

# ANDHRA PRADESH MAHILA SAMATHA SOCIETY



REPORT

1986-87

TO BE LAID ON THE TABLE OF RAJYA SABHA

AUTHENTICATED

  
(MUNJI RAM SANKAR) 17/11

MINISTER OF STATE IN THE DEPARTMENT OF EDUCATION  
IN THE MINISTRY OF HUMAN RESOURCE DEVELOPMENT

## INTRODUCTION

We have come a long way since the start of field activities from July 1993.

As we enter the second phase of the programme in 1997, reflecting on what has happened so far is critical for several reasons — to map stages of growth and areas of achievement, analyse strategies for their effectiveness and replicability, identify bottlenecks, plateaus, problem areas all of which will inform strategising for the second phase of the programme which will address issues of consolidation and initiate the process of making sanghams autonomous and independent.

It is with some degree of pride that we can say that there is a high level of ownership of processes both within the organisation and at the sangham level, which has enabled a broadening of programme strategies and interventions weathering changes of personnel at all levels within the organisation.

Looking back over the last four years, it would appear that the programme has maintained a reasonable pace of growth and movement.

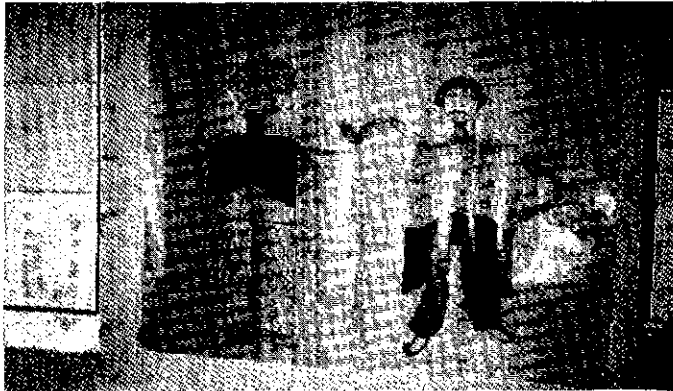
We started with the understanding that mobilising and organising women into sanghams (collectives) is a necessary condition for the empowerment of rural poor women. The experience of the programme so far has renewed our commitment to collective processes and action. This has also necessitated that we continually clarify our own understanding of the difficult concept of “empowerment” as well as of “collectives”. During 1994-95, we had identified stages of sangham formation and some broad parameters to assess the empowerment process. In the course of using these parameters and indicators along with process documentation, a sharper delineation of issues began to be made by the end of 1995. There was a clearer understanding of issues, strategies and interventions.

In the initial two years, the programme focus was on areas of health and education, issues around which the sanghams were mobilising. Sanghams began to be mobile, confidently interacting with structures in the village and at the mandal level and a vast range of issues from accessing government services to protesting and stopping child marriages, jogini initiation began to be addressed. Gradually, the sangham began to establish its identity both for its individual members and also as a collective, acknowledged as an effective group by the village community. Sangham women in almost all the villages report that the village community, the sarpanch and panchayat have all begun to seek out the involvement and support of the sangham in resolving family and community problems, and participation in other village activities. This as a positive trend since a majority of the sangham members who are poor women, are carving out an identifiable niche for themselves in the village context as a force to be reckoned with.

By the beginning of 1996, the thrust areas for the programme became clearer. This was influenced by several factors ----- critical analysis of issues raised by the sanghams, changes in the external environment with enhanced opportunities for political participation of women, pressures placed on sanghams by larger programmes, increasing violence in the local environment, coupled with our own growing perspectives on women’s education and a more holistic understanding of the concept of empowerment. By the beginning of 1996, *five broad thrust areas for 1996-97 were decided upon ----- women’s health, women’s and girl child education, asset building and resource management, political participation and violence against women. Some degree of thinking also took place on what would be the strategies to address these issues and in what way do the on going activities and interventions relate and strengthen these major thrust areas.*

Reflecting on how we have addressed these areas, it is clear that while some initiatives have been taken on all the areas, our efforts have been very uneven. While conceptually we were clear of the critical relevance of these issues to women’s empowerment, we were not able to make headway equally on all. Though field based efforts are on, there is still a need for

a more conscious and planned manner in which to address them. A beginning has been made to initiate legal awareness and literacy both for MS personnel and at the sangham level. This needs much more sustained strengthening. Though demands for training in the area of political participation were there, organisationally we did not have the human resources to meet this need nor were we able to converge with external resource support due to differences in approaches to training. While sanghams have started economic development programmes, and, in Mahabubnagar district, APMSS is participating in a watershed programme, we have not yet been able to develop a clear woman centred perspective and strategy. We have been conscious of these lacuna on our part, and later in this report, the issue of how these problems are proposed to be dealt with are indicated.



1996-97 has been a turning point for other reasons as well. There have been changes in roles at several levels. The sanghams have now become critical partners in taking the programme forward. Stronger sanghams have actively assisted in introducing the programme in newer areas and in strengthening of field processes. Sangham women helping neighbouring sanghams on issues, interacting with weaker groups, assisting the karyakarthas with difficult villages have all been taken for granted within the programme at this

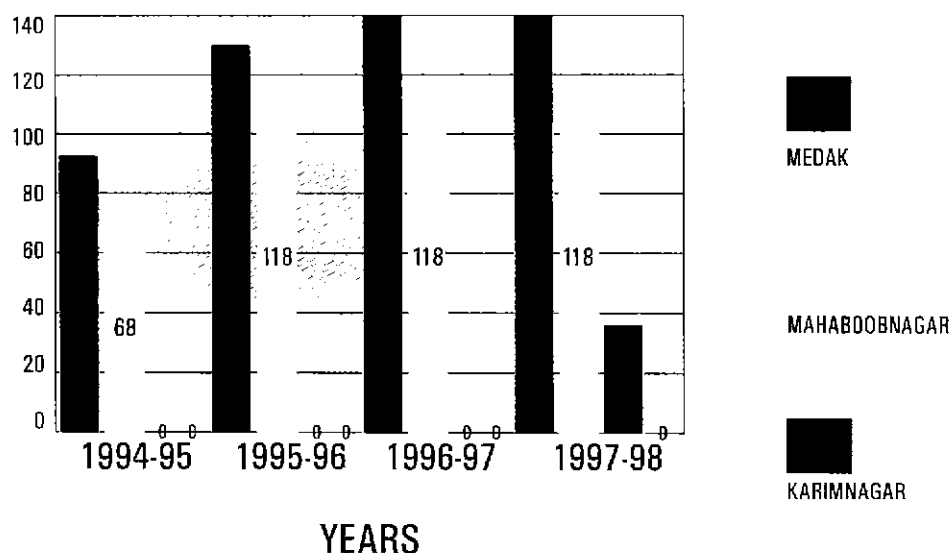
juncture. So much so this exciting and crucial development is not being adequately documented. This is something that has to be done. So far training and building capacities in specific areas have been the responsibility of the organisation and resource persons brought in for this purpose. During the year a slow change took place. Sangham women have travelled from one district to another not only to share their experiences within the programme in general, but also as resource persons. They have been our resource persons in sangham level trainings on specific subjects, for instance on health, to talk about the importance of sanghams, and collective farming. Not surprisingly the impact they have had is far beyond what we could imagine. Their voice and experience have a legitimacy and validation which few of us could match.



Within the organisation also there has been a lot of change and mobility. Senior karyakarthas have become junior resource persons, district resource persons have become district coordinators and consultants at the state office. The demand to use APMSS staff as resource persons by different institutions, organisations and programmes also has increased significantly. All this has necessitated changes in roles and focused attention on the urgent need to develop our own capacities to meet the new challenges.

## EXPANSION OF THE PROGRAMME

### Number of Villages

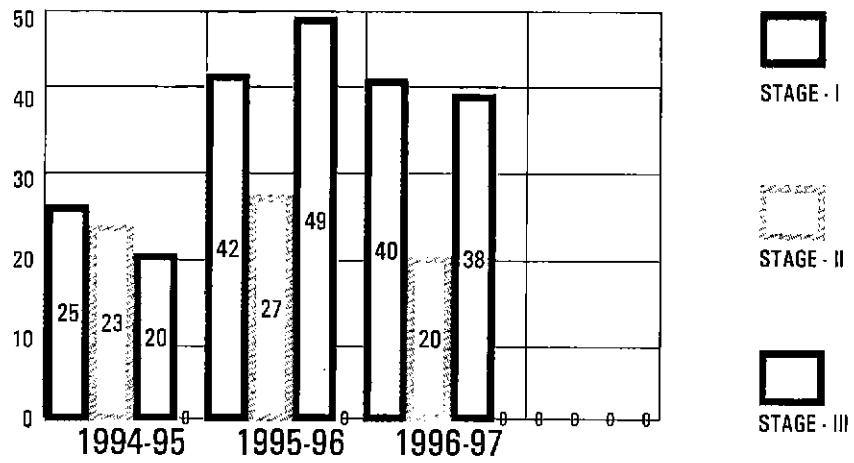


Expansion into newer mandals in Medak and Mahabubnagar has been hampered by several factors. Turnover of staff who left for several reasons—to pursue higher education, some left to join other organisations at a higher level, while others had been asked to leave since they were working against the principles of the programme. In Medak while the programme extended to three new mandals in early 1996, it was not till the end of the year that work started in a sustained manner. In Mahabubnagar district, on the other hand, the mushrooming of NGOs during the last two years in almost every mandal has raised other problems and questions—like duplication of efforts, territories being defined and consequent tensions. The pulls, however, are increasing by the day with women and community leaders from neighbouring mandals requesting MS to start work there as well.

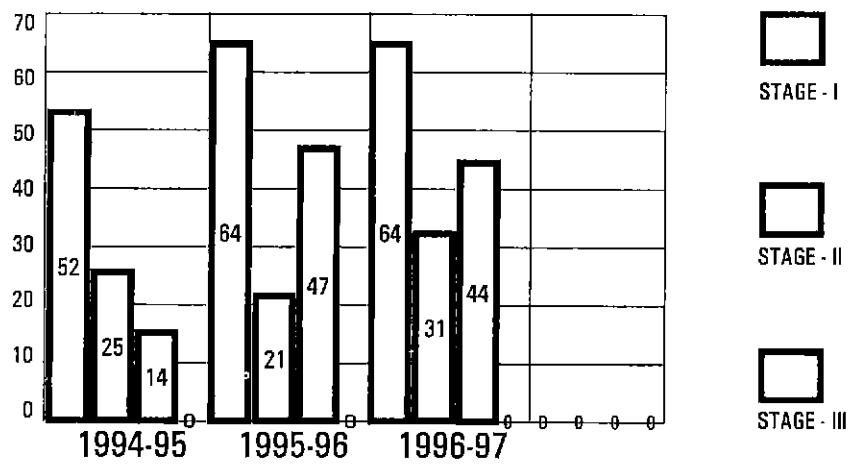
During this year it was decided to extend the programme to Karimnagar district. The choice of the district was determined by several factors—female literacy levels are low at 23.3%, the district is adjacent to Medak where APMSS is already working and this would facilitate exchange of experiences, and Karimnagar is part of the District Primary Education Project. The possibility of APMSS working in collaboration with DPEP had been discussed for quite some time. While organisationally there are several limitations to APMSS directly impacting DPEP, it is at the field level that APMSS, we feel can most effectively converge with DPEP and produce a synergy of efforts.

