

TOWARDS INCLUSIVE & EQUITABLE DEVELOPMENT



Years Journey of

Caritas India

1962 - 2012

Research
Conducted by



Towards Inclusive and Equitable Development:

50 Years Journey of Caritas India

1962- 2012

Abridged version of the Research Report



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Caritas India**

CHAIRPERSON'S MESSAGE

Caritas India, the development organization of the Catholic Bishops Conference of India (CBCI), has reached a great milestone of Fifty Golden Years of its dedicated service towards inclusive and equitable development, with special focus on marginalized and excluded communities.

Caritas India began its journey in October 1962, and has traversed through pragmatic and paradigm changes over the years, from being a charitable organization to an organization promoting inclusive and equitable development. I am proud to have been part and parcel of the organization for nearly twenty years in various capacities. On this historic occasion, Caritas India engaged the Tata Institute of Social Work, Mumbai (TISS) to carry out a research of its work over the years. I think this is an important step forward in making Caritas India a consistent learning organization. I appreciate Fr. Varghese Mattamana, for facilitating this process. This research traces the trajectory of Caritas and articulates its contributions over the years, while making recommendations for the future.

I thank TISS Mumbai, its Directors Prof. Parasuraman and the Team leader of the Research Team Prof. Beck for their enormous effort in actualizing this study. I also thank and appreciate the efforts of the Caritas India Team Fr. Frederick D'Souza, the Assistant Executive Director Caritas India, Mr. John Peter Nelson, Head of Department and Dr. Prakash Louis the consultant for initiating this process and following it up meticulously throughout. Most importantly, this research would not have been possible without the active participation of the partners and their staff, who gave their time and support to the research team. I do wish and hope that the outcome of this research would further be discussed to move forward in realizing the vision and mission of Caritas India.

I dedicate this research study to the millions of individuals, men and women, with whom Caritas India has been working for the last fifty years and affirm our commitment to work with the excluded and vulnerable communities for inclusive and equitable development.

Bp. Peter Remigius
Chairperson of Caritas India

PREFACE

Development challenges have undergone paradigm changes over the years. Caritas India in fifty years of its service also has gone through a change process in terms of its vision, mission and thrust areas, policies and programmes, reach and institutional development. From its earlier self-perception of being a welfare and charitable organization, over the years it has become an organization promoting Inclusive and Equitable Development.

On the occasion of celebrating the fifty glorious years of service to the nation, it gives me immense pleasure to table before you this research book documenting the fruits of our relentless efforts. It clearly articulates the evolution of Caritas India and the contribution it has made in the field of socio-economic development.

Caritas India's commitment to integrated human development and its constant striving to be relevant to the needs and aspirations of the poor and the marginalized have greatly amplified towards making it one of the pioneer organizations in the social service scenario. It has gained and gathered a wealth of experience and expertise in Community Mobilization, Community Organization, Risk Reduction, Natural Resource Management, Health Support, and Peace-building Initiatives. All these initiatives are undertaken through the animation of the community towards capacity enhancement.

Our ongoing internal reflections give us the strategic directions to move forward. They have systematically and professionally equipped us on the path towards excellence.

The research findings presented in this book signify "The Caritas India Epoch" – its journey towards greater commitment, excellence, significant milestones realized, paradigm shifts and transformations and the lessons drawn through its experiences. It also testifies to the changing dynamics that Caritas India has traversed over the decades.

I thank the Research Team of TISS for the immense effort it has put in, and for meticulously bringing out this report, which in itself is a momentous achievement in our search towards excellence. I thank the Caritas India Support Team – Fr. Freddie D' Souza, Mr. Nelson and Dr. Prakash Louis – for following through this research work very closely with the Research Team of TISS and getting this book ready for the Jubilee Celebrations. My special thanks to Mr. Arthur Monteiro for meticulously going through the document for formatting and editing.

This report will be our handbook and guide that will motivate us to contemplate more earnestly our onward journey towards inclusive and equitable development.

Fr. Varghese Mattamana
Executive Director

FOREWORD

CARITAS - The Obligation in Natural Justice of All Persons to Care for One Another

Religious organisations have had 'remarkable successes' over the years, and are seen as having strengths and qualities that many secular organisations do not. They enjoy strong popular support and trust among the poorest, reaching them at the grassroots; and speaking to them in their language. This community rootedness makes their work more effective. Kumi Naidoo of CIVICUS argues that: 'Faith Based Organisations(FBOs) probably provide the best social and physical infrastructure in the poorest communities . . . because churches, temples, mosques and other places of worship are the focal points for the communities they serve'.

Religious organisations have a global reach, and can rely on a large pool of faithful donors. In the US, for example, government funding to FBOs almost doubled from 10.5 per cent of aid in 2001 to 19.9 per cent by 2005. Today some of the largest development-NGOs are faith-based (World Vision, Christian Aid, Caritas, Catholic Relief Services).

Others note the powerful motivating force of faith inherent in religion that fuels religious organisations. This faith spurs adherents to donate generously to the poor, strive in their actions to eradicate inequalities, and volunteer their services dedicatedly. Hence, religion and religious organisations are seen as relevant and useful, capable of facilitating processes of development; given their historical rootedness, popular legitimacy, infrastructure, networks and motivation.

Also, for many individuals and communities, faith shapes the way they view the world and understand their place within it. Therefore, these world views also shape their concepts of development. Almost all religions encourage their followers to care for the well-being of others, particularly poor. Catholic orders are no exception and have been one of the important providers of health and education services in India and other parts of the world.

The Social Work of Catholic orders are based on social teachings of the Church. The individual human is by nature social; free and equal under God's law, capable of knowing and acting in accordance with the good, but with wounded potential. He / she creates the "civilizations of love", which is based on the premise that life is an indivisible good, and that "we ought to show care for all life and the life of everyone" at every stage, in every situation.

Solidarity becomes the primary principle in the social teaching of the Church. Unless (every person) relates himself/herself to others, he/she can neither live nor develop their particular potential. Every human being is obliged to care for the 'welfare' (not always the same as the 'felt needs') of the other. Solidarity precedes individual rights and forms the foundation for them; and the obligation of solidarity is placed on every person and communio. This prioritizing of solidarity provides the

necessary common grounds for a conversation with the concerns and casualties of the post-modern world.

The purpose of every social organisation is to place the essential truth about individual human nature – that he or she is made in God's image with intellect and will. The social institution of family is the foundation of civil society; the core of the Church, the "ecclesia domestica". Civil society, the workplace and the community are meant to serve the common good of persons and families. In this world view, the Catholic Social work's mission is to administer to deficiencies of every social organization, so as to serve individuals and families. And social workers are challenged to seek justice both in society and in social relationships in keeping with their conscience.

A culture that does not respect every form and stage of human life is a culture of death. This culture of death denies solidarity and becomes a war of the powerful against the weak. Life that requires greater acceptance, love and care, is often considered useless or burdensome; and therefore rejected in many ways. Thus a person with illness, handicaps, or one who even just by existing compromises the well being or life style of those more powerful becomes the enemy to be resisted or even eliminated. This becomes a way of unleashing a conspiracy against life and seriously impoverishes interpersonal relations; where instead of ensuring personal dignity, people will be valued in their relations by their efficiency, functionality and usefulness. They are considered, not for what they are; but for what they have, do and produce. This is the supremacy of the strong over the weak.

The social teaching of the Church also emphasises harmony, and places great emphasis on the Principle of Subsidiary Function. This principle places rights and responsibilities at each level, so as to prevent one from taking over the proper sphere of the other. The Principle of Subsidiary Function, otherwise called subsidiarity, holds that no social authority at a higher level of hierarchy has the right to interfere with activities for individuals and/or communio at a lesser level, so long as those responsible for those ends are able and willing to cope with them.

The positive aspect of this principle admits that appropriate self-organization of the smaller communio is both right and necessary. The broader communion has the obligation to provide help - support, develop and promote - to the smaller communio, without interfering in its self-organisation. A simple and obvious example of this relation is the relation between the family and state. For the state to take over what the person or family can accomplish for itself is a violation of the autonomy of the person and personal rights. The purpose of the state is to supplement, not to supplant, the person and by extension the family; and assist in each person's growth, not to stunt it by undue restrictions. The closer decision making is to the problem to be solved, the more effective and reliable it will be.

This principle of Subsidiarity applies to all other associations, such as schools, labor unions, social agencies, professional associations; that have to carry out their functions to fulfill their specific purpose without the larger agencies of society

interfering in them. Hence, according to this principle, the social teaching of the Church only provides broad guidelines for the development of social policies appropriate to various secular societies. Formulating particular solutions for a given society is the proper responsibility of the secular sphere.

The long tradition of charitable work drawn on these teachings places the obligation of individuals and the civil society to support a full range of activities that demonstrate this care as solidarity in human relations.

The social teachings of the Church that describe human nature as a constant, and the need for constant individual aspiration to being good can be radically countercultural. "Only actions in conformity with the good can be a path that leads to life". However, if what is defined as morally good is only restricted to sincerity, authenticity and "being at peace with oneself," moral judgment becomes radically subjectivist with each conscience creating its own values and moral norms without reference to external criteria.

In the course of their work, Catholic social workers are usually confronted with their own conscience - what is good for me and others? Often, they are challenged with deep seated dilemmas and conflicts in their societies while making decisions and acting for others; issues such as protection of human life, family, and vulnerable people; human procreation; etc.

While the nature of social obligations and social work remain constant, the key issue here concerns the relation of the worker's conscience to the helping process. There is very little guidance on a professional level, although the Charter (Pontifical Council on Pastoral Assistance, 1995) of first principles for health care workers is a step.

For Catholic Social workers, the purpose of their work is to help client(s) move from self-imprisonment to becoming subjects - agents for their own development. In the process of learning compassion for others, they learn compassion for themselves, become aware of their own values and nature, and their (necessary) effect in the helping relation. With this self-awareness and compassion, they can begin to value the helping relationship differently, supporting both client(s) and worker to transcend their initial limitations.

Caritas India – the National Organisation of the Catholic Bishops' Conference of India (CBCI) for Social Concern and Development – was founded in 1962. It is recognised as a leader in responding to the natural and other disasters in the sub-Continent, and serves the poor and marginalised throughout the country regardless of caste, creed or ethnicity. Caritas India collaborates with the Indian and state governments to provide assistance and services throughout the country – in spite of social and economic growth, India faces challenges of poverty, marginalisation and development. Caritas India is a network organization with 160 local counterparts who are the Diocesan Social Service Societies (DSSS) and hundreds of NGO partners. Through partnerships, Caritas India strives to reach the remotest parts of the country.

Caritas India is a member of a global large network that comprises of members with common values and beliefs, and linked through common vision. It also comprises of grassroots organizations such as the diocese based development units in India; that have a wide outreach to poor and marginalized communities. This places it in a unique position to bridge resources generated worldwide to support grass-roots development. In addition to church-based groups, Caritas India works with regional forums and other partners spread out in various parts of India. Thus, Caritas India effectively facilitates partnerships between funding partners and grassroots development organizations, as well as an ongoing dialogue on current development issues among partners to support strategic action.

Caritas believes that there is a close relationship between poverty and the denial of human rights and fundamental freedoms, where lack of human rights and fundamental freedoms can be both a cause and consequence of poverty. Since its inception in 1962, Caritas India has been unique in its strategic responsiveness to emerging social challenges in international and national levels by engaging with social researchers, proponents and the policy makers. To facilitate creation of a just society, Caritas India progressively moved from Charity Model to Welfare/Needs Model to the present day Rights Based Model.

Now, Caritas India strives to simultaneously address immediate conditions of poverty and deprivation, while working towards securing rights of the people for a dignified life. Thus, Caritas is engaged in welfare, relief and development work in the rights framework. In this universal rights based framework, Caritas India has defined its major thrust areas, e.g. the right to health, education and political participation.

This assessment has found that Caritas has significantly contributed to enabling people to move out of poverty and has facilitated an ecosystem conducive for sustainable human development. Caritas India has played a crucial role in the fight against poverty and for a sustainable human development, including the implementation of the Millennium Development Goals.

S. Parasuraman
Director
Tata Institute of Social Sciences
Mumbai,
January 16, 2012

INTRODUCTION

Justice, peace and progress are the hallmarks of sound human society. Every human being looks for development and longs for good governance so that everyone can live in peace, harmony, and well-being. Individuals, institutions, communities, countries and human society exert themselves in various ways to achieve this objective. Caritas India, as the official national organization of the Catholic Bishops' Conference of India (CBCI) for promoting the developmental objectives of the Catholic Church in India, strives to ensure inclusive development with specific focus on the marginalized and the deprived. It was established in 1962 as the social development arm of the Catholic Church in India for poverty eradication, disaster relief and rehabilitation and community organization.

In the era of information technology and globalization, economic and material growth capture the central focus in assessing developmental outcomes. The concomitant and alarming erosion of human values – moral, religious, and spiritual – does not seem to deserve a mention. This negative phenomenon continues to threaten and challenge the survival itself of humanity. In the network of human relationships and community living, the vacuum created by lack of respect for life, harmony, equity, inclusion and justice mandates a call for revisiting priorities, and make a conscious effort to uphold these values in all areas of human endeavour. Caritas India, along with its partners, has for the last fifty years been exerting itself towards this objective.

The vision of Caritas India is: Formation of a Just and Sustainable Social Order; where the Gospel Values of Love, Equality and Peace are Nurtured and Lived. Its Mission is: Restoration of Human Dignity of the Poor and Marginalized by Partnering with Intermediary Organizations in Extending Support and Facilitation and Advocating for the Rights of the People. The guiding values and principles of Caritas India, derived from its vision and mission, include: building solidarity and social justice; upholding human dignity everywhere and at all times; combating poverty through option for the poor; strengthening the capacities of the local partners; building partners locally and globally; and gender equity.

To actualize these objectives, Caritas India envisages to be:

- A resource support agency of the Catholic Church in India
- A professional organization, engaged in building the capacities of the stakeholders at the local, regional and national levels
- A network of partners and civil society organizations for advocacy and lobbying, embodying the authentic voice of the poor and the marginalized

- A referral for disaster response, preparedness and long-term development strategies.

Caritas India has identified the following as its strategies:

- From 1988, an animation process has been mandated to be its core thrust.
- Mainstreaming animation towards the formation of a value-based society has been the overarching concern of Caritas India in recent times.
- Caritas India will continue to increase the capacity of its own staff as well as intervene in enhancing the capacity of its partners.
- Caritas India engages in mobilizing and organizing the poor and the marginalized through its innumerable partners to address the issues of inclusive rights and entitlements.
- Caritas India networks with likeminded NGOs, INGOs and civil society organizations on issues that are crucial to the poor and the marginalized.
- Caritas India continues to put in place a policy framework which ensures that professionalism is maintained and goods are delivered to various stakeholders.

