women who had 12th standard education, as literacy rates among the women were very low. Additionally, the Muslim and Dalit communities were very suspicious of allowing their women to work as citizen leaders. The families were afraid and were not ready to take steps against the social and religious norms. This made recruitment somewhat of a struggle. But with the gains of the cohort from this year in review, we are sure that next year more families will be willing to recommend their daughters and wives for the programme as they have seen the successes of their neighbours who have finished the programme.

Another challenge faced was convincing the parents of the adolescent girls to send their adolescent girls to the city for vocational training as well as life skill training. A modest number of women were transformed as a result of the work done in 2011-2012 out of the many who could desperately use our intervention. Yet the changes undergone by the select few were anything but small.
Life Change Story:
Name of Change Agent: Ruby Bano

Ruby is from Gasdara gram panchayat. She is 28 and has a BA. Before joining the SSK leadership programme, Ruby was a housewife and maintained ordinary chores at home. She lives in a joint family with her two children. From the initial time she has been smart and intelligent and was searching for an opportunity to shape her career.

An integrated project of women's empowerment was started in her area by SSK and Ruby was selected by SSK to become a community change agent. One year before joining, Ruby's life was difficult and full of stress. Her husband Fakhrudding was teasing and taunting her badly. Sometimes she also faced domestic violence in the family.

"I am here to serve my community. My role is to always be present and to work for the betterment of my village. I am a community change agent and so bringing change is my responsibility. Thank you SSK for developing my skills and increasing my knowledge." (Translated from Hindi into English)

As a result of undergoing training by SSK, Ruby's confidence increased and she began to carry herself as such. The other women in the village respected her because she was so heavily invested in and thus she was seen as a value to the community.

She was also seen as a value to her home. As a result of the vocational training she received from SSK she began to use those skills and to teach younger girls in the area. With the small income earned from such work she contributed to her household. Because of these changes even her husband began to change his attitude and treated her with respect.

Ruby is now a role model for the younger girls. By seeing how she carried herself with confidence and the respect she receives, the young adolescents replicate her and in turn also see small changes of behaviour from the people of their lives towards them.

In the future other young girls will themselves become change agents and the cycle of inspiration will continue!
4 Brining Women to the Forefront of the PRI

Invoking the 73rd Amendment and Building Capacities

In this year of review SSK worked heavily in the gram panchayats of Cholapur and Harahua Blocks. SSK has been working on the capacity building of PRI representatives from the first round of election after the 73rd Constitutional Amendment Act was brought into force. Most of the Panchayat representatives particularly the newly elected women and Dalit representatives can work effectively if they are provided timely support and training required to perform the tasks.

In total, 411 PRI representatives were trained by SSK, with the majority (256) being female. In the context of U.P. PRI most of these members were not aware their role, function, and responsibilities as most of them first time elected in panchayats. So the focus of the trainings was to make them aware of their duties as well capacity building.

The 73rd amendment on panchayat brings forth the women and the weaker section in the wielding of power. Therefore it is important to take advantage of this constitutional right and to exercise it to the utmost degree.

Encouraging more Women to run for PRI

Mrs. Shaanti Devi resident of Dashnipur gram panchayat said that “I was an introverted woman, but regular meetings encouraged me to contest in election and also share ideas in an extroverted manner. I went door to door and asked people to vote for me and as a result I was able to win the election.”

Identifying Core Issues

The strengthening of PRI members and the empowerment of women demands that they must be able to think and act according to their conscience. Education and training being the sources from which they can improve their knowledge base related to their rights and their role in the development process.

The issues identified in the field are a lack of information, awareness, knowledge, role-clarity, responsibility, leadership and related skills, lack of safe and supportive environment and negative attitude of the men folk. Therefore there is an immense need to address these inhibiting factors and transform them to become enabling factors. This result is achieved by giving them trainings on the above for perspective building on panchayati Raj and gradually focusing on functional and operational issues, the core of which is self development.

Results Produced

As a result of interacting with SSK, the vast majority learned their proper role and responsibility as a panchayat member. After training, elected women representatives and PRI members have taken initiative to organize ward level meetings on developmental and social issues of their respective gram panchayats. A remarkably large amount were able to internalize the knowledge learned: 80% learned their functions, roles and responsibilities.