To start and ground the programme in Karimnagar, the strategy has been to use the karyakarthis who have recently been promoted as Junior Resource persons. Their experience of the programme with the challenges of new roles and responsibilities has given a tremendous momentum to the programme in Karimnagar.

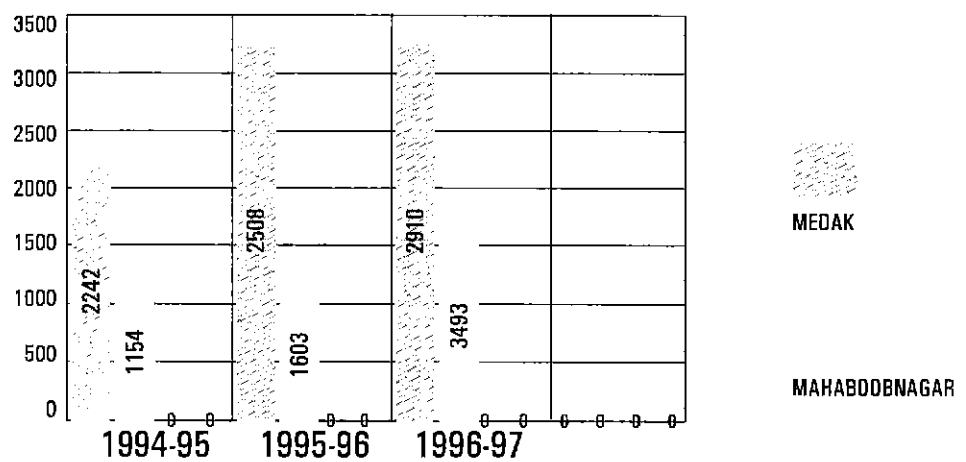
### Sanghams Status Mahaboobnagar



### Sanghams Status Medak



### Sanghams Membership



## STATUS OF THE SANGHAMS

As has already been pointed out mobilising and organising women into sanghams has been the principal strategy followed. These groups are not registered but nevertheless, in the minds of the women as well of the village communities and mandal level officials, they have a definite identity. It seems as if the MS objective of the sangham being a forum for women to meet, share and build solidarities has been well borne out.

In trying to comprehend and grasp the modalities and dynamics of these formations, a fairly simple matrix of stages of sangham formation and growth has been worked out. (see note appended) This has been used continuously for a variety of purposes. For a Karyakartha to analyse where her cluster of 10 villages stand, for the district coordinator to make an assessment of the strength of a mandal cluster, as a quick reference informing decisions like the giving of sangham funds and so on. One is acutely aware of the fluidity of these stages and that they are in no way static or stable.

Broadly four stages of growth have been identified, with the karyakartha's role being critical in the first two and the sanghams becoming progressively stronger in the other two. At this juncture, small clusters in the older blocks appear poised to be enabled to function independently of direct MS involvement. This would, of course, require careful planning and monitoring.

In Medak, for example, the relative positioning of the sanghams has been influenced by several factors—simultaneous expansion into three new mandals in early 1996, a rapid turnover of karyakarthas and the DIU core team itself facing personal crisis. It is important to note that the 80 odd villages with which there has been regular contact since 1994-95, by the end of 1997, a little over a half are strong and vibrant groups. In Mahabubnagar, which in the earlier years faced similar problems, there has been little turnover and consequently the sanghams have grown at a steadier pace. Based on the experience of the programme over the last four years, one can anticipate that there will be an acceleration of these processes in Karimnagar district.

There have been several clusters, where when karyakarthas have left, other karyakarthas and sangham women have maintained contact, or in several cases where the sanghams themselves have kept meeting on their own, seeking support when required.

As has been reported in earlier documents, there is a core group of 20 -25 which participates regularly in sangham activities. What is being reported as sangham membership is this regular core group. Who are these women? In almost all cases they are agricultural poor and mainly SCs. In Medak, however, the field reports suggest a slow change taking place with poor women of other caste groups joining the sanghams. Data is being collated on this issue and will require further analysis to pinpoint the factors which are enabling sanghams to move towards a mixed composition. We would like to emphasise that in APMSS we have not supported caste based sanghams though the pressure for this is constantly on the programme. In Mahabubnagar, as a result of other district programmes, the karyakarthas in the mandals of Narva and Maganur have been in touch with a wider cross section of the village than other karyakarthas. There has been considerable pressure here for such caste based sanghams which has not been encouraged. The issue was further complicated with the push in the larger environment for the formation of thrift and credit group which ipso facto are small and often caste /familial based. Our insistence that there be only one sangham for women in a village has begun to show some results, with women of other caste groups evincing an interest but not yet taking the step to join in actively.

During 1996-97, in both districts, APMSS and the sanghams have actively participated in programmes which involve working with the entire village community. More on this later in the report. This has brought a degree of legitimacy to the sangham as an entity and we are hopeful that in the coming year sanghams will draw women from different social strata. Our analysis at this stage suggests that on issues like health, children's education, economic programmes, prevention of jogini initiation and general violence women will come together. On issues like minimum wages for women, not surprisingly, not only is there likely to be little chance of forging solidarities across caste/class groups but gender divides may also be sharply articulated. Though there is a fairly sophisticated understanding of the dynamics of sanghams, we need to further develop our clarity on the empowering of women in this process. There is a need to move beyond the first level of empowerment that has been achieved, of women defining their time, space and identity for themselves.

## ISSUES, STRATEGIES AND INTERVENTIONS

As indicated earlier, issues being addressed by the sanghams are wide ranging. In the nascent stages of sangham formation, women have tended to discuss and act to meet needs like pensions, ration cards, maternity assistance, getting street lights, getting drains cleared and houses for themselves among many others. Sangham women have stood for election and been elected to PR institutions and made informed decisions on other candidates. They have been eager to participate and show their strength in various fora like the people's councils in Medak, the mandal level general body meetings in Mahabubnagar and the more recent programmes of the government like the Prajasa Vaddaku Palana, Shramdan and Janmabhoomi. It could be said participation in the latter is not surprising since these were state wide programmes. The significance is in that field reports suggest that sanghams have played an active and constructive role. It is in this process that sanghams have coalesced and learnt their first lessons on how to deal with power structures.

As the sanghams gained in self confidence, women have not hesitated to address social and gender issues which could potentially lead to a confrontation both at the individual household level but also at the community level. These latter concerns are more systematically becoming part of sangham agenda. One of the most



interesting developments in both the districts has been the alacrity with which support and strength has been sought from neighbouring sanghams to deal with issues of girl child education, child marriage and marital violence. The sanghams have begun to act as pressure groups which cannot be ignored. In Mahabubnagar for instance, in the four mandals where APMSS is working, everyone knows that the sanghams and the organisation will prevent the initiation of young girls as juginis. It is to the credit of the women that they have been in the forefront of this struggle. A similar environment is gradually being formed in both the districts on the issues of child marriage, concerns of the girl child / child

labour and on issues of violence against women. There is much more that needs to be done. Sanghams need to have a more in depth understanding of issues of gender and what empowerment would mean for their lives.

Our strategies have been informed both by our commitment to the long term objective of enabling poor women to work as pressure groups independent of MS as well as to internalise programme processes and in a sense own these processes. The strategies have been varied and some of them are indicated below

- ◆ Dissemination of information on issues
- ◆ Structured interactions between sanghams at the cluster and mandal level to build intra sangham solidarity and to build sangham consciousness and capacities to become a forum for women at the village and mandal level
- ◆ Training inputs in areas of health, panchayati raj, natural resources, etc
- ◆ Encourage sanghams to be mobile and take initiatives to resolve their own problems like getting street lights, applying for a pension ,at an early stage of sangham formation
- ◆ Encourage sangham participation in all public fora and programmes



- ◆ Organise interactions between the districts and from 1996 organised exposure visits to other MS states and to other organisations
- ◆ To internalise the concept of the sangham, encourage sanghams to collectively bear the responsibility of small expenditure like travel of their members for training; use sangham funds primarily for collective activities, to access and harness local resources for sangham purposes like the kutiram
- ◆ Enable the sangham to take on a leadership role in monitoring and demanding accountability of government services as well as of the programme initiatives and interventions
- ◆ Develop skills like literacy, ability to manage funds, non-traditional skills like masonry etc
- ◆ Develop the conceptual clarity and perspectives of the MS team through planned training
- ◆ To widen the impact of the MS strategy and the sanghams, participate in larger programmes based on careful consideration of its long term implications and to avoid subversion of MS philosophy



### **Moving beyond the sphere of the sangham : its potential and limitations**

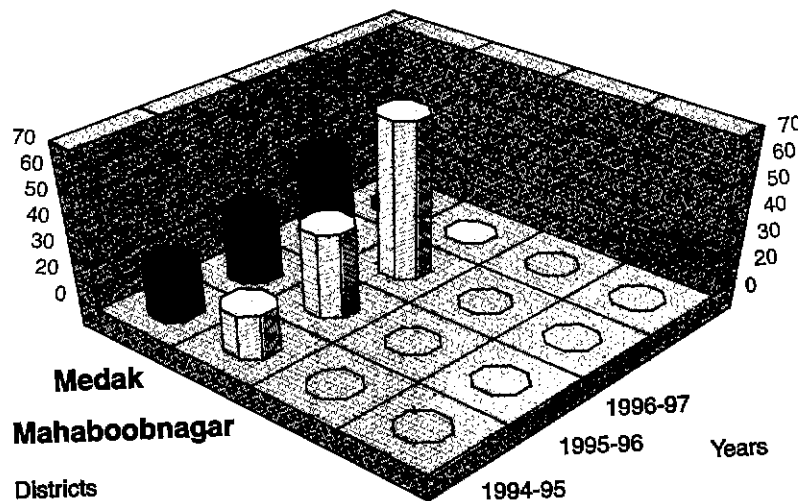
Over the past few years, the concentration had been on grounding the programme, developing the perspectives and capabilities of the team to take the programme forward, mobilising and organising women into sanghams, strengthening sangha processes, initiating structured transfer of knowledge and skills through specific initiatives like training. Sangham and we were interacting with structures and the larger community as and when the need arose. From the end of 1995, both the sanghams and the programme began to interact with the wider community. Some of this was thrust upon us by the larger environment and some was a result of conscious decisions taken. In 1995, for instance, the district wide thrift programme in Mahabubnagar swept us into its vortex. The experience has been mixed. Initially though women were mobilised on a much larger scale in the new mandals of Narva and Maganur than we had done so far, the involvement and enthusiasm of women waned just as quickly when the expected monetary benefits from the thrift programme did not follow.