Caritas India, having completed fifty years of service, decided to assess its own performance in the half century of its existence against the touchstone of its guiding principles and values, with the objective of generating a perspective for the future that would be both visionary and realistic. The Tata Institute of Social Sciences (TISS), Mumbai, was accordingly engaged to undertake an extensive research study covering all operational and thrust areas across India. Caritas India is happy for having undertaken this venture, in that it has kept to its value of always being a learning organization.

The focus of the research was on the contributions made by Caritas India and the lessons learnt – keeping the focus on the community and partners to whom Caritas India is accountable. The study required a paradigm where the qualitative changes brought in by the intervention of Caritas India would be captured through lived experiences of the constituencies and partners that Caritas India has been working with. The methodology adopted was therefore broadly to draw from the qualitative paradigm of research.

This document seeks to present, briefly, the evolution of Caritas India, the objective and scope of the research, the contributions and achievements of Caritas India, the issues and challenges, findings and recommendations, and the way forward.

CHAPTER 1

Tracing the Trajectory of Caritas India

This chapter gives an overview of Caritas India's evolution since its inception in 1962 till date. A critical reflection of changes in its approaches and strategies in response to the dynamic socio-political and economic realities of the society it seeks to serve is attempted here. These changes are testimony that Caritas India has tried to evolve and alter its internal organizational structure and processes to effectively cater for the needs of the poor and the marginalized, based on the social teachings of the Catholic Church.

The First Generation: A journey in the 1960s – the Charity Service Phase

Against the backdrop of the two consecutive world wars, which brought immense misery and suffering to humanity, the Catholic Church the world over positively responded by establishing charity organizations. The Catholic Bishops' Conference of India (CBCI), at its Quinquennial Meeting held from 28 September to 2 October 1960 declared its decision to establish its “action arm” and name it the Catholic Charities India (CCI). The CCI started functioning from 1 October 1962 with an Executive Director assisted by 73 Diocesan Directors. As a national organization mandated by the CBCI, the CCI was affiliated as a member of Caritas Internationalis, Rome. It was formally registered in Delhi in 1962 as a Society under the Societies Registration Act XXI of 1860 (Punjab Amendment Act of 1957), guided by the Governing Board consisting of six Bishops – including the Executive Director – and a lay person along with 73 Diocesan Directors.

In the process of nation-building and achieving economic growth through planned development in the post-independence era, India has traversed the path of industrialization, modernization and urbanization through the application of science and technology. Admittedly, these developments have in their stride ameliorated the social and economic conditions of the citizens of India. At the same time, there has been marginalization of certain sections of society such as the rural poor, Dalits, minorities, tribals, women, etc., in reaping the developmental outcomes. It was realized quite early that it is the responsibility not only of the government to address the unintended outcomes of or the gaps in development, but that the non-governmental sector also has a role in minimizing inequalities in development.

Objectives of CCI

Fuelled by the spirit of the Christian values of charity and service, CCI formulated the following objectives:

- To secure aid both in the country and from abroad.
- To promote schemes and projects to meet needs, and also to achieve lasting benefits.
- To coordinate various Catholic social welfare organizations operating in the country without interfering with their autonomy.

To achieve the goals of the CCI, each Bishop at the request of the National Director appointed a Diocesan Director.

Charity and Service Approach

Natural calamities such as droughts, floods, famines, etc., have hit the country frequently; and the resultant issues of human misery, trauma, malnutrition and impoverishment have regularly afflicted India. Hence CCI in the beginning sought to confine its functions to relief services to reduce human misery.

While food was given priority, the issue of providing decent housing to the marginalized could not be overlooked. Though the cost involved seemed mind-boggling, millions of poor people were provided with homes that sheltered them from the heavy rains and the biting cold. To cater for the medical needs in remote villages, priests and nuns set up dispensaries, clinics, hospitals, maternity homes and child welfare centres. Leprosaria were also thought of. In course of time it was realized, however, that an approach that appeared to be exclusively charity-oriented could be degrading to the intended beneficiaries; that they would welcome even more willingly an approach that promoted Initiative, Effort, and Self-reliance; that these three are key elements to people's participation. Following from this understanding, CCI was renamed Caritas India by a resolution of the Governing Body on 9 September 1969. The constitution was accordingly amended in 1972.

Nevertheless, the CCI's original objectives were retained fully, which may objectively be seen as being part of a learning experience. Substantive shifts did take place in new domains of work such as providing funds for institutional services for the handicapped – social, physical, mental – and to some small-scale income generation projects. Recognizing these realities, the organization has undergone a range of structural and strategic changes in engaging in developmental projects through people's participation.

Transitional Phase, 1973–1982

Several factors internal to the church, and other external factors, influenced the positioning and functioning of Caritas India substantially. Among the factors internal to the Church were the influence of Vatican II, held in 1962–65, and the Encyclical *Populorum Progressio* by Pope Paul VI in 1967. Among the external factors were critiques of the community development model, Paulo Freire's analysis of social processes, and the resultant emergence of social action and social movements as people's struggles.

The prime concern of Caritas India has not been just providing help or emergency services. The objective is more deeply rooted: which is, to facilitate the people's liberation from social injustices and to help them to transform their deplorable social and economic conditions as befits human dignity.

In accord with these objectives, Caritas India began restructuring itself ideologically and institutionally. It did this through its first major constitutional amendments in January 1974 and instituting statutory bodies, namely, the Appointment Committee, Project Selection Committee, and Finance Advisory Committee. The relevant constitutional amendment (1974) said:

To educate people and make them conscious and concerned about self-reliance, social justice and cooperation, so that they may be prepared and equipped to work out for themselves and for others a future in keeping with their own human dignity and destiny.

This reflects a paradigm shift in the approach to work, with a developmental orientation and recognition of people's worth and dignity.

Again in 1978, a new domain of work was affirmed with the appointment of the Implementation Committee. The Standing Committee noted:

The role of Caritas India is more than project administration, i.e. screening and funding of projects. As the Executive arm of the CBCI to respond to the concerns of the Church in matters related to development, justice and peace, it has a wider role to play. Promotional activity, therefore, especially in backward areas of the country, is very much part of the work of Caritas.

Accordingly, Caritas India made a number of changes in its organizational structure and adopted decentralization to increase the number of projects to facilitate greater people's participation.

Changes in the Organizational Structure

Thinking Cells were constituted at the Diocesan/Regional levels, comprising people having the right vision who were in close touch with the reality of their area of residence, the reality of India and the international scenario and were committed to the cause of the Church and the country. The cells were to directly assist the Commission for Development, Justice and Peace, which in turn would advise the Council on policy matters.

The *Governing Body* was restructured to provide for the representation of every region of the country. It was proposed to raise lay representation to 50 per cent.

A *Research and Analysis Department* was formed to indicate the direction of growth and future development of the organization and work. Its work was intended to be instrumental in the formulation of the policies of Caritas India as well as the donor agencies. This department was later on renamed as *Promotion and Animation Department*.

Under the new system of governance the area of project implementation comprised:

- the existing Bishops Council's area;
- ecclesiastical provinces of Catholic Bishops based on the physical features, culture, language and other factors; and
- the area of a Diocesan Jurisdiction.

In 1978 it was decided that networking with even non-Catholic NGOs would be considered, after obtaining the sanction of the Bishop.

The Implementation Committee proposed to have a *Permanent Cell for Disaster Relief*. It had specific tasks to perform in order to meet the local demands on one hand and enlighten the donors about the field requirements.

Decentralization was introduced to involve more persons in the decision-making process, thus enhancing the ability to respond to the felt needs of the people. The regions which had the necessary infrastructure and were well established were chosen to immediately effect decentralization in 1979. The new trend was to hold the dioceses responsible for studying and screening micro- and semi-micro-projects in their area up to Rs. 50,000. Project Selection Committees were formed, comprising no fewer than three persons, for evaluation and on-the-spot study.

Mobilization and Organization: 1983–1987

The constitution of Caritas India was amended to allow Caritas India to get involved directly through its regional and local structures in the promotion of justice, peace and animation and education of the people at all levels for total human development.

The membership of Bishops in the Governing Body, which had 12 members, was reduced from 6 to 3. The rest were to comprise a diocesan priest and lay men and women.

The Governing Body decided that Diocesan Social Service Societies be promoted in each diocese. It was also decided that in future Caritas India would categorize its projects into two types, namely macro and micro, the latter being limited to requests up to Rs. 30,000.

To make the growth process sustainable, educational programmes were to be held, including seminars, consultations and specialized training at various levels. Regional Forums undertook the work of animation and promotion at the regional level; the Diocese carried out the work at the Diocesan level; and Caritas India at the national level.

It was also decided that 50 per cent of the decentralization funds were to be used for human resource development programme in the diocese. The dioceses/regions were encouraged to take up non-formal education programmes to promote awareness amongst the marginalized groups to help them participate actively in the programmes.

In project selection, the first priority was to be given to projects that would realize the vision

of Caritas India. The rest of the projects would lead to the vision ultimately. The projects were envisioned in four categories: Development, Productive Programmes, Welfare Projects and Relief and Rehabilitation.

In Relief and Rehabilitation Projects, rehabilitation found emphasis. The dioceses were encouraged to use relief work as an entry point to organize the people in groups for rehabilitation. In rebuilding houses, instead of giving a grant, part-loan and part-grant was introduced so that people could mobilize together in groups and also get involved in the educative process, thus ensuring a participatory process.

A developmental strategy was also envisaged in fighting droughts, with programmes like afforestation, social forestry, soil conservation, check dams, deepening canals and tanks, road building, etc., and any other labour-intensive work that could enable the affected people to look for long-term solutions. Learning from the experience of some voluntary organizations, which were of the view that wherever watershed management programmes were executed the people benefited the most, Caritas India decided to minimize immediate relief to drought victims in the form of deepening of wells, digging new wells, sinking bore wells, and short-term employment-oriented programmes, and focus more on watershed management programmes in order to minimize the possibility of future droughts and floods.

The animation and development education programme, introduced in 1978, was a restatement of the commitment of Caritas India to the poor and exploited. It was picked up in the 1980s through orientation, motivation and training of priests, nuns and laity in human development.

The Research and Development Department was renamed as the Animation Department. Regional forums for animation were promoted, with the recruitment and training of personnel, both full-time and part-time, for effective animation and promotion work.

Regional Projects Officers were named as Caritas Regional Officers, implying that their role was that of promoters and facilitators and not merely project monitors and evaluators. To realize animation work in project study it was decided that in case a CRO received several project proposals of the same type from different regions, those who initiated the proposals would be called for a joint discussion. This was intended for critical analysis, evaluation and coordination.

The animators were to make a thorough study of the area in terms of its geographic location, socio-economic conditions, cultural beliefs and practices, available resources, and various local governmental and non-governmental organizations. They had to be the link between the institutional resources, government schemes and the people who might face hindrances in accessing these schemes. They had to be aware of the diocesan developmental work and make sure that it moved towards people-oriented development, in which the people were the artisans of their own future. Particular attention was given to appointing animators in a number of dioceses of North India and to conduct seminars to orient the church personnel and laity in development programme.

Among the constraints Caritas India faced in the first twenty-five years of its existence were: limitations of staff, centralized monitoring, procedural inadequacies, fear of Caritas India losing power and authority, fear of reduced flow of funds from abroad, the likelihood of expatriation of missionaries, harassment from anti-social elements, and suspicions of fundamentalists.

Second Generation: 1988–1995

On the occasion of its silver jubilee, Caritas India commissioned P. Ramachandran and M.A. Coutinho to conduct a research project on any new orientation that Caritas India needed to

take in order to realize its vision. The report, titled *Towards Integrated Human Development* and published in 1989, recommended animation as the major area to focus on. The following steps were recommended in this direction.

- Different Church organizations were to build up their awareness through a scientific, systematic, and objective analysis of the social reality in which the Church was situated.
- Training was to be imparted to members of the Church organizations, including the Standing Committee of the CBCI, Caritas India's Governing Board, and the Regional Bishops' Conferences to enable them to develop skills in social analysis, thus helping the Church to respond appropriately to the changing times.
- Field information was to be collected, collated and analysed for presentation to various Church organizations in order to introduce meaningful social policies for appropriate intervention.
- For effective results, these functions needed to be the prime responsibility of the top executives of Caritas India.
- Training was to be imparted to personnel of the Regional Forums, who in turn would animate and train the staff of the Diocesan Social Service Societies. Consultancy and counselling services were to be imparted besides administrative guidance at both levels to help move the projects in the desired direction.
- Partner organizations were to be helped to develop analytical and social skills to develop appropriate policies and projects.
- Within Caritas India, Regional Officers and technical staff were to be trained in social analysis for appropriate evaluation of projects and appropriate interventions, respectively.
- An effective recording and reporting system needed to be put in place.
- An effective interacting mechanism was to be created within the Project Selection Committees as a means of enabling their members both to come up with cogent briefs for project funding and to generate effective feedback after execution of any project, thus helping the committees to improve their decision-making process.

These suggestions were well taken and were effectively implemented. Development through animation accelerated from 1988.

Animation required preparatory work, which was to prepare people to involve themselves in social efforts. Through seminars and short-term training sessions, the goals of social development were to be articulated, inspiring interested people to deepen their commitment to these objectives. Animation also had to be suitably tailored to the Indian context.

The aim of the Regional Forums, as mentioned earlier, is to direct the dioceses along the right path of development. The Regional Forums were encouraged to form teams of resourceful people who could carry out the animation work in their particular region. Tamil Nadu and Andhra Pradesh already had such a team. In Madhya Pradesh and Rajasthan the people were trained over several sessions to carry out animation work. Two new Regional Forums were also promoted, for West Bengal and Bihar, with the recruitment of staff, both full-time and part-time, and training them for effective animation and promotion work.

In the South, many dioceses were doing a commendable job in development, but they were mostly functioning in isolation from one another. To promote better coordination and foster partnership for development, a coordination meeting was held for the first time in collaboration with the Indian Social Institute at Chunkankadai for five groups working in Kanyakumari and Tirunelveli districts.

Much time and effort went in reorienting the key personnel involved in developmental work in several dioceses about the new vision of development in tune with the programmatic shifts. This educative process was to start from the grassroots level amongst the illiterate, poor and the exploited lot, that aimed at non-formal education with innovative methodologies. These non-formal techniques were essentially based on the culture of a people in a region.

In the Indian context, adult education means to impart literacy and numeracy; another aspect is to impart conscientization to develop critical thinking. Caritas India believed in having adult education programmes that had functionality at the basic level but also had critical awareness and empowerment as progressive qualities.

A set of slides and folk songs to be used by the people were prepared in English and other regional languages. The slides depicted the multifaceted social problems in the country and raised questions in the end for the audience to think about. The folk songs also were meant to create consciousness. Educative material like cassettes and slides on women's development were also prepared and made available in key areas.

A Documentation Centre was started to collect, process, classify, catalogue and index information. The information was collected from several quarters in the form of newspapers, periodicals, bulletins, pamphlets, etc. This also helped in sharing information with partners and donors.