SSK has aimed to tackle the issue of women’s empowerment head on and from each and every level. By providing opportunities for young girls to return to school or enrol in vocational training, by building up citizens leaders, and lastly by interfacing with newly elected officials SSK is able to create a long term impact that not only changes attitudes but more importantly changes behaviours in favour of the next generation’s female leaders.
# Staff Development Initiatives

## International Visits

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<th>Program</th>
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<td>1.</td>
<td>Mr. Ashok Singh</td>
<td>Kyrgyzstan</td>
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<td>Mr. Ashok Singh</td>
<td>Kabul</td>
<td>Refresher workshop</td>
<td>Afghan aid, Kabul</td>
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<td>Mr. Ashok Singh</td>
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<td>4.</td>
<td>Ms Bipasha Roy</td>
<td>Indonesia</td>
<td>Basic leadership development course</td>
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<td>5.</td>
<td>Mr. Ashok Singh</td>
<td>Manila, Phillipines</td>
<td>General Assembly of Social Watch</td>
<td>Social Watch, Delhi</td>
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<td>6.</td>
<td>Ms. Shalini Chaturvedi</td>
<td>Cambodia</td>
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## National Visits

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<td>Mr. Amit Singh</td>
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<td>Mr. Nagendra Singh</td>
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<td>Mr. Rajeev Ranjan Singh</td>
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<td>Mr. Kumar Mayank</td>
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<td>Ms. Neelam Maurya</td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ms. Ashraf Hussain</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ms. Sameena Fatima</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ms. Swapna</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mr. Sunil Kumar Chaurasiya</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Ms. Prabha Srivastava</td>
<td>SSK</td>
<td>WASH Training</td>
<td>ADH Germany and Malteser International</td>
</tr>
<tr>
<td></td>
<td>Mr. Rakesh Srivastava</td>
<td>Lucknow</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mr. Sanjeev Chakraborty</td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>Mr. Saroj Singh</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Ms. Prabha Srivastava</td>
<td>SSK</td>
<td>Project orientation training on CBDRR</td>
<td>ADH Germany and Malteser International</td>
</tr>
<tr>
<td></td>
<td>Mr. Rakesh Srivastava</td>
<td>Lucknow</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Mr. Sanjeev Chakraborty</td>
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<tr>
<td></td>
<td>Mr. Saroj Singh</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Ms. Prabha Srivastava</td>
<td>SSK</td>
<td>PRA training</td>
<td>ADH Germany and Malteser International</td>
</tr>
<tr>
<td></td>
<td>Mr. Sanjeev Chakraborty</td>
<td>Lucknow</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mr. Saroj Singh</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>Mr. Rakesh Srivastava</td>
<td>Bhopal</td>
<td>TOT on Poverty analysis and vulnerability</td>
<td>Samarthan</td>
</tr>
<tr>
<td>8.</td>
<td>Mr. Saroj Singh</td>
<td>SKIPA Ranchi</td>
<td>TOT on Panchayati Raj</td>
<td>Panchayati Raj, Govt. of Jharkhand</td>
</tr>
<tr>
<td></td>
<td>Name(s)</td>
<td>Location</td>
<td>Activity Description</td>
<td>Organization</td>
</tr>
<tr>
<td>---</td>
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<td>----------------------------------------------------------------------------------------------------------</td>
<td>-------------------------------------------</td>
</tr>
<tr>
<td>9</td>
<td>Ms. Prabha Srivastava, Mr. Rakesh Srivastava, Mr. Chakraborty, Mr. Saroj Singh, Mr. Chetan Choudhary, Mr. Santosh Singh, Mr. Nagendra Singh</td>
<td>Nepal</td>
<td>Cross Broader exposure visit at Nepal (RSDC, Nepal Red Cross society, ADRA Nepal),</td>
<td>ADH, Malteser international, Germany</td>
</tr>
<tr>
<td>10</td>
<td>Mr. Sanjeev Chakraborty, Mr. Sanjay Kumar</td>
<td>Gujarat</td>
<td>Housing vulnerability assessment framework training</td>
<td>Unnati</td>
</tr>
<tr>
<td>11</td>
<td>Mr. Sudhir Singh</td>
<td>Lucknow</td>
<td>Workshop on communication Need Assessment phase -II</td>
<td>PACS</td>
</tr>
<tr>
<td>12</td>
<td>Mr. Sudhir Singh</td>
<td>Lucknow</td>
<td>Workshop on communication Need Assessment phase -I</td>
<td>PACS</td>
</tr>
<tr>
<td>13</td>
<td>Mr. Sudhir Singh</td>
<td>Pune</td>
<td>Workshop on urban governance</td>
<td>PRIA</td>
</tr>
<tr>
<td>14</td>
<td>Mr. Ashok Kumar</td>
<td>ATI Ranchi</td>
<td>TOT of Master Trainers on Jharkhand PRI under CDLG project Jharkhand</td>
<td>UNDP &amp; Panchayati Raj Dept</td>
</tr>
<tr>
<td>15</td>
<td>Mr. Ashok Kumar, Mr. Sudhir Singh</td>
<td>Lucknow</td>
<td>Multi Stakeholder W/S on Core Cirruclum for capacity building of PRI Members</td>
<td>SSK &amp; Panchayati Raj Dept</td>
</tr>
<tr>
<td>16</td>
<td>Mr. Ashraf Husain</td>
<td>Lucknow</td>
<td>TOT on Sanitary practices among adolescent girls</td>
<td>Vatsalya</td>
</tr>
<tr>
<td>17</td>
<td>Mr. Ramakant Dwivedi, Ms. Uttara Lal</td>
<td>Lucknow</td>
<td>Workshop on PWDV act, 2005</td>
<td>Breakthrough</td>
</tr>
<tr>
<td>18</td>
<td>Ms. Uttara Lal, Ms. Swapna</td>
<td>Lucknow</td>
<td>Workshop on Gender and media literacy</td>
<td>Nirantar</td>
</tr>
<tr>
<td>19</td>
<td>Ms. Swapna</td>
<td>Dudhi, Sonebhadra</td>
<td>Maha Mahila Samelna</td>
<td>DGVS</td>
</tr>
</tbody>
</table>
SSK Governance System