During 1995-96, a conscious decision was taken to participate in larger programmes. We started with the watershed programme and in 96-97 we joined with two programmes on health and literacy. This shift in focus from sanghams alone to the larger context was determined by several factors

- ◆ Set in motion a process to facilitate women's leadership and empowerment at the community level
- ◆ To link MS initiatives with larger programmes
- ◆ To give a fillip to our own efforts and upscale work
- ◆ Enable an interaction with the entire community
- ◆ Create a challenge both for the sanghams and the programme to work with social complexities and realities

The following is a brief analysis of APMSS participation in the Total Literacy Campaign in Mahabubnagar, the IEC campaign on Reproductive and Child Health, and the DPAP Watershed programme in Mahabubnagar.

## No. of Adult Education Centres in Medak & Mahboobnagar



### "We will now blacken this white paper"

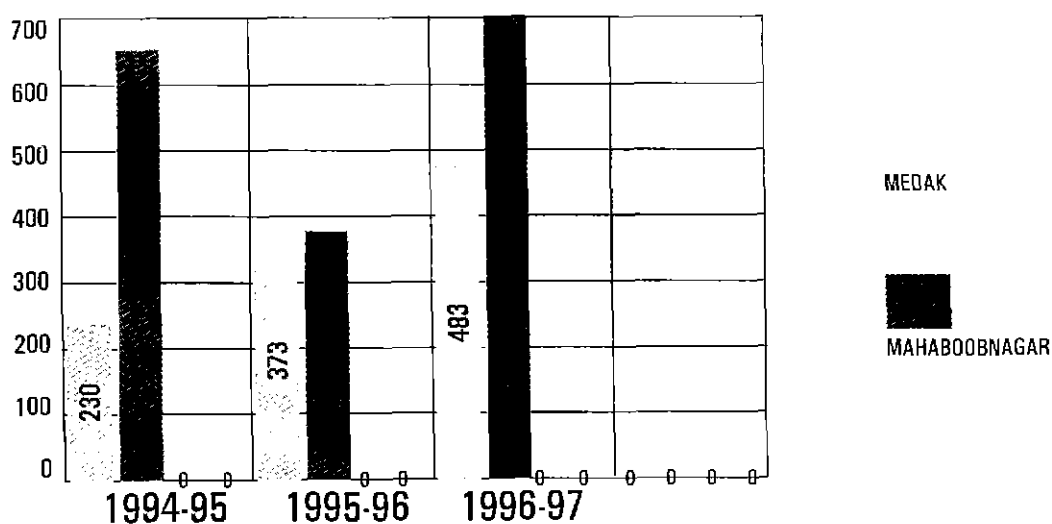
Was the refrain of about 650 women who had come together for a literacy mela on March 8<sup>th</sup> 1997 in Medak district. Women were eager to show off their learning, identifying letters and words, enthusiastic about dictation and the oral question and answer session to test comprehension. This in a sense is a satisfying culmination of our efforts in the area of literacy in Medak district. When the programme started, the environment building phase of the TLC had just been completed here. Its impact was evident in the immediate demand for literacy. Despite dogged efforts not much headway was made. Things began to change as the sanghams began to consolidate. When sangham funds began to be given, there was stress on the need to acquire basic literacy and numeracy skills. As issues of violence came to the fore, from 1996, the DIU began to include a strong component of legal literacy as part of the learning material. The desire to learn is there, and sanghams have taken decisions that younger members of their group, who are now taking on leadership roles, will acquire these skills.

In Mahabubnagar district, we decided to take active part in the newly launched TLC in 1996. The sanghams who had been learning to read and write, we felt, would be further enthused. The DIU team members were included in the various sakshratha committees, with the district coordinator part of the district committee to review the learning materials. The team was enthusiastic and felt that a gender perspective can be brought in at a larger scale. All the APMSS partners, the sanghams, the literacy and balmitra kendra instructors have been actively involved.



The expectations at the mandal level have been very high of the karyakarthas. Problems surfaced, when the karyakarthas were expected to monitor all the centres in the 118 villages with little support from the government side. They were accused of paying more attention to the sangham centres. Initial reports indicate that the participation of sangham women is almost 90%. It is too early to say what the impact on the larger community has been. There have been other limitations. We have not been able to impact the production of material to the extent we anticipated.

### Number of Women in A.E. Centres

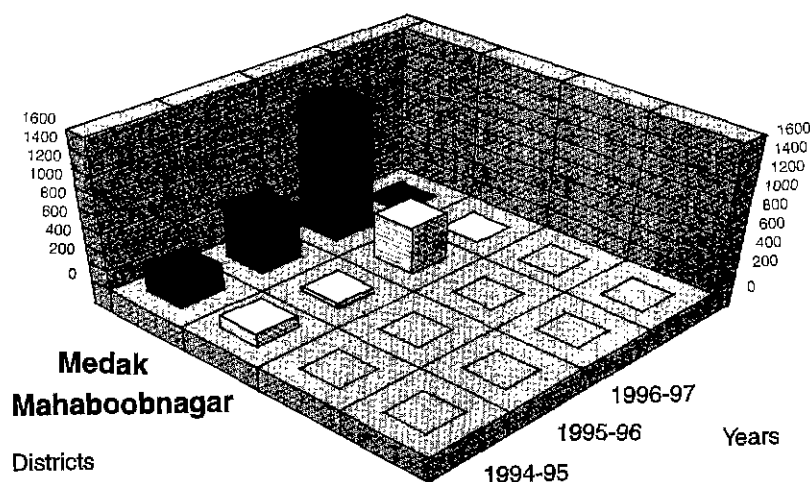


This focus on literacy by the sanghams has had other related outcomes. From an early stage, we have been discussing the need to address the future of girls and children. Information on educational facilities had been actively disseminated. Sending children to school and to the government hostels has become accepted agenda. Despite resistance from family, sangham women have taken up this issue in right earnest.

Organisationally also we gained clarity on these issues. During 1996-97, the focus was on sending children especially girls in the age group 5-9 to the village school and for older girls in the age group 9-14, who are working at present, to start non-formal education centres called Bal Mitra Kendras. Mahila Shikshana Kendras (one year residential programmes) were started one in each district to address the needs of adolescent girls.

- ❖ A word about the strategies employed would not be out of place. In June 1996 in Mahabubnagar, a meeting with sanghams, teachers and other officials was organised to work out a strategy for ensuring children's access to school. The focus was on ensuring that all children in the age group 5-7 would be enrolled in class I. This was followed by a rally on girl child education to which 1200 women came. The news of this rally on girls education spread far into the villages, and brought this agenda to the forefront. Its immediate impact was in the increase in enrolments, demand for NFE for working girls increased, the on going Bal Mitra Kendras began to be run more efficiently, and literacy received an impetus.
- ❖ An important strategy which addresses the long term issue of sustainability of these interventions has been dealt with in setting up the Bal Mitra Kendras for girls. To ensure an ownership of the issue of girl's education as well as the intervention, sangham and parents participation in financial and other terms have been the cornerstones on which this intervention has been built. Today in the areas where APMSS works, the Bal Mitra Kendras are recognised as successful learning centres and also the fact that unless the parents take on some financial responsibility they will not be started. The Rishi Valley Kit which is being used needs to be modified to suit the Telengana context. Teacher training also needs considerable shoring up. This process has been started.
- ❖ Another strategy which has been effective is the demonstration of the girls learning through bal mitra melas where parents and officials are invited to participate. The organisation of melas at critical junctures on specific issues has helped in consolidating specific interventions and in bringing these issues into the public domain.

## No. of Children enrolled in School & Hostels by Sangham Women



The most interesting outcome of this focus on girls education has been the organisation of *cheli sanghams* for girls towards the end of 1996. This process has just begun and also needs to be thought out more.

A significant corollary to all this have been the two Mahila Shikshan Kendras in Medak and Mahabubnagar. It is expected that not only will life skills be imparted but the Kendras will prepare these young women to play a leadership role when they go back to their villages. Started in Mahabubnagar at the end of 1995 and during the first quarter of 1996 in Medak, these Kendras represent the commitment of sangham women to charting a new life for their adolescent girls. In many cases, sangham women have sent their daughters as a means of postponing marriage.

The girls learn to read and write and are brought upto class five level. Craft, song and dance, discussions on health and the environment all form part of the curriculum. Their enthusiasm for learning and new experiences is immense. In Mahabubnagar, for instance, the MSK students have won prizes for their craft and cultural performances competing with children from the formal schools. Their talents have been acknowledged in that the TLC song cassettes which include songs sung by these girls.

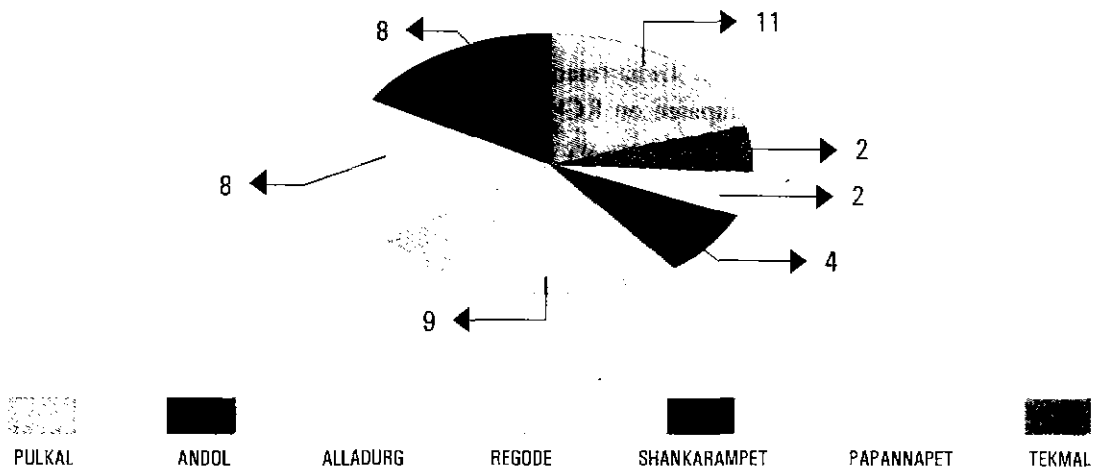
There have been several problem areas—lack of a carefully planned curriculum to meet the varying educational levels, teachers being sensitised to the special needs of these girls, and a well thought out plan for the future. At the time of the writing of this report, 28 girls in the Mahabubnagar Mahila Shikshana Kendra have completed their one year course. Leaving the Kendra with a certificate, 15 have joined the State Home run by the district administration where they will be helped to take the board exams over a three year period. Two students have started NFE centres in their villages. Four others plan to collectively use their newly acquired tailoring skills and earn a living. We need to track these girls over a couple of years to be able to conclusively assess the impact of their learning at the Mahila Shikshana Kendra. In Medak, several parents have decided to send their girls to hostels so that they can continue to study.