Church personnel were increasingly taking up organizational work at the grassroots level and the number of groups involved in developmental work was growing. At the same time there were other animators. The Directors of Social Work were finding themselves inadequately equipped to cope with the need to help these groups. It was therefore felt that there had to be a common platform to reflect on the process and the level of growth in terms of the needs, possibilities, constraints, etc. This resulted in the formation of the National Forum of Priests Engaged in Community Organization.

Annual staff training was promoted in order to increase the professional capabilities of the staff. Selected members of the staff were also sent overseas for sharing the organization's thrust, ideology and approaches with the other partner organizations in order to enhance the professionalism of the staff and for the process of mutual learning.

Meanwhile, Caritas India made an assessment of the process of animation. It was realized that while some made the necessary effort to achieve the goal, some others did not understand the process nor made an effort to understand it. There were several levels of commitment and competence in handling the animation process. For some, expansion in numbers was of critical importance; for some others, the focus was on the qualitative change brought in the lives of people through such interventions. Some lacked proper analysis and clarity of vision, which ended up in stereotypical projects without understanding the dynamics of people. This introspection, assessment and analysis resulted in the publication of a booklet intended for guidance, *Animation for Social Change*.

After the Stockholm Conference of 1972, consciousness about environmental issues grew internationally. In India, many social activists, journalists, developmental workers, environmentalists and likeminded organizations got together on environmental issues like Narmada Sagar, Sardar Sarovar, Tehri, etc. Caritas India on its part published three special issues of *Caritas India Bulletin* dedicated to watershed, forestation and dryland farming. More such publications followed in 1990 dedicated to water management, wasteland management, and global ecology.

Some of the other major achievements of Caritas India during this period are:

- a. a comprehensive project monitoring system (manual and computer-based)
- b. well-planned formats for programme planning and reporting
- c. recognition as an Animation/Development Organization
- d. publication of booklets on (i) Animation for social change (ii) Social Transformation: How Christ went about.
- e. enabling most of the partners to move into animation and rendering support through funds and capacity building
- f. systematizing financed management systems and manuals

1995–2008

During this phase introspection was continued in order to keep abreast of the changing social, political, cultural and economic scenarios. The Organizational Development Process culminated into a comprehensive materialization of policies and framework for intervention in the areas of disaster management, environment-based programmes, gender mainstreaming and HIV/AIDS.

During this period, Caritas India continued with its work on building a comprehensive data base, collected through questionnaires with the help of regional fora, to evolve a national strategy to meet the emerging challenges. This helped in reviewing the planning process at the regional and diocesan levels. A skill-building exercise of analysing and interpreting the data was initiated in the regions and dioceses to correlate data and evaluate the response of the diocesan partners. This led to the conclusion that a scientific response could only emerge through proper documentation and basing oneself on objective analysis of ground realities.

Organizational Development Process, Phase I, 1995–2008. The Organizational Development Process was intended as an attempt to adapt to the changing times and make the organization relevant to the various stakeholders. The Governing Body of Caritas India at its meeting on 8–9 December 1995 approved in principle the OD process for Caritas India.

The process was initiated in May 1996 by revisiting the Vision and Mission of the organization. At various stages many of the stakeholders, the Council, Governing Body, Project Selection Committee, Representative Groups of Diocesan Directors, Regional Forum Directors and the staff participated intensely. It was realized that the process needed to be carried further to the larger networks of Caritas India stakeholders. The process, spread over more than a decade, resulted in the reorganization of the departments and infrastructure in Caritas India and the emergence of regional managers.

The major areas of shift in focus which emerged during the first phase of the OD process were disaster management decentralization and capacity building.

Caritas India played a key role in responding to many of India's major disasters, such as the Latur earthquake in 1993, Andhra Pradesh cyclone in 1996, Orissa super cyclone in 1999, Gujarat earthquake in 2001, the Tsunami devastation in Tamil Nadu, Andhra Pradesh, and Kerala in 2004, and the Jammu and Kashmir earthquake in 2005. This intervention entailed immediate relief followed by rehabilitation. Caritas India realized over the years, however, that while relief is a transitory cushion to help the people survive and recover from the initial shock and damage, it led to a certain attitude of dependency and consequent vulnerability.

This realization through the OD process internally, as also the global developments in Disaster Risk Reduction initiatives led Caritas India to promote Community Managed Disaster Risk Reduction (CMDRR), where the community is placed at the centre of the process and action. Through this process the community's ownership is promoted right from the beginning, with the external institutions acting merely as facilitators. CMDRR increases the capacity of the community to mitigate the impact of a hazardous event,

building individual capacity to survive and strengthening the community as a functioning support system.

The OD process also led to a high level of efficiency in the organizational process. The trickle-down technique of on-going dialogue with all the regions through Regional Perspective Planning Workshops was carried further to the local dioceses, and helped to attain consistent development planning and implementation. Regionalization through the regional fora, mainly in West Bengal, Karnataka and Tamil Nadu, has helped in facilitating decision-making in these regions.

During this decade, decentralization was revitalized by adopting various strategies. Diocesan Projects Selection Committees (DPSC) were formed. Diocesan Social Service Societies were linked to Caritas India with the aim of stressing self-help strategy.

Comprehensive capacity-building strategy also was in place as a part of the planning process. Internal reorganization led to merging of Funding Departments as Programme Support Services Department, Emergency Department as Environment and Disaster Management Services, and Animation Department as Human and Institutional Development Services. A Research and Documentation Desk was also introduced.

At the end of the OD process Caritas India identified the following challenges to be addressed:

1. Caritas India has forged ahead in animation thrust. Mainstreaming animation in development is an important challenge.
2. Decentralization for efficient fund management as well as for responding effectively to the concerns of the key stakeholders is important for the efficient functioning of the organization.
3. Promotion of self-governance and accountability in people-based development organizations is important in the changing social environment.
4. Greater professionalism in Caritas India as well as in the Diocesan Social Service Societies is an important concern to be addressed through new forms of capacity building.

Uniqueness of Caritas India

Network of partners: Caritas India is a member of a large network based on common values and beliefs, and linked through a common vision. This network includes grassroots organizations such as the diocese-based development units, as well as international partners. The dioceses have a wide outreach to poor and marginalized communities; the international partners provide resources. Along with these, Caritas India works with regional forums and other partners spread out in various parts of India. An ongoing dialogue on current development issues among partners facilitates reflection and analysis.

Effective facilitation between funding partners and grassroots development organizations: Caritas India plays a major role in being a facilitator between funding partners and grassroots organizations. It has tailor-made support in financial management for organizational development and capacity building to meet the requirements of international donors. Caritas India also extends refinance to small organizations, before funds from a funding agency are transferred. Caritas India with its own financial management system assures transparency and accountability towards funding partners.

Disaster response and rehabilitation: Caritas India has long experience in disaster management. With a wide experience of Community Based Disaster Preparedness (CBDP) measures, it is continuously working towards concepts for Linking Relief, Rehabilitation to Development (LRRD).

Community mobilization and animation: Community mobilization and animation has

been a methodology over many years in various intervention strategies. Supporting and accompanying the work with approximately 250,000 self-help groups has allowed Caritas India to build up broad experience in this field.

Natural resource management: Caritas India has vast experience and expertise with community-based and community-managed natural resource management initiatives through its partner network and its own conceptual development work. It works mainly with the poor and the marginalized landless, small and marginal landholder communities. It assists these programmes through funding as well as supporting partners in using community mobilization and animation techniques. Caritas India was invited by the Government of India to join a working group on Natural Resource Management and Agriculture Extension for developing the 11th Five Year Plan.

Rights-based Approach: Lack of human rights and fundamental freedoms can be both a cause and consequence of poverty. It is now widely recognized that poverty is a multi-dimensional concept, broader than signifying a mere lack of material resources. These aspects cover lack of access to power and influence and lack of opportunities and choices that would enable the poor people to control their own human development. With this realization, Caritas India has over the years changed its stance in developmental work from the Charity Model, to the Welfare/Needs Model, and to the current Rights Based Model. The human development process has been considered the prerequisite for optimum realization of human rights. However, this is not a linear process, the latter discarding the former. Though welfare or relief works are undertaken according to the needs of the situation, the approach is fundamentally one of rights-based interventions. With this approach, Caritas India has effortlessly worked through its major thrust areas with increased respect for human rights, e.g. the rights to health, education and political participation.

Caritas India's rights-based model facilitates a process where communities can assert their rights and demand their entitlements. This has been a defining moment for Caritas India, picking up from experience. The reason for the change in approach was the realization that the beneficiaries remained "objects" whereby they were just taking help from the "donor". As an *analytical tool*, the rights-based approach has facilitated and contributed to the identification of the marginalized groups for targeted intervention, taking into account the existing power relations and structures in society. By identifying inequalities, injustices, and inequitous power structures and by addressing them from a rights-based perspective, Caritas India has been able to help the communities negotiate with and challenge the state and those in control of resources. With this approach, Caritas India has also established clear measuring instruments and indicators to facilitate a better scrutiny of how the state is implementing its obligations.

Project Management Approach. Caritas exists in 166 countries and serves 198 countries and territories. In India, Caritas India is working with more than 350 partner organizations through its fourteen State Offices and five Zonal Offices. Figure 1.1 presents the current organizational structure of Caritas India.

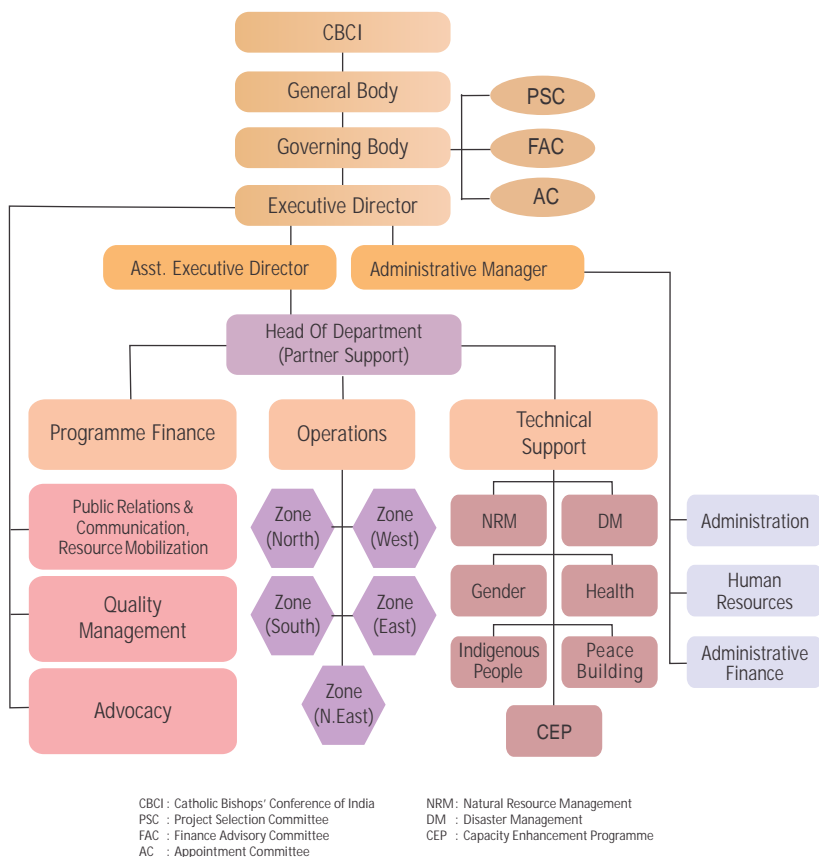


Figure 1.1 Caritas India organizational structure

The analysis of the entire fifty years of the evolution of Caritas India is one such organization whose uniqueness lies in its flexibility at its core. To facilitate creation of a just society, Caritas India progressively moved from Charity Model to Welfare/Needs Model to the present day Rights Based Model. Now, Caritas India strives to simultaneously address immediate conditions of poverty and deprivation, while working towards securing rights of the people for a dignified life. Thus it holds of great interest to study in depth through qualitative method of research study of the achievements of a dynamic and ever evolving organization such as CARITAS INDIA. A journey through time gives testimony to its intense and genuine urge to strive for a just society in by visiting and revisiting its mission and goals to be in pace with the changing times.

CHAPTER 2

Objectives and Scope of the Research

For making a meaningful and critical assessment of the contribution of Caritas India to social development in India, the study required a paradigm where the qualitative changes brought in by the intervention of Caritas India are captured through the lived experiences of the constituencies and partners Caritas India has been working with. Hence the methodology adopted broadly drew from the qualitative paradigm of research. The research team at TISS and Caritas India officials had several deliberations to develop a clear understanding of the objectives, nature of engagement, the thrust areas, and geographic and programmatic spread of Caritas India's development intervention across the country. Particular attention was given to understand the programmatic approach, programme delivery mechanism and institutional processes involving Caritas India, the partners and the target constituencies.

Objectives of the Study

The study is aimed at critically reviewing Caritas India's engagements in the field to gauge its contribution to social development in India. The large network of Caritas India partners and the mechanism of the Church in operationalizing Caritas India's engagement make it essential for the study to analyse the institutional processes of programme delivery and management. The specific objectives of the study were:

1. To document the social, developmental and humanitarian initiatives of Caritas India.
2. To trace the trajectory of Caritas India's engagement with people and their issues directly and through its partners
3. To study the development interventions of Caritas India through its partners
4. To critically assess the impact of specific programmes and strategies and to undertake an overall assessment of the organization
5. To study the perceptions of various stakeholders about Caritas India interventions and their impact
6. To capture the internal organizational adaptations to respond to the changing realities
7. To suggest a way forward.

Research Team

A Core Research Team (CRT) was set up in TISS, with five senior faculty members who have several years of research experience to lead the team. A team of experts from Caritas India acted as a Support Team for the CRT. The methodology was evolved by the CRT at TISS as well as Support Team. While CRT was responsible for operationalization of the research, the Support Team provided the necessary inputs as well as logistical support. A team of research staff were appointed under the leadership of a Research Associate, with Five Research Officers and 40 Research Assistants spread across five zones. Each Zonal Team had a faculty member from the CRT assisting and guiding them. The research teams were trained by the CRT members in different locations and dispatched to the respective sites for data collection.

Universe

Out of the total universe of 267 partners (Diocesan Social Service Societies, NGOs and religious congregations), 15 per cent were selected for sampling. At the time of the study, there were 430 projects all across India. The different types of projects were Human and Institutional Development Services, Disaster Management, Natural Resource Management, and Health and Peace. From this universe 40 programmes were selected.

Data Sampling and Data Collection

Three core principles adopted for the research were: (i) adherence to reliability measures, (ii) ensuring validity of the data, and (iii) representativeness of the sample chosen. While adhering to these principles, it was also necessary to ensure that the diversity was truly captured and the processes were studied in depth, which would reflect Caritas India's engagement with its partners and target constituencies. The geographic as well as programmatic expanse of Caritas India's intervention did pose some methodological difficulties in choosing a representative sample of primary data sources across the country.