SSK is governed by General Body and the important functioning decisions are taken by Executive/Governing Board which consists of members from academic, social service, law, health, freedom fighter and social activist background.

OUR GENERAL BODY MEMBERS

1. Dr. S.P. Jain
   The Director, Center for Panchayati Raj of National Institute of Rural Development (Retired). A long experience in Teaching & Research in Panchayati Raj and has served as expert in various government committees on Panchayati Raj.

2. Dr. Balraj Chauhan
   He is presently VC of Dr.Ram Manohar Lohiya National Law University, Lucknow. Recently he is honored by The Indian Society of Criminology, Paris, The prestigious Kumarappa-reckless award in recognition of his significant contribution to Research, Teaching and Administration in the field of Criminal Justice Administration during the inaugural session of 32nd All India Criminology conference held on 25th Feb.’2009

3. Dr. (Mrs.) Neelam Singh
   A reputed gynecologist associated with Vatsalya, a state level resource centre for women's causes and was also EX-Chairperson of UPVAN-Lucknow and is deeply concerned for eradicating female foeticide.

4. Dr. Rajesh Tandon
   An internationally acclaimed architect of Civil Society renowned pioneer in the field of participatory research, promotion of local self governance and voluntary sector in our country, President of PRIA and VANI – New Delhi.

5. Dr. (Mrs.) Indu Sinha
   A well known practitioner of participatory techniques in rural development and women's empowerment, a social activist who pioneered literacy movement and Kishori Panchayat a forum of adolescent girls in Bihar; Director, CENCORED – Patna

6. Shri Bajrang Singh
   A well known reputed person and social activist. He is a Founder of Badla Foundation, a well known organization of Jharkhand working in remote tribal areas for last 30 years.

7. Dr. Yogesh Kumar
   A well known development economist and activist for making civil society watch the manners of governance-partner in National Social Watch movement-Bhopal.