Though there is a demand for starting non-residential MSKs at the cluster level, they will be started after the logistics and issues of curriculum are further sorted out.

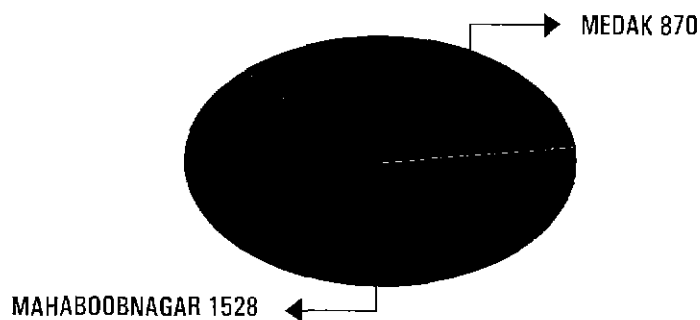
### **lec campaign on reproductive and child health in regode mandal, medak**

Health as we have reported in earlier reports has been a strong focus area in the programme. Taken up for planned interventions at an early stage, we have developed health awareness, disseminated information, encouraged sanghams to demand accountability of their ANMs, helped women to recognise and retrieve their knowledge of herbal medicine and started sangham level training in an effort to develop health activists. The outcomes have been impressive in some areas. Immunisation

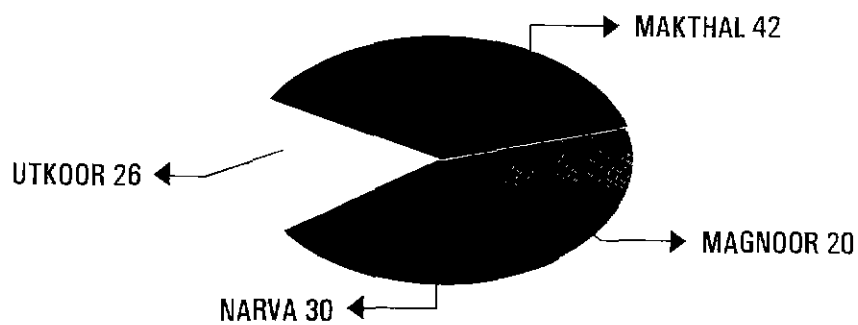
### No. of Bala Mithra Kendras in Medak During 1996-'97



### No. of Girls in Bala Mithra Kendras in Medak & Mahboobnagar



### No. of Bala Mithra Kendras in Mahboobnagar During 1996-'97



of children and pregnant women has gone up, there is a heightened awareness of hygiene and sanitation leading to sanghams in Medak accessing the government scheme for household latrines, women are growing more fruit trees, kitchen gardens have started, discussions on the small family norm are more common.



In mid-1996, APMSS was invited by the Department of Family Welfare to participate in their IEC campaign on RCH in Medak district. Initially we had several reservations since we feared that mobilising for family planning maybe a compulsory requirement. When we were convinced that this was not so, we agreed to do the campaign in Regode mandal. We were motivated by several reasons.

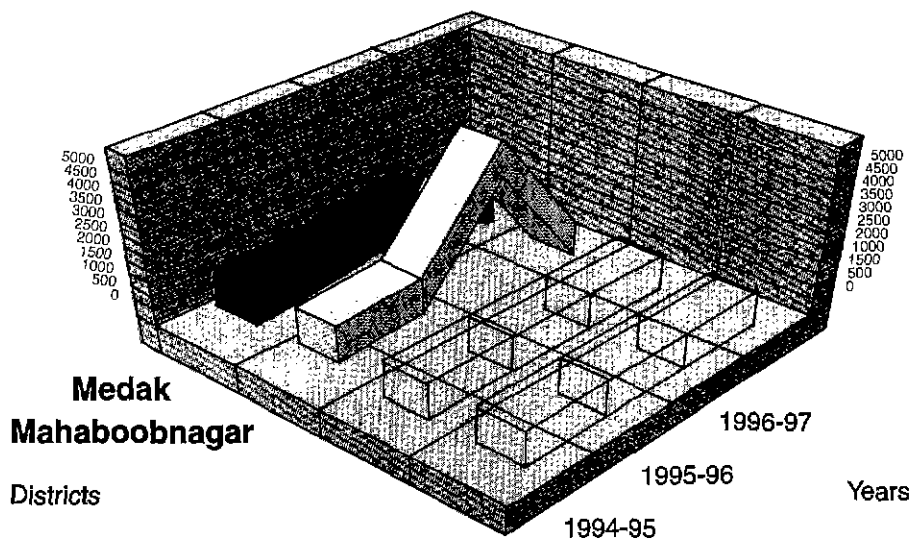
We had reached a plateau. The team's motivation was flagging. The campaign, we felt would energise everyone, it would enable a greater focus on reproductive health and rights, and strengthen linkages of village women with the health establishment. Regode has been a very difficult mandal. The campaign would boost the efforts of the karyakarthas.

This has been an interesting learning for all. The campaign as we planned it included, PRAs on health, Gram Sabhas, Grama Arogya Utsavams and Kalajatha performances, and shramdan activity in the form of greening the village or cleaning drains. The impact has been impressive. Sangham activity has gone up, even in difficult villages the responses have been very encouraging. Interactions with the village community has given new insights into the issues of health. Linkages with the school, PHC and mandal level officials have been established. The DIU team has been acclaimed for their honesty, integrity and commitment. The activities have received wide publicity.

It had been expected that a health action plan would emerge for the mandal. Though discussions at the mandal level have taken place, a concrete followup plan has not been made. Unless this done, all this effort would have been in vain. This is an urgent area and is going to be taken up in the coming year.

The Department was so impressed with the way the pre-campaign survey and the campaign was done, that APMSS was requested to do this campaign in Mahabubnagar as well. It was decided to take up this campaign in Uikur mandal.

### No. of Children immunised in the project area



## Sanghams, apmss and the watershed programme

The experience of MS in the watershed programme is being analysed at some length, since it offers some insights into potential problems of trying to integrate sangha women into a leadership role into a programme which ipso facto requires working with the entire village community with all its social and economic divides.

Several constraints surfaced during the course of implementation relating to

- a. Technical aspects of implementation      b. Social aspects of mobilisation      c. Sangham participation

One major aspect of the programme was the need to work with the entire village community. So far MS karyakarthis had been working primarily with a small segment of agricultural poor women, most of whom are dalits. In the watershed programme the pulls and pressures of working with a heterogenous caste groups surfaced. There were other problems as well. The revised DPAP watershed programme envisages a process oriented implementation with people's/women's participation. It is these guidelines which were a decisive factor in MS deciding to participate in the programme. In implementation, however, the DPAP at the district level tends to stress targets and their achievements. This has created tensions when MS insists on certain processes of community mobilisation and awareness before implementation. The MS emphasis on a process oriented strategy has now been well appreciated. The pressures of targets and a different philosophy persist.

The effort to involve sangham women as equal and empowered members of the watershed committees or at the operational level has not been easy. A major component of the watershed programme at this stage is civil works which employ local labour at wages which are marginally higher than the prevailing agricultural wage. MS is playing a watchdog role to ensure that men and women receive the wages as prescribed in the scheme as well to strengthen the sangham women to exercise their rights as equal and empowered members.

Some of the positive trends are



- Sangham women are vocal in the watershed committees in demanding greater transparency in financial matters
- Sanghams have become stronger as a result of their interactions with the community at large
- Watershed committees have become sensitised to larger social issues. In some cases they have taken an active lead in TLC and in stopping child marriages
- In Sanghambanda, for instance, the watershed committee and the WDT members played a crucial role in mobilising and organising women.



Despite these positive trends, harsh realities confront both the sanghams and the programme. Though sangham women are members of the committees, it is difficult for agricultural poor women to raise questions and demand information and accountability of the Watershed Committees, whose members are the local political representatives and the well to do of the village, who are most often their employers. This is the challenge that the programme faces. One possible solution could be if sanghams become a larger force beyond the village level.

## MONITORING AND EVALUATION

We have been very conscious of the need for continual reflection and review if the programme is to keep moving forward. Fairly early in the programme we began six monthly reviews of the programme and developed monitoring formats. Monthly core team meetings are held to discuss problems and strategies to address them

This was coupled with documenting stages of sangham growth over a quarterly period in the form of profiles of each sangham. These profiles provided an insight into the nature of issues emerging and enabled us to plot the areas/issues in which the sanghams began to demonstrate their ability to cope on their own.

As the sanghams have gained in strength, they have come to play a crucial role in monitoring specific interventions and even monitoring APMSS staff. Demanding accountability of government grass root level workers like the anganwadi teachers, ANMs, school teachers has been accepted by many sanghams as part of their responsibility. The sangham role is sharply evident in the close monitoring they do of the Bal Mitra Kendras ( NFE centres ), ensuring that teachers are regular, acting swiftly to remove teachers who are not, seeing that parents make their financial contributions. In the older mandals ,sanghams are quick to report ,often in writing, if the karyakarthas do not visit the villages on the date requested by the sangham or do not provide the information or support that had been sought.

Perhaps a more telling example of this trend is the angry reaction of women in Medak to a workshop held in the summer of 1996 on dryland agriculture just before the onset of the monsoons. Since 1995, some sanghams in Medak have been using the sangham fund for collective land lease for agricultural purposes. The DIU team invited Mr.Rao of the Centre for Environment Concerns, who has been working for a long time in the area of dryland agriculture, to advise the sanghams. During the course of the interaction, everyone realised that the timing of the workshop was ill planned , it should have been held at least three months earlier to enable the sanghams to negotiate the lease on better terms and to prepare for the agricultural activity. For the first time, the capabilities and planning of the DIU team was questioned in no uncertain terms by the women. This sensitised the team to their own inabilities and sometimes casual attitude in planning such workshops. There was also a sharp realisation that women had become quite confident to question and criticise the DIU team openly , something which would not have happened a year earlier. All in all, a very healthy and welcome trend.