Primary Data: Primary data included thrust area projects, target constituencies, implementing mechanisms of partner organizations, spear-heads of Caritas India, the Church mechanisms and other ancillary and supportive mechanisms such as the regional forums, funders and Panchayati Raj Institutions (PRIs).

Sampling as a Multilayered Process: The sites of inquiry were the target constituency level, partner level, state level, zonal level and national level. The nature of inquiry varied at different levels. While most of the programmatic contributions were studied at the target constituency level as well as at the partner/diocesan/forum level, the institutional processes were studied mostly from the national, zonal and state level. Some critical inputs from each level enriched the data received from the other levels. Apart from these sources intrinsic to Caritas India and Caritas India interventions, discussions with members from different government departments and Panchayat Raj Institutions also enriched the data.

Table 2.1. Distribution of sample projects across zones and sectors

Zone	State	Relief	DRR	HIDS	Health	Peace	NRM	Total
South	Tamil Nadu	1	1	3				5
	Kerala		1	2			1	4
	Andhra Pradesh			1			1	2
	Karnataka	1		1				2
West	Maharashtra			2			1	3
	Madhya Pradesh			2				2
	Gujarat			2				2
North	Delhi			2				2
	Uttar Pradesh			2				2
	Bihar		1	1				2
East	West Bengal		2	1				3
	Jharkhand			1			1	2
	Chhattisgarh						1	1
	Odisha					1		1
N E ast			1	1		1		3
Actual Sample		2	6	21		2	5	36
Percentage of Sample		5.6	16.6	58.3	0	5.6	13.9	100

These projects were selected for capturing the diversity of engagements through different thrust areas of Caritas India. The percentage of sample projects chosen for detailed study is not truly representative of the total number of projects Caritas India has undertaken in each of the thrust areas and in each of the zones. However, the sample (of 58.3 per cent) of Human and Institutional Development Services (HIDS) category reflects a somewhat large proportion of projects being implemented under this thrust area. NRM is yet another category to which Caritas India is giving a very high priority; hence the projects chosen for study also have a substantive proportion (13.9 per cent) of NRM projects across the zones. An initiative for Peace is a new thrust area Caritas India has entered into, particularly in Odisha and Gujarat and in the North Eastern Region. As the initiatives in Odisha have been fairly longer in existence, these have been taken for the study. Health is an emerging area for Caritas India to engage in. However, the projects under the thrust area are too limited, mostly being confined to HIV/AIDS under GFATM, which is a new category of engagement. Hence, specific projects under this head have not been selected for study.

Tools of Data Collection: The data had to be collected from multiple sources and using multiple methods. The tools adopted were interview schedule, focused group discussions, and field visits and observations. Interview schedule was used for interviewing Bishops, core staff, Governing Board and communities. Questionnaires were administered to interview local government Participatory Rural Appraisal (PRI), all partners of Caritas India, Caritas Internationalis, and Caritas Asia, international donors, Bishops of India, and Caritas staff former and current, former directors, and other key stakeholders.

Telephonic interviews were held with Chairperson of Caritas India, selected members of the Governing Board, statutory committee members, consultants, executive directors, core staff of Caritas India and other national organizations.

In view of the difficulty in administering detailed schedules to senior Bishops, representatives of funding organizations, etc., a fairly simpler schedule was developed where they could give brief responses. Most of these schedules were sent by email.

Table 2.2. Sample covered through various tools/methods

Respondent	Field Interviews	FGDs	Questionnaires	
			Sent	Received
Bishops	8	–	160	15
Directors, DSSS	30	–	164	65
Forum Directors	4		9	5
Donors	5	–	9	5
Core Staff of partners	104	–	–	–
Field staff of partners	112	–	–	–
Government/PRI officials	17	–	–	–
Community members		106	–	–

Data Handling and Analysis: The primary data were mostly in the form of field notes and audio streams. Interview schedules had most of the components in open-ended format. For each of these components, the responses were manually listed and categorized into meaningful groups. Several interviews conducted with the Bishops, Diocesan Social Service Society Directors and other functionaries of the partner organizations and key informants were mostly in the form of digital voice recordings, which were electronically transferred into the computer and transcribed. The logged narratives of individual participants were taken through a process of thematic analysis by putting the responses under various themes or categories in the discussion guide. This process helped to arrive at general patterns as well as divergent views and experiences shared by the participants in the study. Later, the abridged secondary data were also organized thematically and used to develop narratives in some cases and supplement the arguments evolved from the primary data analysis in some other cases.

Limitations of the Study

- The area of research was vast and widely spread out.
- The coverage of even the samples was a massive task.
- The research, data and analysis are mostly qualitative and perception based. Collation of all perceptions and making an overall analysis is a difficult task.
- Within the primary source an attempt was made to capture both the quantitative and qualitative aspects of the responses. The secondary data too are full of qualitative and quantitative data. Capturing both these adequately was a difficult task.
- Since the respondents comprise a wide spectrum of people, there were divergent views. One of the concerns of the study was processing these responses to communicate the outcome.

CHAPTER 3

Programmes, Projects and Resource Allocation in Fifty Years

In Chapter 1, we traced briefly the inception, objectives, evolution and contribution of Caritas India in the last fifty years. We also briefly stated the programmes through which the developmental interventions are made. These interventions were based on the objectives that continued to inspire the contributions of Caritas India and the thrust areas which were identified and changed according to the needs arising from the grassroots. In this section we present an overall view of the programmes, projects and funds allocated by Caritas India in the span of the last fifty years. The quantitative data, collected from the research report of Ramachandran and Coutinho (1989) and Caritas India's secondary data sources, reveal the changing nature of fund allocation based upon the thrust areas.

The Early Years (1962–1986): Shift from First Aid Curative Services to Development Projects

As stated above, Caritas India was going through a metamorphosis of shifting from first aid curative services to development projects. To achieve this change, constitutional amendments were made that ultimately led to changes in the organizational structure and strategies to achieve the means.

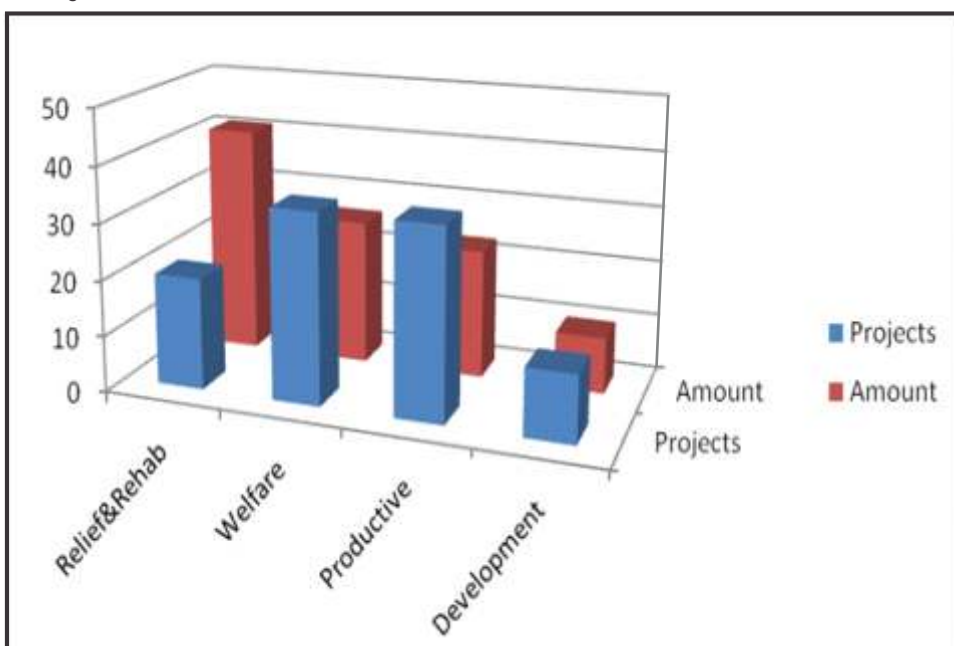


Figure 3.1. Fund allocation for projects between 1962 and 1986 (%)

Source: Ramachandran and Coutinho (1989), *Towards Integrated Human Development*. The Ramachandran and Coutinho study (1989) noted that during the first twenty-five years, Caritas India sanctioned a total of 7348 projects amounting to Rs. 380 million (Figure 3.1). Of these, relief projects accounted for 20 per cent, welfare and productive projects 34 per cent each, and 12 per cent were development projects. There was no direct relationship between sectors and funds. The relief sector accounted for the single-largest amount of project funds; development received the least; and the productive sector was slightly better placed than the welfare sector.

The reason why the relief sector received the largest portion of funds was that relief works could not be budgeted: calamities always meant contingency funding.

Development projects, on the other hand, did not require substantial funds as they were mainly concerned with animation and empowerment of people. By 1983–1986, the development projects moved up six-fold, which is an indication of a clear option in favour of development in keeping with the new thrust and vision of Caritas India.

Caritas India in this phase realized that the services rendered by it were not trickling down to or catering for the poor sections of society; that the productive programmes helped only a minuscule well-off class and further pushed the marginalized into poverty. The interplay of political, social and economic factors creates a situation in which the poor continue to be poor. The poor had to be educated and motivated to liberate themselves and break free from the vicious cycle of poverty, illiteracy, ill health and unemployment. Poverty and underdevelopment were seen as a social sin, a resultant effect of the existing structural changes.

Animation Thrust Phase (1990–2005): A Critique of Animation/Development/Support Services Projects

The period 1990–2005 saw animation as a clear thrust area of Caritas India, with focus on people's participation. *Of the total number of projects implemented from 1990 till 2005, 63.7 per cent were animation projects, followed by infrastructure (18.9 per cent), capacity strengthening (15.1 per cent), economic empowerment (10.9 per cent), and rehabilitation programmes (3.3 per cent) (Figure 3.2).*

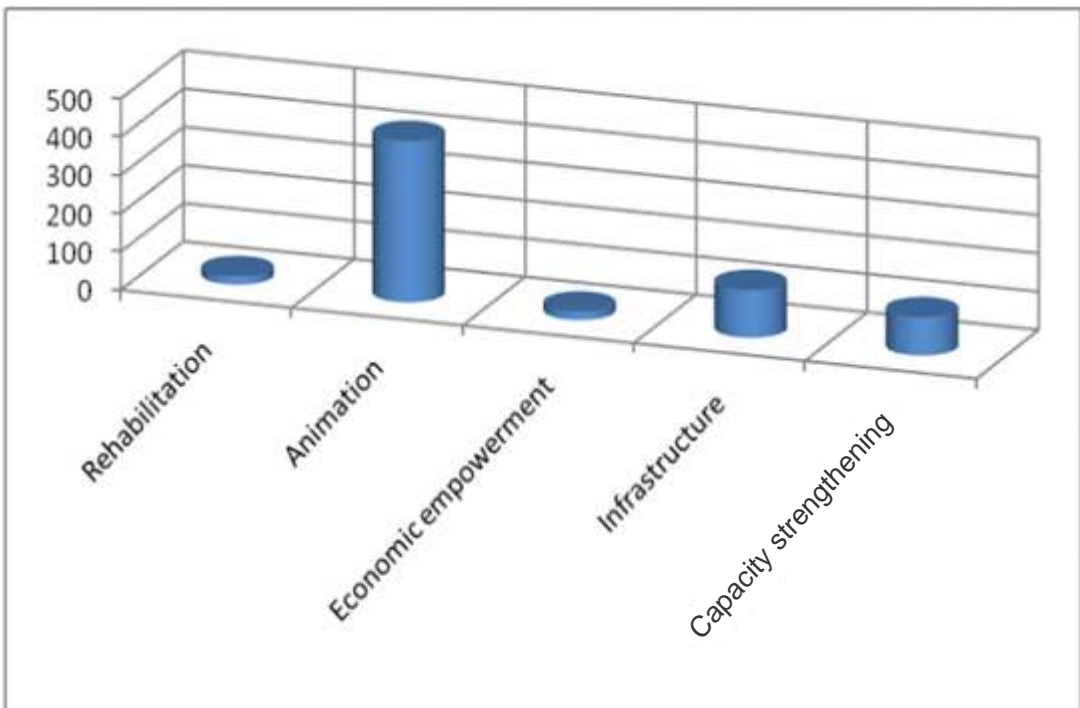


Figure 3.2. Types of projects implemented during 1990–2005 (number)
Source: A Draft Summary of the Analysis by Fr. Victor Sunderaj, Caritas India, 2005.

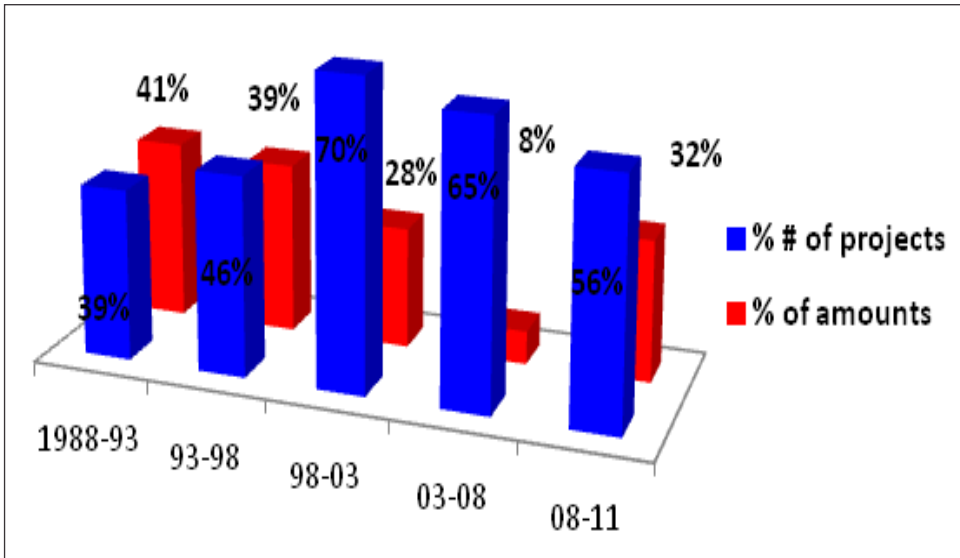


Figure 3.3. Profile of projects (number) and amount invested in animation projects
 Source: Annual reports, Caritas India.

It is seen from Figure 3.3, which shows the number of animation projects undertaken and the amount spent on them, that the recommendations of the Ramachandran and Cutinho report were carried out wholeheartedly. Along with project support, the capacity building, regular visits and constant accompaniment along with the support played by regional forums, it was possible for Caritas India to fulfil the mandate of animation.