8. Dr. Ajay Kumar
   A reputed Agriculture Scientist and popular exponent of PRA techniques for understanding the rural society and its culture through the vantage point of agriculture. Presently senior scientist in Agriculture Research Center, Patna.

9. Mr. Binoy Acharya
   Founder Director of a support organization called Unnati based at Ahmedabad, Gujarat. Unnati is also working in western part of Rajasthan – Has long experience in Voluntary sector and has contributed a lot in research, training, documentation, etc.
10. Mr. Ashok Parira
Mr. Ashok Kr. Parira is the secretary of JUS (Jan Utthan Samiti). Jan Utthan Samiti is a non-profit making, secular organization, operating in Jharkhand state particularly in the district of Ranchi since 1985.

11. Mr. Gaya Prasad Gopal Bhai
A popular leader engaged in Patha region of Bundelkhand raising issues of development of Patha Kol tribe and the marginalized of Bundelkhand. Founder of Akhil Bhartiya Samaj Sewa Sansthan Chitrakoot. ABSSS is one of the leading NGOs of Bundelkhand.

12. Mr. Ashok Singh
A well known champion for the cause of institution – building in the domain of Civil Society at national and regional level, engaged in providing momentum to civil society movement in Uttar Pradesh, Founder Member of UPVAN, a state level network of NGOs of Uttar Pradesh. He is very popular trainer on participatory training. He is engaged in supporting CSOs in U.P, Bihar and Jharkhand. He founded SSK in the year 1990 and currently he is the Founder Director of SSK.
SSK in Media
TREASURER’S REPORT

The audited accounts of Sahbhagi Shikshan Kendra (SSK), together with the audit report have been circulated. A summary of the financial performance and statement of affairs is provided below:

INCOME AND EXPENDITURE ACCOUNT

<table>
<thead>
<tr>
<th>Year ended 31.03.2011</th>
<th>Income</th>
<th>Year ended 31.03.2012</th>
<th>Expenditure Account</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,98,60,458</td>
<td>Research and Training Grants</td>
<td>1,60,13,800</td>
<td></td>
</tr>
<tr>
<td>10,71,959</td>
<td>Others</td>
<td>10,06,722</td>
<td></td>
</tr>
<tr>
<td><strong>2,09,32,417</strong></td>
<td><strong>Total</strong></td>
<td><strong>1,70,20,522</strong></td>
<td><strong>Expenditure</strong></td>
</tr>
<tr>
<td>2,00,97,949</td>
<td>Programme</td>
<td>1,46,57,452</td>
<td></td>
</tr>
<tr>
<td>18,60,286</td>
<td>Administration</td>
<td>23,37,119</td>
<td></td>
</tr>
<tr>
<td>1,82,657</td>
<td>Other Non-Cash Expenses</td>
<td>1,92,877</td>
<td></td>
</tr>
<tr>
<td><strong>2,21,40,892</strong></td>
<td><strong>Total</strong></td>
<td><strong>1,71,87,448</strong></td>
<td><strong>Excess/(Deficit) of Income Over Expenditure</strong></td>
</tr>
<tr>
<td>(12,08,475)</td>
<td></td>
<td>(1,66,926)</td>
<td></td>
</tr>
</tbody>
</table>

BALANCE SHEET AS ON 31 MARCH 2012

<table>
<thead>
<tr>
<th>Previous Year (10-11)</th>
<th>Particulars</th>
<th>Current Year (11-12)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Source of Funds</td>
<td></td>
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<tr>
<td>94,57,910.00</td>
<td>Capital Fund</td>
<td>92,90,983.00</td>
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<tr>
<td>94,57,910.00</td>
<td>Total</td>
<td>92,90,983.00</td>
</tr>
<tr>
<td>Application of Fund</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9,83,443.00</td>
<td>Fixed Assets</td>
<td>10,39,687.00</td>
</tr>
<tr>
<td>58,31,995.00</td>
<td>Investments</td>
<td>63,09,766.00</td>
</tr>
<tr>
<td>50,31,366.00</td>
<td>Current Assets (A)</td>
<td>52,79,724.00</td>
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<tr>
<td>23,88,894.00</td>
<td>Current Liabilities (B)</td>
<td>33,38,194.00</td>
</tr>
<tr>
<td>26,42,472.00</td>
<td>Net Current Assets (A-B)</td>
<td>19,41,529.00</td>
</tr>
<tr>
<td><strong>94,57,910.00</strong></td>
<td><strong>Total</strong></td>
<td><strong>92,90,983.00</strong></td>
</tr>
</tbody>
</table>