In our opinion, the initiatives of the sanghams in playing a watchdog role to stop child marriages, initiation of girls as joginis, and now in some clusters to prevent domestic violence and the practice of untouchability is the most positive sign that women are moving and willing to take on agendas beyond meeting livelihood issues. These are now articulated as part of a village environment .The larger societal and gender contexts and webs of these issues are not yet fully and consciously internalised. This is an area that needs attention.

Evaluation of the programme processes and the personnel by external persons was started from early 1996. In January 1996, the programme was evaluated by Ms. Lalitha, who had just joined the National Resource Group. In January, 1997 the programme was evaluated as part of the Indo-Dutch Evaluation. A staff evaluation was done during March of 1997. The areas of strengths and critical comments of programme staff, strategies and interventions highlighted in the various evaluations are briefly delineated in the following table:

### Strengths

- ◆ Women mobilised on scale to make their own futures without any promise of incentives or services
- ◆ Validation of the significance of the collective to initiate change

### Critical comments and areas that need attention

- ◆ need to strengthen gender perspective at all levels
- ◆ need for broad based training. Using primarily in-house resources may not be sufficient to meet the growing and continuous need for training



- ◆ sangham ownership of processes for eg. Educational initiatives like the Bal mitra kendras/ mahila shikshana kendra meant to address the needs of girls and adolescents
- ◆ childrens'/girl child education of primary concern for many sanghams
- ◆ women have established an identity and recognition at the community level and to some extent at the family level
- ◆ the programme stands committed to the needs of poor women
- ◆ committed and hardworking staff
- ◆ MS personnel at a personal level have gained in self esteem and economic self-reliance
- ◆ Documentation of programme is reasonable good
- ◆ Enhancing external inputs/ exposure. At this juncture critical if the gains made so far are to be consolidated'
- ◆ Strengthening the capacities specifically of the core team
- ◆ Enable sanghams to move from livelihood issues to gender concerns at the community level in a more definitive and sustained manner
- ◆ lack of networking with larger people's/ women's groups
- ◆ need to build lateral and vertical linkages in the interests of sustainability
- ◆ need to strengthen the pedagogical and curriculum component of educational initiatives like the bal mitra kendras and mahila shikshana kendras
- ◆ plan for more systematic training of instructors and link up with organisations that can provide this resource support

### Strengthening the planning process

Over the last four years there has been a gradual but definite change in the planning process. In the initial two years, the state office formulated plans and budgets based on need assessments made by the district teams. Gradually, the DIU team began to prepare district plans and budgets, and also an activity plan.

Towards the end of 1996, efforts were made to involve sanghams more directly in the planning process in an attempt to make plans more reflective of sangham needs. Another crucial interest was to introduce sanghams to the concept of planning, a skill they would require if they are to start functioning independently of APMSS in the future.

A series of workshops were organised at the mandal level starting in December 1996. In these workshops, sangham representatives, BalMitra kendra and literacy instructors and the DIU team participated. Each mandal group discussed their ideas for the future. The emphasis on mandal groups is part of our long term strategy to enable sanghams to work as an autonomous women's platform and forum at the mandal level.

At these workshops, the women were enabled to articulate and conceptualise their concerns, which were then visualised on charts. Discussions centred around the resources needed to meet these concerns, and the roles and responsibilities of the sanghams and APMSS in this process with the sanghams taking care of logistical arrangements and the organisation providing inputs. These mandal plans were further developed to include planned inputs for gender perspective building and capacity building. The district plans were converted into an annual activity plan, with a clear mapping of resources required, in terms of individuals and institutions, for training and other inputs. This is absolutely essential to meet the expanding needs of training.

The plan for 1997-98 also includes concurrent development of perspectives and capacities of the APMSS team. The programme is at a critical juncture where, unless the APMSS team is fully equipped to take the empowering process



forward, sanghams could stagnate and become dysfunctional. Consequently 15% of total working days have been set aside for training inputs for the MS team.

This planning process has been a stimulating and exciting learning for all. The focal areas identified at the beginning of 1996 were reconfirmed as a critical concern of sanghams and hence are the focus of the next year's plan as well.

A detailed annual activity plan has been drawn up maintaining a balance between activities and inputs for conceptual clarity and perspective building. The best drawn up plan could have no impact if it is not carefully translated into the field and monitored. The attempt in the coming year is to have a structured quarterly review of the plan.

### **Future Directions**

- As we enter the second phase of the programme in 1997, the challenge is to consolidate sangham processes and enable sanghams to move towards a stage of autonomy. Consequently, a major thrust area during the coming year will be to initiate the process of setting up of mandal level structures to facilitate autonomous functioning of sanghams and to develop the capacities of the sanghams in a planned way to take on these new roles and responsibilities.
- A major focus will be on expanding the universe of understanding at the sangham level, to enable women to see the full potential of their mobilisation
- To meet the expanded training needs of the sanghams and the MS team, resource support will be sought from a wide range of institutions and resource persons to provide inputs over a period of time. These will centre around the focus areas of the programme..
- In special sectoral areas, technical support will be sought. For example to develop curriculum and pedagogy for the various educational initiatives help will be sought not only from organisations with experience in innovative education and teaching but also from within mainstream educational system. As a preliminary step, interactions with DIETs have taken place.
- During the 9<sup>th</sup> Plan period it is envisaged that MS programmes will set up resource centres. As part of the setting up the resource centre, institutions and individuals will be identified to undertake analytical studies of programmes processes, strategies and outcomes; to develop gender sensitive learning materials for neo-literates; and to document the rich experiences and varied facets of the programme among many others. A beginning has already been made in three studies which have been started on issues of the sangham kutiram, the sangham funds, and an in depth assessment of the impact of APMSS strategies so far in Medak and Mahabubnagar districts.

## ANNEXURE - I

### ANDHRA PRADESH MAHILA SAMATHA SOCIETY Putting Ourselves at the centre

February, 1995

Historically caste, class and gender have determined access and control of resources both material and ideological. Within this context, women & particularly poor material and ideological. Within this context, women & particularly poor women have limited or almost no access or control.

To question and / or change the above situation would require more than an individual woman's effort.

History and movements have shown us time and again that individuals cannot become politically viable agents of change unless they are backed by a strong and articulate group of supporters. This is even more so in any attempt to change the situation of women.

It is only when women are organised into a collective can they find the strength from each other to even begin questioning the existing conditions. As a group they can influence their environment to change their life situations.

Any change means a shift in the status-quo. It means questioning existing practices and structures. Such questioning will not be automatically accepted or even tolerated. To deal with the resultant friction a strong group is needed whose members support each other and are able to sustain the change process.

This perspective has informed the formulation of the Mahila Samakhya project. In a radical departure from earlier individual or family based strategies, the programme reflects the understanding that fundamental and radical change can come about only through collective action, and that pooling of human and material resources facilitates change for individual poor women, as well as for their communities. This collective action for change will emerge out of collective learning processes of articulation, questioning, critical thinking, and analysis. Therefore, the "sangham" (collective) is the nodal point around which the programme revolves.

A group of unorganised, experienced but isolated women finding the time and space to come together, meeting, identifying common issues of concern, prioritising them, accessing the information needed to deal with this issue, acting upon the information accessed and analysing the repercussions of their action-all this is the process of education envisaged by Mahila Samakhya. Through this process not only does the sangham (collective) become stronger but it also explores new areas for action and thereby learning.

As the sangham explores new issues and areas of learning its sphere of influence also increases. Therefore, a group may move from identifying the need for girl child education, to approaching the Mandal Education Officer for a regular teacher to playing a very decisive and active role in monitoring village educational activities through membership in the village education committees. At a higher level, this may result in the women participating in the preparation of village education plans.

What emerges clearly from the above is that the collective is central to two important processes - bringing about changes at the macro level, i.e., influencing plans and programmes affecting the village; at the same time it is also a vehicle for individual growth and development.

When the Mahila Samakhya programme was launched in Andhra Pradesh in 1993 through the setting up of the Andhra Pradesh Mahila Samakhya Society, the Mahila Samakhya experience in the other states was before us. In grounding the programme, certain conceptual and programmatic decisions were taken. Right from the beginning, in APMSS, the *centrality of a women's sangham (collective)* at the village level was recognised as *critical* to the programme.

In forming village collectives we had two strategies before us: the case of UP and Gujrat with paid village level workers and that of Karnataka which had none. We took decision to follow the Karnataka model on the premise that there is a tendency of identification of the paid village level worker with the organisation than with the village women. Further, we felt that to reach a larger number of women it would be better to focus from the beginning on the collective.

## **Processes of Group Formation**

The non-negotiable principles of Mahila Samakhya state emphatically that the process of forming the sangham or collective shall not be compromised by hurrying the women and; that this pace shall be determined by the women's willingness to come together. This is the core principle that determines the process of sangham formation.

After the first year of work in the field, [91 villages in Medak district and 67 in Mahabubnagar district] several questions arose. When can we say that a group has become a sangham? What is a sangham? At what stage is it self reliant? More doubts surfaced. Were we splitting hairs, caught in a web of semantics.

The importance of addressing this head on become evident when the teams began to facilely report that sanghams had been formed. And that they were well on there way to being independent and strong. Women were attending meetings regularly when the karyakartha (the facilitator for every cluster of 10 villages) visited the village and hence the sangham was formed and was strong.

It must also be added that the concept of a sangham was not alien to the women we were working with. Nevertheless, it became imperative to re-examine our own ideas and strategies. Within the programme then the discussions revolved around the how and why of a sangham.

What is the distinction between a group and a sangham? A group is a collection of people who come together for sometime around an event/crisis/when a stranger comes to the village/or anything new is going on. This gathering has no long-term purpose for interaction and is held together momentarily.

The sangham is qualitatively different. It is a collective of women, aware of why they are together and working towards a common purpose. A definite identity and the need for it is manifested.

Within the context of the programme then, the effort was towards the formation of such self-conscious, aware sanghams, which would then determine and control their own lives.

We addressed these issues, through a combined workshop for both the district teams, by re-looking at the programme objectives, the role of sanghams. It meant clarifying our notions of the purposes of forming strong and sustainable, to determine and control their lives to fashion the change they desire.

Based on the field experiences and within the above framework, stages of sangham formation were identified and the changing role of the facilitator and the programme in this process.

It must be emphasised once again that these are not theoretical constructs but an understanding that has evolved out of the field, arrived at through a process of collective reflection, debate and analysis by the entire team. We recognise that these formulations are not static and need to be and will be sharpened/changed in-time.