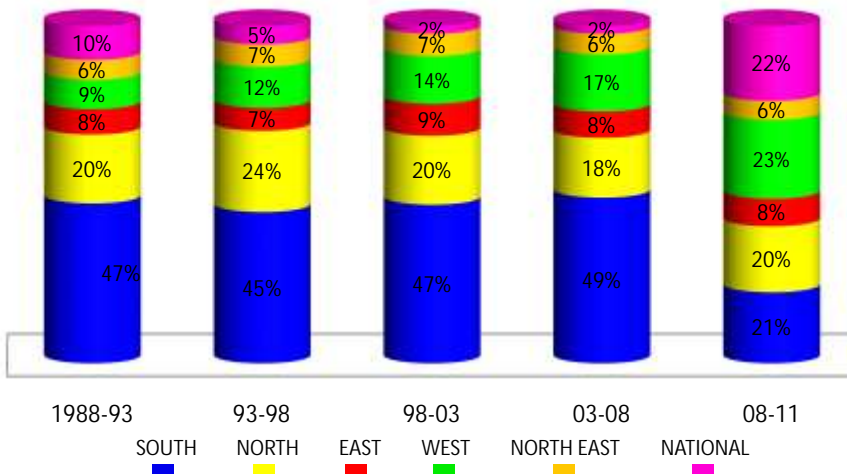


Figure 3.4. Region-wise distribution of animation projects

It is seen from Figure 3.4, which presents the region-wise distribution of the animation projects, that more animation projects were implemented in southern India than the other regions. This is because nearly 50 per cent of the Diocesan Social Service Societies are in the South. It is also seen from the figure that from 2008 onwards there has been a shift from South India to other regions.

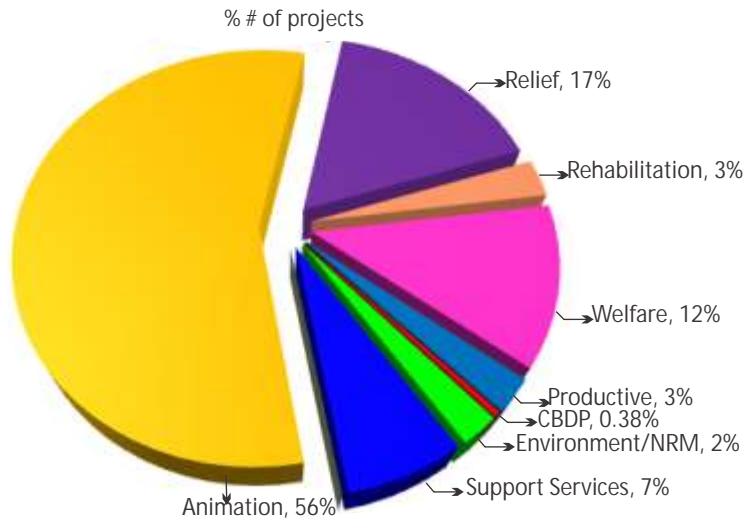


Figure 3.5. Caritas India projects implemented from 1987 to 2011

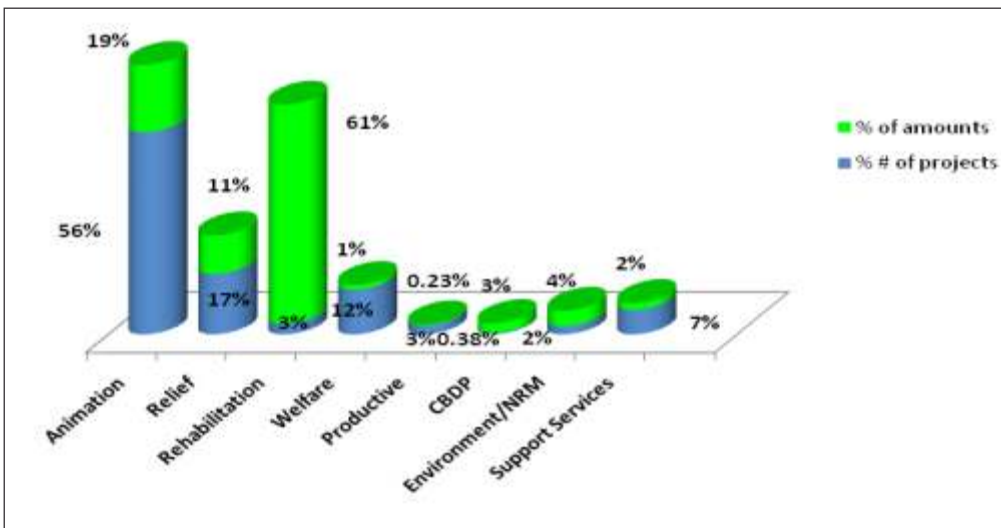


Figure 3.6. Projects implemented and funds allocated from 1987 to 2011 (%)

Figures 3.5 and 3.6 capture Caritas India's project implementation between 1987 and 2011. Though the number of rehabilitation projects were fewer, a high percentage of amount was spent in rehabilitation, mainly on account of large-scale intervention to succour the tsunami affected.

The Current Phase (2005–2011): Focus on Natural Resource Management and Community Based Disaster Preparedness

Natural calamities and man-made disasters in the recent past have prompted Caritas India after critical analysis to promote community-managed disaster risk reduction (CMDRR). This also entailed an environment-based approach to make the community have sustainable development and growth. These new directions are reflected in project allocation.

Beginning in 2008, Caritas India has been making a significant change in its approach, whereby regions have been clubbed into zones, alongside its identification of thrust areas. This indicates a gradual phasing out of certain sectors like support services, etc.

•Table 3.1. Growth of NRM and CMDRR projects

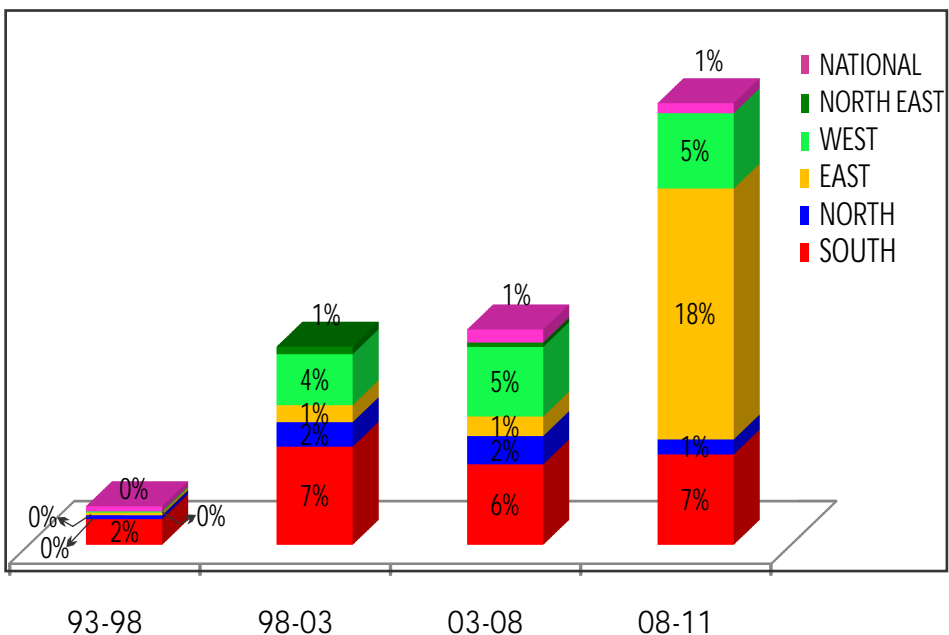


Figure 3.7. Region-wise distribution of NRM projects

With respect to fund allocation too, a similar trend emerges, showing NRM and community-based disaster preparedness getting priority in terms of sectors for interventions. This shift may be attributed to the efficient management system that the second organizational development phase brought about, in terms of restructuring infrastructure at the national office, restructuring of office staff, restructuring of regional staff such as zonal managers and state officers, alongside implementation of the major six thrust areas in the field.

Zone	No. of projects	No. of DSSS	Amount (Rs.)	Sector	No.	Amount (Rs.)
South	353	76	310,167,068	Relief	167	139,849,138
West	128	24	135,992,167	Rehab	38	243,338,681
East	115	27	247,113,065	CBDP	48	179,722,677
North	164	22	310,756,450	NRM	88	116,135,541
NE	82	15	65,709,800	Animation	248	471,101,292
National	29		14,738,8951	Micro-projects	233	20,858,345
				Support Services	49	43,121,827
Total	871	164	1,217,127,501		871	1,214,127,501

Table 3.2. Fund allocation for approved projects (2008–2011)

Note: DSSS = Diocesan Social Service Society; CBDP = Community-Based Disaster Preparedness; NRM = Natural Resource Management.

Source: Caritas India Annual Report, Supplement 2008–2011.

It is seen from Table 3.2, which indicates the allocation to approved projects between 2008 and 2011, that Caritas India has been moving ahead in the various thrust areas. This shows that the organizational restructuring processes have been owned up by the staff members coupled with professionalism and efficiency. The thematic experts making their way towards achieving professionalism among the partners and in the field is seen in project allocation under each thematic area. Programmes like Integrated Natural Resource Management (INRM) and Community Based Disaster Preparedness (CBDP) cover a large geographic canvas, ranging over several states and regions of India. Another emerging trend in Caritas India is that it accompanies the partners through Integrated Development through Empowerment and Action (IDEA) projects to improve the systems and structures of the partner organizations, for formation of think-tank groups to assist the social service societies and periodic monitoring and evaluation.

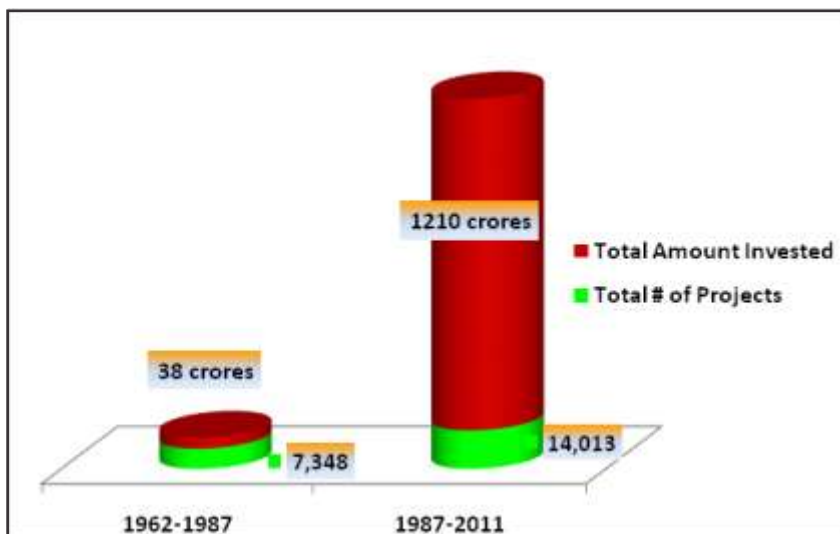


Figure 3.8. Overall performance of Caritas India over the last fifty years

Note: Besides these projects, Caritas India has also supported projects through organizations like CBR and FVTR.

It is seen from Figure 3.8, which presents a comprehensive picture of Caritas India's performance over the last fifty years, that in the first twenty-five years Caritas India invested Rs. 380 million and in the second twenty-five years Rs. 12,101 million on inclusive development of the marginalized sections of society. The second twenty-five years witnessed massive disasters and resultant relief and rehabilitation measures, which accounted for around 60 per cent of fund allocation. Nevertheless, the focus in the orientation of Caritas India was more on animation, capacity building, natural resource management and disaster preparedness, which accounted for nearly 60 per cent of the number of projects.

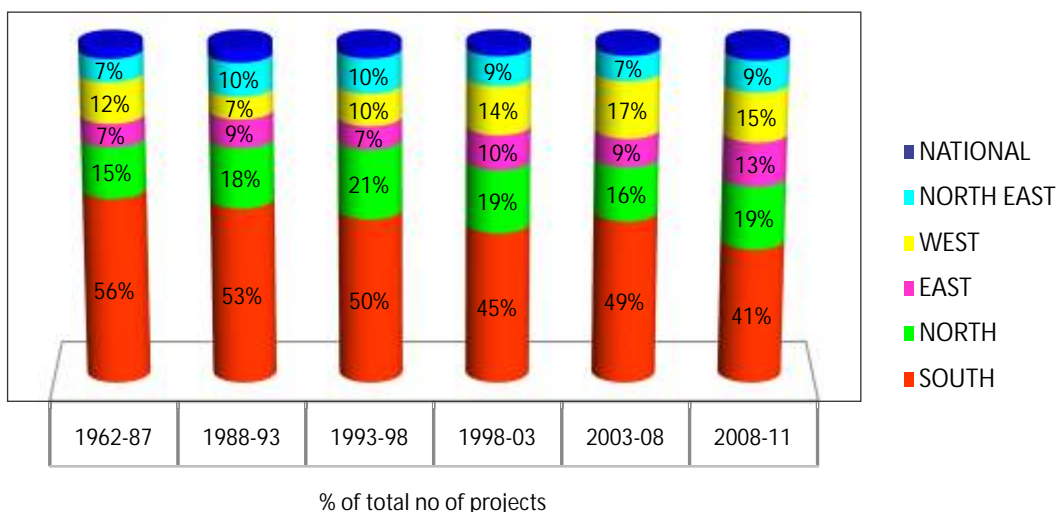


Figure 3.9. Region-wise distribution of projects – the last fifty years

Though the region-wise data for the last fifty years indicate that there is a shift toward focused development in North and North East India, the need for a further shift in this direction is indicated.

Positioning Caritas India in the Current Indian Context

In the UN Millennium Declaration of September 2000, many nations including India committed themselves to stronger global efforts to eradicate poverty and hunger, achieve universal primary education, promote gender equality and empower women, reduce child mortality and improve maternal health, combat HIV/AIDS, malaria and other diseases, ensure environmental sustainability and a global partnership for development. These Millennium Development Goals (MDGs) were supposed to guide the global leaders to move towards development of the people. Yet according to the human development indicators, the UN Human Development Report ranks India at no. 128 amongst 174 countries. One-third of India's population lives below the poverty line and India is home to one-third of the world's poor people.

Out of the total geographic area of 329 million hectares, more than 40 million hectares of land in India is prone to floods. Socially, India has its own extra share of problems and woes in terms of casteism, naxalism and communalism. Discrimination against women and girl children is prevalent even today. Land alienation and displacement have also become crucial issues for the tribal people. Also, the subjugated and the marginalized continue to be oppressed amidst a culture of criminalization and corruption, creating deep divisions among the citizens.

In the light of these realities, Caritas India, in its striving to remain an effective agent in transforming society, evolved its second phase of organizational development process with in-depth analytical insights. This has resulted in reformation of its strategic vision, with clearly defined thrust areas. These are briefly presented in the ensuing paragraphs.

Rights of the Indigenous Peoples, Dalits, and other Marginalized communities: Caritas India through its animation programme integral to development process aims to empower the rural masses, especially the tribals and Dalits, to recognize their own potential and use it to improve the quality of their lives. The programme intervention has brought about positive changes in several spheres of their lives. The tribals are encouraged to retain their culture through use of indigenous systems of health interventions that are well linked with scientific medical knowledge in the aspects of the importance of hygiene and health in the remote villages.