The Society continues to follow the guidelines suggested by the Institute of Chartered Accountants of India for ‘Not-For-Profit Organisation’ in preparation of financial statements of wherever feasible.
FCRA ACCOUNTS

INCOME AND EXPENDITURE
(YEAR ENDING 31 MARCH 2012)

Rule 12 of FCRA Act provides that if the contributions received during the year exceed ₹1 crore, then the organization has to keep in the public domain all data of receipts and utilization during the year.

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Schedule</th>
<th>Amount (Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>INCOME</td>
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</tr>
<tr>
<td>Research and Training Grants</td>
<td>5</td>
<td>80,81,101.00</td>
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<tr>
<td>Other Income</td>
<td>6</td>
<td>99,488.00</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>81,80,589.00</td>
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<tr>
<td>EXPENDITURE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Programme Expenses</td>
<td>7</td>
<td>66,60,192.00</td>
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<tr>
<td>Administrative Expenses</td>
<td>8</td>
<td>10,91,429.00</td>
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<tr>
<td>Depreciation</td>
<td>3</td>
<td>1,30,257.00</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>78,81,878.00</td>
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<tr>
<td>EXCESS OF EXPENDITURE OVER INCOME</td>
<td></td>
<td>2,98,711.00</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>81,80,589.00</td>
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</table>

RESOURCE PROVIDERS*

<table>
<thead>
<tr>
<th>Resource Provider</th>
<th>Foreign Contribution Account (Rs.)</th>
<th>Indian Account (Local Fund)</th>
<th>Total (as on 31 March 2012) (Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Malteser International, Germany</td>
<td>69,57,700.00</td>
<td>69,57,700.00</td>
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<tr>
<td>International Development and Relief Foundation (IDRF), Canada</td>
<td>13,53,136.00</td>
<td>13,53,136.00</td>
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<tr>
<td>Poorest Areas Civil Society Programme(PACS)</td>
<td>15,36,900.00</td>
<td>15,36,900.00</td>
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<tr>
<td>Participatory Research in Asia, New Delhi</td>
<td>1,65,613.00</td>
<td>1,65,613.00</td>
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<tr>
<td>Rajiv Gandhi Foundation, New Delhi</td>
<td>1,19,180.00</td>
<td>1,19,180.00</td>
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<tr>
<td>UNICEF, Lucknow</td>
<td>9,38,495.00</td>
<td>9,38,495.00</td>
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<tr>
<td>Jamset Ji Tata Trust, Mumbai</td>
<td>97,000.00</td>
<td>97,000.00</td>
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<td>UNDP-IKEA, New Delhi</td>
<td>26,03,561.00</td>
<td>26,03,561.00</td>
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<tr>
<td>Rajiv Gandhi Foundation, New Delhi</td>
<td>5,90,300.00</td>
<td>5,90,300.00</td>
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<tr>
<td>Backward Regional Grant Fund (BRGF), Lucknow (U.P)</td>
<td>20,52,310.00</td>
<td>20,52,310.00</td>
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<tr>
<td>Sahbhagi Shikshan Trust</td>
<td>5,01,750.00</td>
<td>5,01,750.00</td>
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</tr>
<tr>
<td>Total</td>
<td>1,01,32,529.00</td>
<td>67,83,416.00</td>
<td>1,69,15,945.00</td>
</tr>
</tbody>
</table>

* Schedule 6 forming part of Receipt & Payment Account
Sahbhagi Shikshan Kendra
Sahbhagi Road, Chhatha Meel (Behind Police Fire Station),
Sitapur Road, Lucknow - 227 208
Uttar Pradesh [India]

Telephone: (0522) 6980124, 9452293783, 9670185611,
9616231499, 9935302536, 9935321481
E-mail: info@sahbhagi.org, Web: www.sahbhagi.org