Intuitively four broad stages of sangham formation were identified.

### **Stage I : Rapport building**

Beginning with house to house visits, the facilitator succeeds in bringing together groups of women in different sections of the village. For a while these women meet in small groups when the facilitator visits that part of the village. During this stage the facilitator introduces the programme to the village and listens and encourages women to discuss issues and problems. The facilitator has to be attentive, patient, set a pattern of visiting, and respond with concern. Even if she is not able to give possible options to the problems stop, on her subsequent visits she takes whatever information is required.

### **Stage II : Formation of a small group**

As the facilitator gains the trust of women and their curiosity and interest is aroused, the women move towards sitting in a small group which meets every time the facilitator visits them.

Initially, the meeting may or may not be regular. Gradually sporadic meetings lead to more regular meetings with a steady participation. However, a catalysing factor or event is needed to move to this stage. Tangible or intangible, the members must experience the positive offshoots of coming together in a group.

This leads to the formation of a more or less stable group with a core membership and regular meetings. Giving the group an identity, eg :- a name also takes place. In some cases the group may select 2 or more women as their group leaders. With the help of the facilitator, the group may take some initiative on a problem which involves meetings an official or travel to an office to find out about procedures or to file an application. Since the group is at a nascent stage, one has to guide and enable the group to identify issues and prioritise them. Also, the nature of the issue identified plays a very keen role in group formation.

Issues which are bound to lead to a head on confrontation with the power structures in the village can be sustained only when the group is strong. Hence, issues which are relatively less controversial and do not place too much strain on the newly formed group are ideal in forgoing strong bonds and a sense of unity. Gradually there is greater mobility and the women are willing to participate in activities/workshops outside the village. Greater demands are made on the facilitator for information and support and her role continues to be critical to strengthening the nascent sangham. These initiatives and sustained interest lay the ground of moving to the stage of an aware and cohesive sangham.

### **Stage III : Consolidation of sangham**

The confidence gained from the small initiatives taken in the previous stage add to the credibility of the sangham. Newer issues get discussed and the scope of sangham initiative widens as they gain in confidence, information, and skills. Participation in meetings is regular and the size of the sangham increases. The women meet on fixed days of the month and begin to hold meetings on their own with or without the facilitator. The sangham has agendas which are more clearly defined and they are more focused in their demands for information and support from the facilitator. The sangham also confidently negotiates with the community and officials on various issues. It begins to reflect more and more on the women's situation and attempts to influence the community to change social practices and values which are against women.

A core team of 4-5 women emerge/or selected as leaders. The group leaders shoulders more responsibility, and begin to act independently of the facilitator. The role of the facilitator changes at this stage from being directive to actually enabling greater analysis, locating problems within the larger gender contexts, giving more and more information and transferring as many skills as possible to the sangham.

#### **Stage IV : Independent sanghams.**

At this phase the sangham should be able to access whatever information, skill or resources it needs on its own. The sangham leaders play the role of the facilitator in guiding and enabling the sangham to realise its agendas. We expect that many more in the sangham other than the leaders to become confident and articulate.

The sangham carves a niche for itself in the community and actively participates in and influences development and social values and mores of the village. The facilitator and programme increasingly play an advisory role and the stage is set for withdrawal.

We were all very enthused by the neat framework we worked out. The teams enthusiastically mapped the stage of various villages as on date of the workshop. Decisions were taken that weak groups will be helped to become sanghams, strong sanghams will be made stronger. After the initial burst of euphoria died down, cold sobering realities engulfed us. This process is not smooth or easy nor are the stages self-contained and discrete.

Group formation does not follow a linear vertical path. It may be best described as a series of crest and troughs. Groups are dynamic and alive. To assume that they will only move forward is unrealistic. The growth of a group can get retarded just as easily as its movement ahead. A host of factors may influence this - the role played by the facilitator, the groups own strength, pressures from the family and community.

Further, we as a programme need to be prepared to meet the varied demands and to work towards our vision. We were acutely conscious of our own limitations individually and as a team.

The following is a set of case studies which explicates the above processes and attendant problems.

##### **I. The process of initiating work in a village is delineated below.**

Let us take a look at Lingampalli village in Makthal mandal of Mahabubnagar District. This village has roughly 50-70 scheduled caste households. The facilitator took up this village in July, 1993. She made regular visits and spend time initially meeting individual women, getting to know them, talking a great deal to the menfolk in the village and explaining about herself, her work & the MS programme.

In the beginning clusters of women in neighbouring household came together to meet the facilitator whenever she visited the village. Since it was difficult to meet clusters of women in different places, the facilitator and the women decided to meet together at a common place. Thus a group of 8-10 women began meeting whenever the facilitator visited the village. This group decided that the most pressing issues were unsanctioned ration cards for a few and the non-availability of control price sarees and dhotis (which are sold at a subsidised price to the poor under the public distribution scheme).

Thus the group decided to meet the headman of the village, talk to the Patwari, the fair price shop dealer and also the Mandal Revenue Officer. With the facilitator help, the group members succeeded in filing applications for ration cards. They negotiated with the dealer to supply control priced sarees and dhotis regularly. Though the women did not get their ration cards finally they learnt a lot. Who to meet, how to apply, why ration cards are not being issued, the problem of bogus cards etc.

This event proved to the women as well as to the rest of the community, the credibility of the collective and forged a sense of bonding, unity in the group. They felt motivated to take on newer issues. The group's sense of increased confidence and ability to talk fearlessly, negotiate with officials boosted their sense of achievement.

Group meetings become regular with regular participation of 15 members and the group size gradually increased to 34. They named themselves Jhansi Mahila Sangham and began discussing a variety of subjects such as girl child education, health, literacy etc. The need to form and maintain a group was strongly felt by the women. The members of the collective now began attending meetings outside their own village. Now the group has identified a few women to participate in specific skill building training. Eg:- health and literacy. They now meet regularly with or without the facilitator.

The group is now contemplating negotiation with the headman for land to build a hut for themselves. This group has clearly grown both in size and stature. Its members are part of the village education committee and are evincing interest in participating in the forthcoming panchayat elections.

II. Saraswati Mahila sangham of Chandampet village, in Andol Mandal of Medak District, it is a good example of the fluidity of the stages of growth, and the movement forwards and backwards of a sangham.

At a very early stage a cohesive group of 30 began to actively meet. The sangham selected two leaders and did many things. They wanted to have a space of their own for meetings. They negotiated land for this, pooled their resources and built a hut. They participated in any meeting organised by us. They sent their representatives to be trained in the areas of health and handpump repair. During the course of all this, 10 women began to learn to read and write. The group leaders accompanied the facilitator to other villages to talk to women on why they should form a sangham.

The facilitator was an energetic community organiser. This sangham which was definitely a third stage sangham slid back as quickly as it was formed.

How does one explain in this? Several possible reasons are there. The inability of the facilitator to keep pace, the group not really forging a collective identity and purpose despite the many activities, our inability to help the group leaders to play a more constructive role and finally other village dynamics of family feuds which impinged on the group.

The size of the sangham dropped back to 15 and all the earlier initiative also ended. The facilitator is now attempting to regenerate the earlier interest. The focus is on trying to help women to rebuild on the initial momentum and skills acquired as a first step to accessing more resources.

III. The Peddajatram village experience is a good example of a sangham moving from strength to strength, effectively using information given, negotiating successfully with various power structures in the village and confidently influencing the village community and social practices.

The Veeranari Mahila Sangham has 40 members. Three young women were selected as group leaders. Initially when the facilitator visited the village, she faced a lot of hostility from the headman and the community. Besides the general hostility towards outsiders, there were other considerations as well. The political affiliations of the facilitator's family also influenced the initial reactions. Gradually this gave way to acceptance after the facilitator won the confidence and trust of the women.

It must be mentioned that 30 of the 40 members of the sangham are joginis [these are women who are dedicated to the goddess yellamma as young girls. Once a jogini, she cannot marry and belongs to the entire community.]

The sangham evinced interest in several different issues. Literacy, housing for joginis so that they would have a roof which is their own, childrens health, education and savings. 10 women started literacy classes and the sangham leaders

became members of the village Education Committee. On housing the sangham took the responsibility of following up on applications, meeting the concerned officials several times all at their own expense, getting the assigned land cleared.

During the course of the above interactions, the facilitator disseminated information of a 1989 law in Andhra Pradesh which prohibits the initiation of young girls as joginis. The law is stringent and levies a heavy fine and punishment on family, the community leaders and even mute spectators if a girl is initiated as a jogini. The law was widely discussed in the village, with men and women. The headman, a young educated man, was particularly interested in preventing future initiations. Alongside these discussions, the facilitator also addressed the issue of women's health (problems of STD) raised repeatedly by the women themselves.

Two months later, when the facilitator visited the village on her regular rounds, the sangham raised the issue of a proposed initiation in the village. The debate centred around whose responsibility it was to stop it. The facilitator? The headman? Or the sangham? The final consensus was that the sangham would mobilise the support of the headman and others in the village to talk to the parents of the girls and stop the initiation. Several attempts were made to talk to the parents and the family. Finally on the initiation day, the sangham mobilised many people in the village and along with the programme staff confronted the concerned family and teacher who was involved publicly. The initiation was prevented.

The sangham now with renewed confidence dealt with other issues. There was a long standing problem with the public distribution system dealer. He seldom supplied the assigned quotas of rice and sugar to the poor. If anyone questioned him, he would use the authority of his upper caste to beat, and cow them down, particularly the women.

To deal with this problem the sangham decided not to use a direct confrontationist strategy. They organised a boycott in the two villages that come under this dealer. They compelled those of their locality who had bought the rations to return them. They organised a meeting with the headman and the concerned mandal official and brought to light the severity of the problem. Consequently the dealer not only supplies the quotas but it also more careful and respectful to the women.

IV. Jyothi Mahila Sangham of Potulabogada village in Alladurg mandal of Medak District has 18 members. Right from the beginning this sangham was keenly interested in the area of girl child education. This was also a result of the facilitator's own interest in the issue.

As part of an effort to encourage education for girls, we had organised a camp of girls in the summer of 1994. Three girls came from Potulabogada. After the camp, several girls were admitted in the government hostel. Swarupa was one of them. Swarupa is 12 years old and very keen to study.

During the December vacations when she went home, her parents wanted to get her married. Swarupa quickly contacted the sangham and asked them to convince her parents to allow her to continue her education. The sangham and the facilitator met the parents and managed to convince the parents and Swarupa returned to the hostel. At this stage we felt that the sanghams were becoming powerful agents of change.