The greatest strength of tribal, Dalit and other marginalized communities is the establishment of self-help groups (SHGs), uniting them for economic gains, common learning, sharing of information and experiences and political and cultural emancipation. The groups also access government programmes and schemes – opportunities that they have often never known.

Gender Mainstreaming: Caritas India has been able to improve the women's stake in the economic condition of the family and hence their decision-making power in the family has been enhanced. Many *mahila mandals* and SHG members contested and won in elections to Panchayati Raj Institutions. This has ensured their effective participation in local governance, to speak about their own concerns and issues and claim their due entitlements.

At some places, women's groups have been instrumental in stopping corruption through means such as *morcha*, *dharna* and signature campaigns, targeting the officials concerned.

Natural Resource Management: The Caritas India project in watershed management programme developed various physical structures at the village level, which contributed to increasing the water level. Drought mitigation and relief works have brought about radical changes in conserving water and soil. To sustain these changes, village committees have been formed.

The projects have contributed to mitigating out-migration. This is because the watershed management programme initiated by Caritas India has provided jobs around the year whereas government projects provide work only for a few months or weeks. Caritas India projects have also provided communities with a common platform for collective action to address their problems.

Community Managed Disaster Relief and Rehabilitation: CMDRR projects have helped the communities to be prepared for the disaster, practise the habit of saving, and be united as a community. Much has been achieved in this direction through animation programmes.

Peace and Harmony: Peace and harmony projects are still in their infancy.

Common Inferences for All the Thrust Areas

Common features of Caritas India's intervention strategies that are particularly notable are as follows:

Use of Simple Technologies Easily Acceptable to the Community: Field studies show that the technologies used were very basic, easy to understand, and the people have known these for generations. The solutions were not flooded from Caritas India but were generated by the communities themselves. The simpler the technology, the higher was the acceptability by the people.

Documentation of Indigenous Technologies: Indigenous knowledge is the unique, traditional, local knowledge existing within and developed around the specific conditions of women and men indigenous to a particular geographic area. This knowledge provides insights into the areas of food security, health, education, preservation of nature, and ecological initiatives. Indigenous knowledge is dynamic, as it has the capacity to evolve since people have been using it in the past for surviving through centuries. An example is the technique of storing *sukari* (dry food) to survive through the emergency periods of disaster. This practice has been projected by Caritas India for the common benefit.

Solutions Built through People's Participation: Unless the people stand up for themselves, nothing can change. They have to be united together to stand up for their rights. For this, there is a need of facilitators rather than consultants. The mahila mandals initiated through Caritas India partners are among successful institutions which have empowered the women to tackle community issues of basic amenities on their own. Among these are government schemes, effective functioning of Public Distribution System (PDS), Gram Sabha, NREGA, having land entitlements by approaching the PRI and the Block Office and being aware of the right to information.

Dissemination of Information to the Poor: There are numerous examples where through animation Caritas India has helped to bridge the gap between the poor, mainly through male and female SHGs, to avail various government schemes.

Better Management of Resources: Caritas India through its Disaster Preparedness Programme has proved that resources can be best managed within the limits of the community even in critical situations like disaster. Vigilance Committees have been formed newly to warn the people of impending disaster. The people have also been taught oral rehydration technique and have been given emergency medical kit and life jackets. They have also been taught to store *sukhari*, seeds and documents at high grounds.

Political Will to Take Pragmatic Decisions and transparency: In order to create political will, Caritas India is trying to work at the advocacy level in all its thrust areas of work. It collaborates with likeminded organizations and has been actively participating in various national and international campaigns against hunger and disease, HIV/AIDS, for communal harmony and on the issue of human trafficking.

Linkages between Different Sectors: Interventions taken in one sector have an impact on other sectors. Caritas India in its various interventions has proven time and again that survival in circumstances of poverty includes many strategies, which are combined in a process aimed not just at income in the narrow sense but also at assurance against the stresses and shocks to which poor people are particularly vulnerable.

CHAPTER 4

Contributions and Achievements

Two roads diverged in a wood, and I ...
I took the one less travelled by,
and that has made all the difference.
– Robert Frost

Caritas India has over the years strived to make a positive difference in society through its support and capacity building of partner organizations, mainstreaming animation and the rights-based approach as a major strategy, empowerment at the grassroots and improving the quality of the lives of people with focus on specific thrust areas and the processes of continued reflection, theorizing and renewed action for praxis. Engagement with the most vulnerable and deprived sections, who have been marginalized not only by the present processes of development such as resource deprivation, but also the historicity of social and structural exclusion due to caste, ethnicity, gender etc., has been a critical contribution of Caritas India's work towards inclusive and equitable development.

Capacity Enhancement of Partner Organizations: Mainstreaming Animation

Caritas India's main strategy is supporting and facilitating its partners in their efforts to implement programmes for the poor and the marginalized. This has been a process of building the capacity of the partner organizations and improving their systems and structures. Caritas India aims towards professionalism in partner organizations to achieve the desired results. This takes place through approving the projects for different regions and its follow-up for addressing the local issues and needs of the marginalized people.

Caritas India reaches out to the staff of Diocesan Social Service Societies, social organizations of religious congregations and local NGOs through Capacity Enhancement Programmes. These include Development Dynamic Course, Natural Resource Management, Disaster Preparedness, Organizational Development process, Gender Mainstreaming, etc. For the programme service, Caritas India has its own resource persons who are trained and equipped with training capacity.

The Development Dynamic Course, organized at various places every year, is one of the most sought after courses by the partners. Many have been trained through this course to view society with a critical perspective in order to understand and offer remedies for the deep-rooted problems of the poor. Participants have even included people from neighbouring countries.

Animation in People's Empowerment at the Grassroots

The animators move about in the field, make door-to-door visits, building rapport with communities, encouraging women and men in the local communities to form collectives like self-help groups and mahila mandals. Through these collectives, a process of empowerment and skill development is facilitated, including linkages with financial institutions, etc. The quality of the children's education, better health, better economic chances, participation in politics, bargaining power with government officers, etc. which has been documented by the research team, testify to the successful achievements.

Improving the Quality of Lives of People: Focus on Specific Thrust Areas

In recent times Caritas India has moved forward with a rights-based approach. Its current thrust areas are Rights of the Indigenous, Dalits and other Marginalized communities; gender equity; natural resource management; community preparedness against disaster;

and developing peace and harmony in conflict situations. It reached 12,183 villages with 11,245,100 people during the financial year 2009-10. Of these, more than 60 per cent of people were women and nearly 70 per cent were from tribal and Scheduled Caste communities (Source: Annual Report Supplement 2009-2010).

Rights of the Tribals, Dalits and Other Marginalized Communities

Especially the tribal and Dalit communities have started to recognize their own potential and use it for improving the quality of their lives through self-employment activities. They also have learnt to bargain for better daily wages and contribute in terms of shramdaan for improving their village habitat.

A campaign was undertaken with the partnership of Caritas India, CRS and Christian Aid by Seva Kendra – the DSSS of Patna and Bihar Social Institute of Patna Jesuits between 2006 and 2008. Over 60 faith-based and secular organizations partnered in this campaign to ensure the rights of Dalits, Tribals, minorities and women, especially for their right to work, right to governance and right to information.

Gender Equity

As in most communities, in the communities that Caritas India has been engaging with, incidence of domestic violence and dowry harassment was common. Trafficking of women and girls from remote and impoverished state areas across the state borders has also been increasing over the years. Caritas India has taken initiatives to intervene in these aspects. Breakthroughs have been achieved through various means and mechanisms, such as work on child rights and anti-child trafficking advocacy in schools, etc.

Socio-economic Empowerment: Women are organized in groups where most of them are helped to get loans from the bank. The allocation is divided amongst the group members to start individual income generation activity. It is seen that almost all those who took this initiative individually own a cow in the projects visited. Every one returns the loan amount with mutual understanding. The group members are motivated to have inter-loaning system before developing linkages to the bank. The women go out to the market and dairy to sell the milk and have doubled their income after the cows delivered calves. They have started sending their children regardless of gender to the nearby schools.

Educational Empowerment: There were projects to encourage the parents to send their children to schools and through adult education campaigns make the adults literate and capable of functional literacy. Many villagers in several areas proudly noted that their children go to school in a project that has been initiated by the diocese (sponsored by Caritas India initiatives). Many women are also looking after further education of their (male) children to prepare for competitive examinations or higher education; the girl child in this case is not given importance.

Political Empowerment: Through SHG activities and mahila mandals, the staff have been able to make women economically and politically empowered. Many of the mahila mandal women have contested PRI elections and there have been other success stories too. They regularly visit the Block offices in order to get information on government schemes.

Women's Role in Negotiating Caste Discrimination: Increasingly, due to a process of collectivization and consciousness raising around common issues and problems, some women have been able to overcome caste discrimination. For example, women in some

villages have now negotiated for fetching water from common water sources. However, the caste dynamics is still strong in most communities and there is a long way to go.

Women and Health: Caritas India ventured into promoting safe delivery and safe motherhood techniques. The emphasis is on reaching health facilities to the most needy and vulnerable.

Attitudinal Change: Initially, women from different castes skipped meetings of mixed caste groups; but this is changing. Women have purchased farm animals and are doing collective farming on leased land, are involving themselves in fishery work and other income generating projects. They are also taking the lead in common issues pertaining to cleanliness, domestic violence, and alcoholism.

For the women, dismantling the traditional patriarchal shackles was the first step. Thereafter, going on to deal with and interact with public officials was a quantum leap for the rural communities, who tended to keep a distance from government authorities. From this retiring timidity that endured persistent oppression to a situation of an open discussion where a question is posed to a government official is a huge step for these communities.

Natural Resource Management

Even before environment became an important agenda in the developmental debate and its concerns were visible at the local level, Caritas India initiated its projects around this theme as early as the 1970s. Caritas India has made many significant achievements in this regard, including intervention in the remote areas.

Jharkhand has implemented Natural Resource Management Programme with the support of 9 diocesan social service societies and the Regional Forum, reaching out directly to 5240 families. The programme has effectively built up the capacity of the people to integrate the traditional indigenous skills with modern ideas in managing their resources and skills for eco-friendly and sustainable livelihood. In this process the people have made local self-governance work for them. At the moment 2250 acres of land are under Water Shed Management Area. Organic farming and nutrition gardening was also initiated in 39 villages, reaching out to approximately 625 families in organic farming and 1450 families in kitchen garden initiative.

Watershed management, which involves farm bunding, digging nullahs, percolation tanks, etc. is based on traditional concepts. Caritas India is implementing these concepts in all the zones, and more predominantly in the Eastern and Western zones.

Promoting Green Garden and Centre for Environment Studies are the new initiatives in the heart of the rural area in Paratwada, Amravati Diocese, and Maharashtra. Through these, Caritas India attempted to create a space for the farmers for discussions and dialogues on various issues and concerns.

Table 4.1 shows the number of projects approved during 1996–2011 for NRM programmes. This is indeed a remarkable contribution.

Table 4.1. NRM Projects approved by Caritas India, 1996–2011

Zone	No	No. of Partners	Amount (Rs.)
South	127	76	177,775,496
West	75	24	147,286,861
North	32	27	75,094,738
East	70	22	96,816,960
North East	6	15	4,237,398
National	12		7,309,050
Total	322	164	508,520,503

Disaster Preparedness

Caritas India has been continuously present in many of the dioceses in one form or another, implementing various projects over many decades. It was present, for example, in Kanyakumari in the early 1970s, implementing a disaster relief project and continuing with assistance for boat building in the interest of consistent income generation. The Indian government has recognized the work of Caritas India as laudable in the rehabilitation work done for earthquake-affected victims in Latur (1994) and Gujarat (2000); tsunami-affected victims in Kerala, Tamil Nadu and Andhra Pradesh (2005) and Orissa Super Cyclone victims (2000). Caritas India has also tirelessly engaged itself in the rehabilitation of the earthquake victims in Kashmir (2005) and victims of Bihar floods (2008).

Over the years, it dawned on the organization through its experience in the field that a much better approach for managing disasters would be to prepare the local people to respond to emergencies. This is crucial because in the first one or three days the people are isolated from any kind of government or NGO help reaching them. It is also during this period that most of the damage occurs to life and property. Disaster preparedness attunes the people to prepare for and respond to emergencies. Some of the activities carried out at the local level are:

- ? Task Force Committees
- ? Vigilance Committees
- ? Oral rehydration technique and emergency medical kit
- ? Emergency store of food, seeds and documents at high grounds
- ? Relocating houses to less disaster-prone areas
- ? Raising houses on stilts where frequent flooding occurs
- ? Life jackets

All projects are targeted to deliver and reach out to the most marginalized and deprived in the remotest parts of the country. The reach of Caritas India has been praised by many respondents, who said that Caritas India is almost equal to government in reaching the remotest places within 48 hours.

Orissa Floods: Caritas India reached out to 135,546 people in 250 villages. About 4890 families were provided food and non-food relief materials. Peace building issue was taken up through awareness camps, workshops, vigilance groups, peace committees, Participatory Learning and Action (PLA) and capacity building training by Caritas India. Under the housing scheme, Rs. 15 million were spent for construction of 531 houses.

Developing Capacities of the Communities

The essence of basic survival for any given community is building its potential and capacities. Caritas India has strived to achieve this through organization of groups like mahila mandals, self-help groups for women and men, youth groups, cooperatives and federations across the country.

Developing Capacities of Various Stakeholders

The international reach, mobilization of resources, the 164 Diocesan Social Service Societies and other forum bodies that are available to implement the projects and their long experience in handling disasters is truly tremendous. This is achieved through ongoing training workshops on current issues and concerns at the macro-level and its trickling down to the micro-level at the community and individual level.

Peace and Harmony

Towards promoting peace and harmony, initiatives are taken to hold awareness workshops and form peace building committees.

Health

Health is a comparatively new thrust area for Caritas. The organization widened its scope of intervention in Community Health and HIV/AIDS programmes in Gujarat (in 373 villages) in partnership with NACO and GSACS; it focuses on behavioural changes among the communities, especially among the high-risk groups. The intensified Malaria Control Project-II in the North East (in 86 districts) in partnership with the National Vector Borne Disease Control Programme of the Government of India is another major health intervention.

A Dynamic Learning Organization

Caritas India, which began as a charitable organization, has gone through different phases as development organization, animation organization, capacity building organization and is today moving onto becoming an organization focusing on human rights. In this evolutionary process, it has found social animation to be an effective and sustainable model. It emphasizes training and reaching out to partners beyond funding. Caritas Regional Offices participate in most of the training programmes organized by the Diocesan Social Service Societies and in meetings, training programmes and exposures organized by the Regional Forums.

Monitoring and Reporting

Caritas India has a systematic and transparent monitoring and evaluation system. Its staff evaluate completed projects applying certain research tools like interview schedule, participatory observations, discussions, meetings, etc. Such initiatives assist in deciding whether to continue on to the second phase of the project or take up a new initiative.

Organizational System Development

The organization policies such as NRM, gender mainstreaming, quality management and human resources, etc. have helped to focus in each area of intervention with greater depth. Caritas India also helps the partners to develop their policies. Table 4.2 gives an idea of how Caritas India is facilitating system development in partner organizations.

Zone	DPP			HR policy			Finance policy			Gender policy		
	Approved	process	Not yet	Approved	Process	Not yet	Approved	process	Not yet	Approved	Process	Not yet
NE	15			11	4		1	6	8	2	5	8
West	24			14		10	3		21	1		23
South	77			34	26	17	34	29	14	34	29	14
East	26			3	22	1	1	25		1	25	
North	22			12	7	3	12	8	2	12	7	3
Total	164			74	59	31	51	68	45	50	66	48

Table 4.2. Caritas India facilitation of system development in partner organizations

The national office of Caritas India has adequate physical infrastructure, with sufficient space for conferences and meetings. Its office equipment is of an excellent standard. Professional competency and interpersonal relations in the office appear to be harmonious. There is scope for duplicating such infrastructure at the grassroots level as well.

Collaboration with Government

In many programmes, such as Malaria programme and HIV/AIDS, Caritas India is collaborating with the government agencies. As pointed out earlier, its various contributions to nation-building have been recognized by the government.

Introduction of Cluster Programmes

Various dioceses are linking up with each other and addressing common issues, thus unifying the dioceses and enhancing their interpersonal relationship to address common issues at a larger level on a common platform.

Decentralization of Projects and Forging Partnerships

With the establishment of Diocesan Projects Selection Committees, the Diocesan Social Service Societies can reflect and plan for programmes to address the issues in their areas operation. Introduction of thematic areas and expansion of projects into cluster level projects, projects with support from governments and local self-governments have helped the dioceses to come together and take up collaborative projects with various stakeholders.

Major stakeholders

The Caritas Council comprises members of the Standing Committee of the CBCI and the Governing Body of Caritas India. Its decisions are final and binding in all matters concerning Caritas India. Its guidance, motivation and approval enhance the functioning of Caritas India.

Diocesan Social Service Society: There are 164 Diocesan Social Service Societies. Every DSSS has praised Caritas India for its untiring commitment to service in the cause of humanity.

Regional Forums: Regional Forums are the coordinating bodies of the regions for animation and capacity building. There are fourteen such regional forums. They facilitate regional reflection and plan for collective development. Caritas India regularly reflects with the Regional Forums on thrust areas and evolves programmes of action.

International Partners: The international partners stand by Caritas India, lending support with sufficient funds at every step of the work and contributing to Organizational Development and knowledge management.

Advocacy

Caritas India has been successful in organizing various conferences and workshops at the national and international levels. Some of the recent notable events were:

1. Conference on “GM Crops: A threat to Indian Agriculture” at Bhopal and Chhattisgarh, 2010
2. South Asia Farmers Conference in Bangalore, 2010
3. Officers Meeting of Caritas Asia in Bangalore, 201
4. Social Awareness Initiatives and panel discussions and documentary show on GM Food and Climate Change, at IIT, Delhi, 2010.

At advocacy level on the international front, as a member of Caritas Internationalis Climate Justice Reference Groups, the NRM Desk of Caritas India provided inputs on climate change in Geneva.

CHAPTER 5

Issues and Challenges

Where there is no vision, people perish.

–Proverbs 29:18

This chapter highlights the core issues and challenges, as indicated by diverse categories of stakeholders in Caritas India, such as Bishops, Donors, Diocesan Social Service Societies, Forum Directors, other partner organizations like NGOs, CBOs, as well as the communities. The opinions have been distinguished at three levels – diocesan, regional and national. The chapter aims to reflect the constraints experienced both due to external and internal dynamics and influences, such that appropriate strategies can be evolved for effective response.

Diocesan Level

- Most partners opined that the budgetary provisions are not commensurate with the high demands of paper work as well as for meeting the requirements of the community.
- Tardy allocation of funds affects timely response to field requirements.
- Certain Diocesan Social Service Societies lack clarity on the developmental challenges of communities in their operational areas and hence are unable to respond effectively to the field realities. When coupled with lack of proper infrastructure at the diocesan level (office building, training centres and vehicle for communication, etc.) effective functioning suffers.
- There is shortage of professionals at the diocesan level. In some of the Diocesan Social Service Societies, the staff are more activity oriented and have limited professional skills related to project planning, monitoring, proposal writing and other project management skills.
- Direct funding from sources other than Caritas India to some of the Diocesan Social Service Societies has made Caritas India funding of programmes less significant. The disparity in funding has created certain underlying dynamics.
- Many dioceses opined that Caritas India sanctions funds in a way that does not substantially accord with their plans. This leads to major discouragement as many adjustments have to be done at the local level in terms of staff salary, benefits, field expenses, etc.
- Caritas India's time-bound project support leaves limited space for the community workers to go at the people's pace, which is supposed to be the very essence of community organization. This creates a paradox, wherein on one side the community staff is expected to be highly competent in delivering results, and on the other hand the tenure-based positions create job insecurity, leading to a high turnover of project staff.
- The proposals prepared by the Diocesan Social Service Societies are expected to be sent to the state and zonal offices for approval. Along the way, they often get altered substantially, including financial allocations. This makes the project less relevant and feasible for meeting the field requirements.

Regional Level

- The Regional Forum is responsible for coordination of the work in a region particularly related to animation, mobilization and advocacy. However, as reported in some cases, inadequate financial and personnel support to the Forum by Caritas India weakens the linkages between these two entities.
- While some Forums have been able to actively engage in mobilization, networking and advocacy, some have not been able to move beyond the basic aspects of coordination at the regional level.
- There is an urgent need to promote regional staff as good community facilitators, PRI trainers, NRM, RTI trainers and skill development trainers in order to develop dynamic skills and strengthening of CBOs.
- Arranging and conducting state-wise training for the directors and core team members needs to be in place.
- Strengthening the capacity of the weaker diocesan as well as regional personnel, particularly in the tribal belts, needs to be looked into for effective intervention at the grassroots.

National Level

- Public visibility and media representation of Caritas India and its contribution and achievements have been minimal in relation to the magnitude and spread of its work.
- While the Organizational Development process has been able to put professional systems in place, it is reported to have brought subtle bureaucratization leading to delays, cuts in funds and interference with project sanction processes.
- The extensive coverage of programmes dispersed across different regions and geographic terrains has resulted in weak supervision and monitoring by Caritas India.
- It is reported that Caritas India is currently facing funding constraints that affect the funding requests of the dioceses.

The issues and challenges as reported by various stakeholders at all the three levels need critical reflection for re-visioning Caritas India's future strategies. Caritas India with a complex intertwined network of grassroots organizations, dioceses and regional forums on one side and international counterparts and other support organizations on the other, needs to introspect and act on how it can become an effective instrument in India's endeavour to implement in a timely fashion the human development goals as set by the Millennium Developmental Goals.

CHAPTER 6

Findings and Recommendations

God doesn't look at how much we do, but with how much love we do it.
—Mother Teresa

Caritas India through its journey over the past fifty years has been striving to bring about a positive change in the lives of the marginalized and deprived communities of society. In the process, Caritas India has also re-imagined its vision, mission and approaches for effective intervention in the changing socio-cultural and political context. An important and significant feature of Caritas India has been its dynamic and ever evolving nature, always ready to adapt so as to respond to newer realities and reach its ultimate goal of a just society. The findings and recommendations detailed in the ensuing paragraphs have been collated from both primary field data and secondary data sources.

Major Findings

Programmes: Caritas India has been engaging with the most marginalized and deprived sections of Indian society for the past fifty years to bring about a positive change in their lives in keeping with its vision and mission. The findings indicated that in 2010, Caritas India was able to reach out to 12,183 locations, with 11,245,100 population.

Evolving Programme Approaches: Keeping abreast of the challenges posed in course of time, and in light of its introspection, the organization has gone through far-reaching changes that have encompassed its organizational structure and programmes to focus on specific thrust areas. Its unique approach of cluster formation of various dioceses and regions under the umbrella of a single mega programme upholds the principle of “unity in diversity”. The concept of Integrated Development through Empowerment and Action (IDEA) has brought in an integrated development approach by strengthening the structures and systems of the Diocesan Social Service Societies. The IDEA programme covers 8 dioceses of North East zone, 9 dioceses of west zone, 16 dioceses of South zone and 17 dioceses of North zone, covering 1114 villages that resulted in forming a Core Development Cell, Advocacy and Networking Committees and Thrust Area Committees at the level of the Diocesan Social Service Societies. This programme helped in the formation of 4203 self-help groups and community-based organizations.

Community Managed Disaster Relief and Rehabilitation (CMDRR): CMDRR paved the way for creating a Disaster Management Desk at Caritas India to be able to respond far more effectively to disaster-related emergencies. Emergency Response Support Teams (ERST) were formed, empowered with the requisite knowledge and skills to handle such situations. Community Based Disaster Preparedness (CBDP), started in West Bengal, extended in course of time to 59 Diocesan Social Service Societies in 13 states. The research team particularly noted the fact that in Bihar, Tamil Nadu, Kerala, Andhra Pradesh and the North East, the community demonstrated its readiness and aptitude to face disasters.

Peace and Harmony Building: The peace and harmony building thrust of Caritas India emerged in Odisha in terms of relief and rehabilitation of the victims. It further ventured into a peace building strategy in the villages and community with diverse religious groups. It was observed that in villages where the programme is in operation, community gatekeepers were identified, whose responsibility was to observe and handle any community conflicts through dialogue and mediation.

Gender Equity and Gender Mainstreaming: Gender equity and gender mainstreaming is one of the key approaches in all programmes of Caritas India. This involves capacity enhancement programmes, anti-human trafficking initiatives, gender mainstreaming in

planning and monitoring, advocacy networks, etc. being implemented in Caritas India as well as among partner organizations.

Health and HIV/AIDS: The partnership of Caritas India widened its scope of intervention in Community Health and HIV/AIDS programmes in Gujarat, which resulted in providing HIV-related services and behaviour change communication activities. The intensified Malaria Control Programme–II in North East India is another network strategy of Caritas India.

Programme Management: Caritas India, being a programme support agency, provides necessary support at various levels through the operationalization of mechanisms such as national assembly of DSSS directors, zonal/state cluster programmes teams, etc. It is also observed that there is a clear monitoring system in place, with an annual project and programme monitoring calendar. Caritas India staff are trained in result-based management approach, ensuring participatory project proposal, monitoring and evaluation. It is also observed that the programme staff is moving towards greater professionalism and efficiency. At the same time, it is frequently reported that the field staff is not directly involved in planning the projects and programmes.

Governance and Management: In its endeavours Caritas India is inspired and guided by the leadership of the Chairman along with members of the Governing Board who represent the various stakeholders (including women and laity). Bodies like Finance Advisory Committee, Appointment Committee, and Project Selection Committee are the extended structures to support its functioning. Periodic meetings of these committees enhance the credibility of the organization. It is also observed that though the Directors have a limited number of years to serve in Caritas India, every one of them has done their best to make the organization pre-eminent in the history of India in service to the poor both in times of calamity and in development.

As part of internal governance, information sharing and decision making the following system established during the last three years is noteworthy mention. This is one of the best practices for internal learning and decision making.

Instruments	Participants	Periodicity	Responsible
Management meeting	Director, Asst. Director and Administrator	Fortnightly	Director
Core team meeting	Director, Asst. Director, Administrator and HOD Partner Support	Fortnightly	HOD Partner support
Partner support management team meeting	HOD Partner support, Manager Operations and Manager Programme Finance	Fortnightly	HOD Partner Support
Programme Management team meeting	HOD, Managers, Thematic team leaders and Directors	Monthly	Manager Operations
Zonal Managers meeting	All zonal managers , Managers and Directors	Quarterly	Manager Operations
Zonal review meeting	All the staff in the Zone + HOD, Manager Operations	Quarterly	Zonal Manager
State level review meeting	State officers, Thematic Officer, finance officer and Zonal Manager	Quarterly	State officer assigned

Human Resource Management: It is observed that Caritas India has a good Human Resource Management system in place. It includes staff recruitment, capacity enhancement, and an informed performance appraisal mechanism. The record shows that in recent years the organization has been recruiting professional staff for various postings on contract basis.

Quality Management: It is observed that Caritas India has moved ahead in having a quality management system, preparing position papers on quality management as well as bringing out quality manual for the staff to keep systems and structures in place.

Resource Mobilization and Resource Management: Caritas India has a well-managed administrative finance management system as also a program finance management system. It is observed that bifurcation of finance management system into Administrative and Programme has created space for maintaining finances transparent, accountable, and professional. Finance management is advised by the Finance Advisory Committee, legal advisors and statutory auditors. The financial system of Caritas India is also supervised and managed by the Standing Committee of CBCI for credibility and transparency.

It is observed that Caritas India has not seriously considered mobilizing local funds; dependency on international fund providers still remains. For local resource mobilization, the major strategy adopted by Caritas India is Campaign Against Hunger and Disease with a definite theme in each year. This approach is, however, far below the requirements and scope of the work of Caritas India.

Partnership Strengthening beyond Funding: Caritas India is known as a credible programme support agency across the country. In recent years it has made credible efforts to strengthen its partner organizations beyond funding and involve them in closer collaboration in its service objectives.

In this context, it needs to be noted that Caritas India needs to support the dioceses beyond the funding level: they require close monitoring and hand-holding. In other words, Caritas India needs to involve itself more deeply as a work partner – pay greater heed to the diocese and its field-level people, being fully conscious that it may not necessarily have all the answers to the needs at the grassroots level.

Professionalism and Commitment: The infrastructure as well as the publications of Caritas India indicated a high quality of professionalism. This is also seen in the Regional Forums and Diocesan Social Service Societies: their staff were punctual, maintained a harmonious working atmosphere, and had the requisite educational and professional background.

It is observed, however, that in the Diocesan Social Service Societies and Forums there is a need to ensure job security. The current practice of project-dependent tenures on contract basis need to give way to a policy that better assures social security to the staff, with social security schemes and benefits. Though it has officially been claimed that religious affiliation or status in the Church hierarchy does not come into the picture, it is the general opinion of the staff that the first preference in appointment is given to a person belonging to a religious congregation or in the Church hierarchy, and next to a lay person belonging to the Catholic Church.

It is also noted that the Diocesan Social Service Societies need to strengthen their administrative procedures and become more professional in documenting their finances and work.

Visibility: Caritas India's visibility programme is oriented more towards its partners and stakeholders: through communication materials such as newsletters, annual reports, Lenten Campaign posters, policy manuals, pocket planners, audio visuals, and websites. It is noted, however, that there are no conscious efforts to broaden the visibility of Caritas

India's work, achievements, and endeavours. The organization needs to have its rightful visibility amongst the government, likeminded organizations, funders, corporates, beneficiaries, and the common person alike. It cannot be overemphasized that Caritas India needs to internalize – and promote – this requirement of visibility as a professionally oriented organization. Emphatically, focus on this aspect is going to benefit Caritas India in multifarious ways.