The complexity of the problems of child marriage faced us soon. By end of January, the parents went ahead and formalised the engagement and set a date for the marriage in summer. The sangham which earlier acted quickly, now felt powerless since the bridegroom is also from the same village and they are anticipating trouble. The entire district programme staff and the sangham members have been talking to the parents of Swarupa and the bridegroom to postpone the wedding for at least a few more years. We do not know that the outcome will be. What should we do? How can we prevent this child marriage? Should we take the support of the police? All these are questions to which we have as yet no answers.



Despite the many turns and twists, the processes at the ground level are positive and encouraging. While we do not have definite answers or solutions, our effort continues to be to work towards the empowerment of women.

The long term vision of the collective is one which slowly gains the strength to function autonomously both programmatically as well as legally. Another long term goal is that these strong individual collectives should federate at the mandal and district level to form a body which lobbies and influences decision making at these levels. We have taken a small step in this direction by organising regular and periodic interactions between the various sanghams, strong and weak, through cluster meetings, melas. This we hope will forge lateral linkages and identities.

## Questions and Problems

We face problems at two levels. At the village level, to initiate process leading to the creation of a strong sustainable women's sangham equipped with information, knowledge and skills to control their own development, and to ensure that this does not become the preserve of 2 or 3 group leaders.

Programmatically the problem is to keep pace with the demands and pulls of the field. The above problem is a critical one since the Mahila Samakhya Programme revolves around the concept of facilitation of an educational process. With no set targets or specific services to be delivered, the pressure is to keep a continuous learning process going.

This leads us to the problem of equipping ourselves to meet these demands. Within the programme also there is a constant struggle to strike the balance between strengthening ourselves and demands of the field. Our responses, therefore, at times are patchy. Further, not all of us have been able to absorb and learn at the same speed. This is a continuing struggle.

There are other problems with the notion of facilitation. What does a facilitator do in a programme which seeks direction from agendas set by women. Initially, there was a lot of confusion on this role. Since the women were not setting any clear agenda initially, does it mean we do nothing? Slowly we realised that at the initial stages we need to be quite directive in helping women to question, think and act. As they gain more confidence, we work along the agendas set by them and the role changes as the sanghams mature. Since each village level facilitator looks after a cluster of 10 villages and not all of them are at the same stage of development, she is required to play a different role in each village.

Going back to our earlier framework of stages of sangham formation, many questions remain. When do we call a sangham strong and capable? What are the parameters or benchmarks to assess this? Till what point is the presence of the facilitator required? Moreover, is the role of the facilitator as non-interventionist as it made out to be? Considering that within this programme, agendas are set by the women in the villages, what role does the facilitator play in the selection of the agendas?

These are questions to which we are trying to find answers through our own collective analysis. Another key issue which has concerned us has been the internalisation and application of the programme values of collectives and sharing, within the organisational collective. This has by no means been easy. All of us in the organisation began with idealised notions of collectives and their importance for women's development. There would be no conflict, we would work in harmony. We soon had to contend with each of our egos, insecurities and ambitions. We could pretend that this problem did not exist or deal with it. The contradiction between what we talked about so facilely in the field and our inability to function as a group hit us all.

Very consciously this problem was addressed at all levels in the organisation. Through a process of group reflections we came to a more realistic understanding of collectives, that individuals may not get along but could find the strength to work together if there is a commitment to a larger goal. This would be equally true at the village level.

STAGES OF SANGHAM FORMATION			
STAGE - I RAPPORT BUILDING	STAGE - II SMALL GROUPS	STAGE - III CONSOLIDATION OF SANGHAM	STAGE - IV INDEPENDENT SANGHAMS
<p>1. House Visits</p> <p>2. Discussing the programme with people in the village</p> <p>3. Setting a regular pattern of visits</p> <p>* Role of Karyakartha is very important</p>	<p>1. Regular Meetings with a group of women.</p> <p>2. Issues and problems discussed at length</p> <p>3. Talking about the programme in greater detail.</p> <p>4. In some cases activities are initiated on issues.</p> <p>5. In some villages group leaders are selected.</p> <p>6. There is a gradual increase in membership and the group begins to attend meetings regularly.</p> <p>* The role of the karyakartha continues to be very important</p>	<p>1. Through activities the sangham becomes large</p> <p>2. The group names itself and selects leaders.</p> <p>and functions of the karyakarthas.</p> <p>3. Regular meeting are convened.</p> <p>4. Many members participate in meetings/activities</p> <p>5. Action is initiated on specific issues. Eg:- Street Lights, Housing, ANM, Immunisation, Land for Sangham hut.</p> <p>6. Women demand specific information For Eg:- Educational facilities.</p> <p>7. Sangham bears the travel expenses for participation in training, etc.</p> <p>8. Formation of a core group, willing to think and act on behalf of others.</p> <p>9. Even in the absence of the karyakartha women take the initiative in visiting offices for their work. for Eg:- Submission of applications or follow-up on that.</p> <p>10. Karyakartha's role is to facilitate greater information flow, help sangam in planning, consider alternatives available, and become more and more independent.</p>	<p>1. Sangham works independently.</p> <p>2. A core group of the sangham plays a supportive and important role in decision making. This core group takes on the role</p> <p>* The role of the karyakartha &amp; programme changes completely, to providing advice and help if asked for.</p>
<p>1. Several groups may be in a transitional phase between Stages II and III. Even villages in stage III may not meet all the criteria given above. Some minimum criteria have been identified to place villages in stage III :- (a) Holding regular meetings on fixed days atleast twice a month. (b) Taking up activities or actions based on issue and demands raised in the group. (c) Interacting with outside structures and people. (d) Membership of group remains steady. (e) Recognising the benefit derived out of the sangham.</p>			

## ANNEXURE - II

### A NOTE ON TRAINING

The Mahila Samakhya programme was started in Andhra Pradesh in early 1993. In the first quarter of 1993 a small team of three, consisting of the Programme Director and two full time consultants, were responsible for operationalising the MS programme in AP. Though one had read about the MS experiences in UP, Karnataka and Gujarat (Where the programme was working since 1988-89) it was difficult to visualise how we were going to ground the programme and translate MS objectives and philosophy into field realities. Several activities were taking place concurrently -- identification of project areas in the approved districts, selection of personnel, setting up of offices and establishing contacts with volags and governmental agencies.

We were acutely aware of own limitations and inexperience in implementing a non-target oriented programme with a broad abstract agenda like empowerment of women through education. Several of us came into the programme with a previous experience of working with communities and collectives based on delivery of services. In MS we now had to unlearn this strategy and learn a new how to facilitate women to come together, giving them the space and time to determine our agenda.

These issues were discussed extensively amongst us and we quickly recognised that we needed conceptual clarity on the social construction of gender, The understanding of education in MS, and translation of objectives into strategies for implementation. The major concern was that this clarity needed to be developed and shared at all levels to prevent a dissonance between what was being said in the project and what was being done in this field.

One of the strategies of achieving this shared understanding is training. We also recognised that in developing the understanding and capacities of women we were to work with, training would play an important role.

#### Training Principles

Whether it be training of APMSS personnel or Sangham women, certain principles have been consciously adhered to :

- Learning from individual/collective experiences thereby validating experiential and participative learning.
- Underscoring the fact that gender and social issues are not external to the individual but are woven into the texture of our everyday lives.
- Develop abilities to look at any problem/issue/demand critically and analytically, and locate these within a broader context.
- The philosophy and strategies of the programme are as applicable to people in the organisation as the village women.
- To concretise programme concepts/principles into field strategies and realities.

#### Our Experiences

A training plan gradually evolved during the first two years. In this period, the effort continually was to develop our understanding of the programme principles and objectives; and re-examine each of our strategies in relation to changing field situations. As we moved forward mobilising and organising women, certain key areas which required immediate conceptual clarity came to the fore-how does one ensure continual learning processes in addressing different issues, why do

we need collectives and what is a collective, role definitions, future directions and its demands and the place of documentation in the programme. In addition, several issue and sectoral based inputs were also included in training.

While the above related primarily to the programme personnel, a simultaneous process was initiated at the village level.

## **Equipping Ourselves**

Initially the core team at the State Office evolved a broad framework for the orientation and first training. This framework was discussed with Srilatha Batliwala, a National Office Consultant engaged to help the starting of the programme in Andhra Pradesh. This was further discussed and sharpened in a brainstorming session with other women activists and friends of the programme in Hyderabad. The need for gender sensitivity and a clear understanding of the socio-economic situation of rural poor women is essential to operationalise the programme.

In June of 1993 we began with a three day orientation at Hyderabad where the entire team of the two districts met together, along with the State office team. The first step was a careful reading of the programme objectives and non-negotiables which had been translated into Telugu. Since none of us had yet visited the field, all this seemed very abstract. This was followed by visits to the project area to familiarise oneself with transport routes, locating houses and meeting field officials. At this stage itself some of the selected personnel dropped out on the grounds that the working conditions are likely to be very harsh.

The first training in June 1993 was for ten days. The components of training were analysis of gender within the context of education and work, analysis of social structures, importance of collective action, the role of the facilitator, the need for communication and mobilisation skills, information components on the programme, the district administrative structure and law. Several Resource persons were invited to facilitate this first phase of training. Conceptual analysis of gender and society was facilitated by Rukmini and Jamuna, Srilatha shared with us the history of MS and the experiences of the other states, Shailaja, an advocate, talked on woman and law, and Mash Hady and other government representatives spoke on the structure of district administration.

After the first ten-day training, the team started working in the field. Initial contacts were made, responses were mixed. In many cases the reactions were positive, but in a few places the teams were almost chased out of the villages. Some of these problems were a result of the decisions taken in the first phase training.

*During the first phase training some of the Resource Persons' ideas and perspectives on entry strategies were accepted unquestioningly. Though our understanding of village society was quite sophisticated we did not foresee the problems in terms of village dynamics. So we were guided by the Resource Persons' who we felt were far more experienced than us. The message to the team was to approach poor women directly, to establish credibility and a quick rapport, we must bypass all structures and people who are in positions of power and authority. Consequently, the team began to enter villages directly without meeting village elders and sarpanches. This led to many problems, hostility and suspicion. In many villages women refused to talk unless we had first met their men and sarpanch. This led to changes in strategy-discussing the programme with people in the village, occasionally meeting the sarpanch and not reacting sharply when men intervened in the meetings.*

After this first phase of training, for the next three months there were regular weekly review and analysis of the field experience in both the districts. Several problems surfaced. Though issues and demands were staring at us, the team was unable to convert these into a continuous learning experience. There seemed to be a yawning gap between the process of education which was understood merely as a concept and field work. Increasingly it became clear that concretising programme objectives into field activities was problematic. The need for a second phase of training was evident.