Emphasis on Animation: Caritas India has consciously adopted the social animation model for its engagement with society: this has been the paradigm used by Caritas India consistently through its programmes and policies. In recent times Caritas India's work has been guided by the parameters of social inclusion, rights-based approaches, and good governance. Collaboration with likeminded organizations, NGOs and government departments along with their capacity building has been taking place in national programmes. This has emerged as a new strategy to respond to social issues at the broader level by enhancing the capacities of partners and networking with other organizations.

RECOMMENDATIONS:

For CARITAS INDIA

Programmatic issues:

- ? Animation has been one of the major focus of Caritas India in all its programmes and projects. It is recommended that Caritas India continues to invest in animation through community mobilization and community organization while focusing on the thrust areas.
- ? Based on the emerging Indian and international scenario as well as the recommendations of OD process and the changes in the overall development scenario, Caritas India has moved from being primarily a relief and charity oriented organization towards a rights based organization. Hence it is recommended that Caritas India should focus on obtaining rights and entitlements of all citizens especially of the most marginalized.
- ? It is further recommended that Caritas India should lay greater stress on inclusive and equitable development in all its policies, programmes, funding, partnership and interventions.
- ? It appears at times that the interventions of Caritas India seem to be coloured by availability of funds for specific thrust areas than the actual issues that emerge from the grassroots. Hence while appreciating focus and direction given by the thrust areas, it is recommended that Caritas India along with partners also responds to the emerging and important issues and mobilizes necessary resources to address the issues.

Partnership:

Caritas India is a partnership enhancing organization and not funding organization – though it is known for its funding. In this perspective it is important that Caritas India focuses more on building partnership than just being a funding organization.

- ? While Caritas India has taken various steps in partnership building through National Assembly of Diocesan Directors, Regional Forum Directors meeting etc – the DSSS express that there are gaps in partnership strengthening. Further some others see Caritas India as a funding organization and not as their partner. Hence it is recommended that Caritas India needs to support DSSS beyond funding.

Caritas India needs to evolve a comprehensive plan to enhance the capacity of the DSSS and Forums so that they would mobilize resources for their interventions.

Financial resource:

- ? The partners appreciated the funding from Caritas India for various programmes. However most of them are of the opinion that the funding level is coming down as the resources for Caritas India from its traditional donors are also coming down. In this context it is inevitable the Caritas India moves as early as possible for a systematic local resource mobilization. We recommend that Caritas India soon comes out with its local resource mobilization strategy and implements the same.
- ? Caritas India supports programmes primarily through the DSSS. Though the number of DSSS is more in south, Caritas India needs to relook at the funding from the perspective of poverty, underdevelopment and greater need of different regions and make the shift accordingly.
- ? Caritas India has a well managed administrative finance management system as well as program finance management system. It is a positive step in the right direction. But for Caritas India to be an effective organization, it is imperative that its partners also have to have sound finance management system and well defined programme management system. It is recommended that Caritas India take steps to put in place finance and programme management system in the partner organization before funding.

Capacity Building

- ? Caritas India reaches out to the DSSS and other partners through Capacity Building. Over the years it has developed a team of resource persons both at Regional and National level. However, it is reported by the partners that in the changed scenario they are looking for more advanced, qualitatively enhanced capacity building programmes. Hence it is recommended that CARITAS INDIA relooks its CB policy and focus more intensively on designing need based advanced capacity building programme for the partners.
- ? For Capacity enhancement of itself as well as its partners – it is recommended that Caritas India engages in constant dialogue with its partners and undertakes assessment of the needs of partners while designing the programmes.
- ? Keeping in line with the objectives, thrust areas and available resources, Caritas India in the long run should consider seriously the proposal to set up Caritas India training institute.
- ? Caritas India should aim to build a pool of inclusive resource team for Capacity building within the existing resources of church in India and make their services available for DSSS, Forums and its other partners.

Organizational

- ? From this study it is clear that Caritas India is a learning organization as it keeps learning from internal and external reflections, studies and evaluations. However the internal learning system needs to be institutionalized and intensified and raised to a higher level in keeping with the increasing changes and challenges of the development field.
- ? As such Caritas India should continue to play the role of Change agent by constantly reflecting and coming out with new ideas.
- ? Caritas India has a well written HR policy which is inclusive in nature. But it was reported that in the operationalisation of this policy there are some

discrepancies. Hence it is recommended the Caritas India progressively moves towards inclusiveness in terms of gender, caste, class, creed, region.

- ? In the perception of the partners and the Caritas India team members, Caritas India has progressively brought in greater professionalism of its staff / team members. This is a very much appreciated by partners. But it was also reported while being professional the Caritas India staff at times lack sensitivity to the actual situation of the partners, their ability and capacity to respond as well as other cultural sensibilities. Hence it is recommended that while maintaining greater professionalism in carrying out the tasks, the Caritas India should also take in to consideration the local situation, ability and capacity of partners and not judging them from the general professional standards.
- ? There has been constant discussion on the issue of professionalism vs. commitment. This issue also cropped up at various levels during the study. It is important that Caritas India moves into a professional organization but not at the cost of commitment. Hence it is recommended that while Caritas India continues to be professional, it reaffirms the commitment part among the staff. .
- ? Visibility is one of the major concerns expressed by all the stake holders including international partners. Caritas India should seriously focus on this issue and it is recommended that Caritas India comes out with visibility guidelines in a time bound way and implement the same.
- ? For a national organization with large number of partners and programmes across India, advocacy is an important role specially – policy advocacy. It is recommended Caritas India focuses on advocacy at various levels. Programmes and mechanism for the same needs to be in place in consultation with partners.

Recommendations for DSSS

- ? Over the years many of the DSSS have evolved through strategic planning, vision, mission priorities etc. However some dioceses do not have clear aims and objectives and consequently are not able to address the issues of the people. Coupled with a lack of proper infrastructure as well as clearly laid down policies and priorities some DSSS are not able to carry out their mission. Hence it is recommended that all DSSS should have clearly defined strategic plans and policies.
- ? All the DSSS have moved from Charity and relief to social development organizations. But in terms of functioning they continue to remain in the charity mode especially with regard to staff members. Many of them do not have service conditions, human resource policy etc. In the absence of these there are no clear guidelines for salaries, job security, social security etc. Hence it is recommended that the DSSS along with Forum and Caritas India put in place policies and programmes to address these issues.
- ? The relationship and partnership between Caritas India and DSSS is intrinsic and based on true partnership values. However in most cases of field visit, Caritas India is not getting the due visibility for its contribution. Hence it is recommended that the DSSS give proper and due visibility to Caritas India as a network partner.

Recommendations for Regional Forum

- ? There is an absence of supporting regional level people's movement especially the unorganized and marginalized communities for their social transformation and emancipation. This is due to lack of coordination at the regional level of the large number of initiatives undertaken by the DSSS at the local level. Hence we recommend that the Forum in consultation with the DSSS identify some of people's initiatives and network with DSSS to carry forward the movement.
- ? There is an urgent need to promote regional forum staff as good community facilitators, PRI trainers, RTI trainers, OD trainers, ME trainers etc for supporting the DSSS and other partners specially those who are less capacitated.
- ? The DSSS, especially those who do not have good infrastructure and are less capacitated are looking for continuous capacity building and hand holding support. And they look for such support from the regional Forum. Hence it is recommended that regional forums identify such partners and provide capacity building support. Also there is a need to attempt more participative approach of development with the local partners.
- ? It is recommended that the regional forums revisit their historical evolution, objectives, contributions and reaffirm their animation role.

CHAPTER 7

Conclusion: And the Way forward

Beginning in 1962 as the social development arm of the Catholic Church in India, Caritas India has emerged as a national development organization, with numerous achievements in the service of suffering humanity and in terms of promoting human development. Motivated by the spirit of Christian charity, it has worked for poverty eradication, disaster relief and rehabilitation and community organization. The occasion of its Golden Jubilee has provided the opportunity to Caritas India to revisit its past and present presence and contribution and also spell out a course of action for the future.

This research report has highlighted the fact that Caritas India has been moving towards its vision of helping to form a just and sustainable social order. Within this broader framework, it has been attempting to fulfil its mission of restoring the dignity of the poor and the marginalized.

In the 1960s, Caritas India focused mainly on poverty eradication and emergency relief. In the 1970s, it moved towards disaster rehabilitation. With a decade of experience of being at the service of the people, it also made a shift towards animation programmes. Towards this end, changes were introduced in thrust areas, strategies and organizational structure.

Caritas India wholeheartedly implemented the recommendations made by Ramachandran and Coutinho in their research report about Caritas India, undertaken on the occasion of its silver jubilee in 1987. To fulfil its mandate of animation, along with project support, capacity building, regular visits and constant accompaniment, Caritas India moved forward in this direction, helped along by the support rendered by the Regional Forums.

The major contributions of Caritas India in India's nation-building efforts have been: through the Diocesan Social Service Societies and Forums engage in animation at the grassroots; capacity enhancement of partners; foregrounding the rights of the tribals, Dalits and the other marginalized communities; promoting gender equality; promoting natural resource management; and promoting community disaster preparedness and risk reduction. Regular monitoring and evaluation became an integral part of fostering greater professionalism in the response of Caritas India to the emerging needs. All these emerged from and were followed by policy formulations which enabled the institutionalization of various initiatives. Caritas India's framework of intervention for the process of human development is based on international human rights standards.

There are some challenges that Caritas India needs to face to be true to its vision and mission. Though in the last two to three decades a major shift has been made from being – and being perceived as – a charity funding organization, this shift has not assumed its full potential. Based on its first evaluation, a shift was made from the southern concentration to North and North-East as a policy change. But this conscious shift still remains to be fulfilled. Caritas India has kept pace with the demands of being a professional organization. But in the changed scenario, the partners are looking for more advanced, qualitatively enhanced capacity enhancement programmes. At times, it appears that the interventions of Caritas India are coloured by the availability of funds for specific thrust areas than the actual issues that emerge from the grassroots. Further, the decision to raise local resources has not been put in place in a systematic and time-bound manner.

Objectively, Caritas India as a social development organization has been engaged in responding to the emerging issues of the common people for the last fifty years. As a learning organization, it has also brought about programmatic, organizational and structural changes to be able to respond in the best manner possible.

In terms of the way forward, Caritas India should move beyond working for the empowerment of the target groups to obtaining rights and entitlements of all citizens, especially of the most marginalized. In an age of economic crisis and lopsided growth, mobilizing resources for rights and entitlements has become difficult. Against this background, Caritas India needs to put in place a comprehensive plan to achieve this goal. The lessons from the last fifty years clearly call for greater shift in terms of programmes and funds to the backward regions of the country. Since Caritas India is increasingly expected to engage in capacity enhancement task, it should consider seriously the proposal to set up a training institute for sound development practices at the national level.

In the emerging national and international scenario, Caritas India needs to progressively move towards inclusiveness in terms of gender, caste, class, religion and region in all its programmes, policies and personnel. The assessment of the last five decades of the presence and contribution of Caritas India calls for Caritas India to move towards advocacy, especially policy advocacy.

As a resource support and capacity enhancement organization, Caritas India functions in partnership with the Diocesan Social Service Societies and Regional Forums. It has succeeded in enabling many of the DSSS and Forums to put in place strategic planning so that the interventions of these partner organizations have greater impact. But the fact also emerges that Caritas India along with the DSSS and Forums need to revisit the structures and functions and arrive at clearly spelt out individual roles and responsibilities.

Caritas India also needs to keep abreast of changes being imposed in a rapidly globalizing and corporatizing world, in order to be better placed to respond to the emerging needs of the most marginalized and deprived. At the same time, it has to evolve more innovative and critical strategies and programmes to be on the side of these communities.

In the process of moving into its third generation of presence and contribution, it is apt that Caritas India has undertaken this evaluation of the last fifty years in general and the last twenty-five years in particular. This report has made an attempt to capture the vast and substantial presence and contribution of Caritas India on the Indian scene. The qualitative and quantitative data that were collected and processed in the course of the project and review of secondary data do not entirely capture the trajectory of the last fifty years; it is simply a humble attempt to trace this trajectory in terms of identifying the best practices, the gaps, and the lessons learnt.

In conclusion, it may be said that Caritas India, true to its vision, mission and objectives, has grown into a credible social development organization in the last fifty years: this it has done by being beside the marginalized in their hour of need. With its dedicated service, many deprived communities have been able to attain their basic needs, access their rights and entitlements, and move on the course of a dignified life.

List of Abbreviations

AIDS	-	Acquired Immuno Deficiency Syndrome
APHD	-	Asian Partnership for Human Development
CBCI	-	Catholic Bishops Conference of India
CBDP	-	Community Based Disaster Preparedness
CCI	-	Catholic Charities India
CMDRR	-	Community Managed Disaster Risk Reduction
CRO	-	Caritas Regional Officers
CRS	-	Catholic Relief Services
DPSC	-	Diocesan Projects Selection Committees
DSSS	-	Diocesan Social Service Society
GFATM	-	Global Fund to Fight AIDS, Tuberculosis and Malaria
GSACS	-	Gujarat State AIDS Control Society
HIDS	-	Human Institutional Development System
HIV	-	Human Immunodeficiency Virus
IDEA	-	Integrated Development programme through Empowerment and Action
IMCP	-	Intensified Malaria Control Programme
ISI	-	Indian Social Institute
LSG	-	Local Self Government
MNERGA	-	Mahatma Gandhi National Rural Employment Guarantee Scheme
NACO	-	National AIDS Control Organisation
NFE	-	Non Formal Education
NRM	-	Natural Resource Management
OD	-	Organizational Development
PLHIV	-	People Living with Human Immunodeficiency Virus
PO	-	People's Organization
PRI	-	Panchayati Raj Institution
PSC	-	Projects Selection Committee
RPO	-	Regional Projects Officer
SHG	-	Self Help Group
SO	-	State Officer
ST	-	Scheduled Tribe
TB	-	Tuberculosis
UN	-	United Nations

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Major Disaster Relief Initiatives

1970	Bangladesh Refugee relief
1993	Latur Earthquake (Relief to 4500 families and 1852 permanent houses built)
1996	Andhra Pradesh Cyclone (Relief and 1396 permanent houses built)
1999	Orissa Super Cyclone (Relief to 10000 families and 1724 permanent houses built)
2001	Gujarat Earthquake (Relief to 20000 families and 3215 permanent houses built).
2004	Tsunami (Relief to 50000 families and 13420 permanent houses built)
2005	Jammu & Kashmir Earthquake (Relief to 16500 persons and 2657 semi-permanent houses built)
2007	Bihar Floods (Relief to 1500 families and 581 permanent houses built)
2008	Bihar Kosi Breach (Relief to 20069 families)
2008	Kandhamal Communal Riot (Relief to 177299 people and 664 permanent houses built)
2009	West Bengal Cyclone Aila (Relief to 2150 families and 2000 permanent houses built)
2011	Cyclone Thane, Tamil Nadu, Pondicherry, costal area



Caritas India aspires for.....