The second phase of training was held in September, 1993 after eight weeks of field work. Unlike the first phase where the emphasis was on conceptual understanding, in this training the focus was on translation of objectives and concepts into

everyday strategies and activities. In this training, emphasis was on two main areas -- what is empowerment and what constitutes empowerment; and ensuring a process of reflection, analysis and action in the light of the various issues and demands which had emerged in the field. The analysis of the issues and problems related to work was done by the entire team. The learnings in the training resulted in the use of different strategies in active mobilisation of women and initiation of different activities.

At this juncture a different problem emerged. The team was reporting that strong collectives had been formed and were wondering what they needed to do now. Once again we at the State Office recognised that this was a problem. Other questions were being raised in for a like the Executive Committee, where some members felt that unless a sangham is registered we cannot say that collectives have been formed. The more urgent concern was the conceptual understanding of the team.

In May of 1994 a third phase of training for the entire team was organised. The focus was on understanding collectives and assessing the status of the reported collectives. This was a crucial training. Firstly, the team identified stages of collectives formation, criteria to be used for assessing each stage, and the role of the village facilitator in each stage. Secondly, this matrix was used to analyse each village situation. It was quickly clear to everyone that we had a long way to go before we can say that strong, independent collectives had been formed. This matrix is being continually used to analyse our work and plan interventions. It has also formed the basis to decide which sangham should be given sangham fund.

During this first year several organisational problems also surfaced relating to roles and responsibilities. The core team in the districts was in the process of establishing its identity and credibility. As with any collective functioning the problems of individual growth, expectations of the group, accountability to those below and above us, insecurities continually surfaced. Some of these were the result of training strategies adopted. In the first year all personnel were trained together on the assumption that we need to evolve a common understanding of the programme since roles and functions were not clearly demarcated. The karyakarthas felt that those who were higher up in the hierarchy and drawing more honoraria should automatically know everything and respond immediately. It was felt that the District and State Office Core Team do not require the space or time for learning.

There were several other problems as well. Each level was unclear what they had to do, what the others had to do, and felt that they were the only crucial levels in the programme. This led to nonparticipation, refusal to shoulder responsibilities, disgruntlement regarding non-availability of transport facilities to some levels among many others.

To resolve to some extent these problems, in October of 1994 a training on Roles and Responsibilities was organised. This discussion was facilitated by Kalyani of the National Office. The responsibilities of each level were identified in detail, the interlinkages and complementarity between each level and their significance for effective programme implementation were explored. The outcomes were positive. There was greater camaraderie and a strong team identity and solidarity was established.

By early 1995, we felt the need to consolidate the processes and enable sanghams to move forward. The initial demands were being effectively met. Strong sanghams in many places had been formed. There was need to develop a common future vision for the programme if we were to sustain the momentum. We recognised that a vision will develop and even change in time. Nevertheless, it did not seem premature to begin discussions on the future of programme. At the same time there was a great need to closely document all that was happening if it has to inform future planning.

In February of 1995 we organised a workshop on Looking Forward. Here we looked back at all field processes, strategies, interventions and activities. A future for the sanghams without Mahila Samatha began to be articulated and its implications for planning. Our futures and what we want to do were also discussed.

This broad pattern of training especially on conceptual issues informed all future trainings of new people.

1. Screening selection workshop
2. Orientation for 3-4 days
3. Field Visit for 10-15 days
4. First phase training on Gender and society; programme inputs
5. *Fieldwork for 8-12 weeks*
6. Second phase training to Translation of concepts to field
7. Fieldwork for 12-18 weeks
8. Training On Collectives
9. Training on Roles & Responsibilities
10. Training on Developing a Vision
11. Trainmg on Process Documentation

This pattern has been more or less followed since early 1995 and through 1996. Some changes, however, have been made.

Certain processes have been decentralised. Screening, selection and orientation of new karyakarthis, and others like Mahila Shikshana Kendra and Bal Mithra Kendra teachers are now being fully done by the District core team. Initial introduction to the programme and orientation is being given by the District core team and the older karyakartas in the field.

Other conceptual trainings continue to be facilitated by the State Office. For karyakarthis who are being placed in older villages, where sanghams are already formed, some of these inputs are collapsed. In the second phase training itself, inputs on stages of collectives and roles and responsibilities, process documentation are included.

## **Strengthening our information levels**

Besides gaining conceptual clarity and working out strategies to translate these concepts, we have to continuously improve our information levels to be able to meet the varied demands of the field. The team had to learn several things-- what informatin to disseminate, where to get it, how to *plan and develop training modules for women*, develop a perspective on broad common issues emerging from the field like health, education of children and girls, literacy, panchayati raj among many others, and finally how all these are integrated with the programme objectives.

This has been done through various ways--interacting with experts in specific fields, through training, involving the team in development of training modules, materials, and training, and informal discussions amongst ourselves.

There were different strategies for enabling women to learn -- *initiating discussion and analysis on problems and issues raised*, dissemination of information, trainings and workshops, organised interactions between groups.

**STATE OFFICE**

**ANDHRA PRADESH MAHILA SAMATHA SOCIETY**

Plot No. 39, Aravinda Nagar Colony,  
Domalguda, Hyderabad - 500 029.  
Phone : 040-7630057 / 040-7600258

**DISTRICT IMPLEMENTATION UNITS**

**ANDHRA PRADESH MAHILA SAMATHA SOCIETY**

8-2-15B, Teachers Colony  
Mahbubnagar  
Phone : 08542 - 41765

**ANDHRA PRADESH MAHILA SAMATHA SOCIETY**

3-4-33, Opp. Fatehkhan Darga,  
Sanga Reddy - 502 001. MEDAK DISTRICT  
Phone : 08455 - 56916

**ANDHRA PRADESH MAHILA SAMATHA SOCIETY**

7-4-18/6/1, Godown Road  
Karimnagar - 505002.

## EC MEMBERS LIST

S.NO.	NAME & DESIGNATION	MEMBERSHIP STATUS	S.NO.	NAME & DESIGNATION	MEMBERSHIP STATUS
01.	Sri. M.V.P.C. Sastry , IAS., <i>Secretary to Government,</i> Department of Education, Government of A.P.	CHAIRMAN	10.	Dr. Kalyani Menon Sen, <i>Advisor, C A P A R T,</i> New Delhi	GDI Nominee
02.	Ms. Vrinda Sarup, IAS., <i>National Project Director</i> MAHILA SAMAKHYA Department of Education.	Nominee of Department of Education	11.	Dr. P.D.K. Rao Shodana, Cheepurapally, Vizianagaram.	Member
03.	Dr. P. Subramanyam, IAS., <i>Commissioner &amp; Director</i> School Education Government of A.P.	Member	12.	Dr. Shanta Sinha, M.V Foundation, Secunderabad.	Member
04.	Sri. Mohan Francis, <i>Deputy Financial Advisor</i> Department of Education Ministry of H.R.D.	Member	13.	K. Lalitha Habsiguda, Secunderabad.	Member
05.	Sri. P.K. Jha, IFS., <i>Joint Secretary</i> Department of Panchayat Raj & Rural Development Government of A.P.	Member	14.	Ms. G.V.S. Janakamma, D P C, A.P. Mahila Samatha Society, DIU - Medak.	Member
06.	Shri. T. Radha, IAS., <i>Additional Secretary</i> Department of Finance Government of A.P.	Member	15.	Ms. Y.G. Bhavani, D P C, A.P. Mahila Samatha Society, DIU - Mahbubnagar,	Member
07.	Sri. R. Subramanyam, IAS , <i>Director of Adult Education,</i> Government of A.P.	Member	16.	Ms. G.V.S. Janakamma, Incharge of D P C, DIU - Karimnagar.	Member
08.	Ms. Pushpa Subramanyam, IAS., <i>Director Women Development</i> & <i>Child welfare,</i> Government of A.P.	Member	17.	Ms. R. Lakshmi, Mahila Karyakartha, DIU - Medak	Member Representative of Mahila Karyakartha
09.	Dr. Veena Shatrughna, National Institute of Nutrition, Tarnaka, Secunderabad.	NRG Member	18.	Ms. Suseela Mahila Karyakartha, DIU - Mahbubnagar	Member Representative of Mahila Karyakartha
09.	Dr. Veena Shatrughna, National Institute of Nutrition, Tarnaka, Secunderabad.	NRG Member	19.	Ms. Y. Padmavathy, State Programme Director A.P. Mahila Samatha Society, Hyderabad.	Member Secretary



**GENERAL COUNCIL MEMBERS**

S.NO.	NAME & DESIGNATION	MEMBERSHIP STATUS
01.	Chief Minister of Andhra Pradesh	President
02.	Chief Secretary	Vice-President
03.	Sri. M.V.P.C. Sastry, IAS, Secretary of Government, Department of Education, Government of A.P.	Chairman
04.	Dr. P. Subramanyam, IAS., Commissioner & Director, School Education, Government of A.P.	Member
05.	Shri. T. Radha, IAS., Additional Secretary Department of Finance Government of A.P.	Member
06.	Shri R. Subramanyam, IAS , Director of Adult Education, Government of A.P.	Member
07.	Ms. Pushpa Subramaniam Commissioner, Women & Child Welfare Government of A.P.	Member
08.	Shri. PK. Jha, IFS., Joint Secretary Department of Panchayat Raj & Rural Development, Government of A.P.	Member
09.	Ms. Y. Padmavathi State Programme Director, Government of A.P. Hyderabad.	Member Secretary

**NOMINEES OF GOVERNMENT OF INDIA**

01.	Ms. Vrinda Sarup IAS, National Project Director, Mahila Samakhya, Department of Education.	Member
02.	Shri. Jaya Prakash, IAS, Deputy Secretary, Department of Education.	Member
03.	Shri. Mohan Francis Deputy Financial Advisor Department of Education Ministry of HRD.	Member

**OTHER NOMINEES OF GOVERNMENT OF INDIA**

S.NO.	NAME	DESIGNATION
01.	Dr. Veena Shatrughna National Institute of Nutrition Hyderabad.	Member
02.	Dr. Shantha Sinha M.V. Foundation Hyderabad.	Member
03.	Dr. Rajan Harshe, University of Hyderabad.	Member
04.	Dr. Rukmini Rao, Deccan Development Society, Hyderabad.	Member
05.	Ms. K. Lalitha Anveshi, Hyderabad.	Member

**NOMINATIONS TO BE MADE BY STATE GOVERNMENT****Eminent Person from the Voluntary Sector.**

01.	Dr. Nagender Swamy Villages In Partnership, Mahbubnagar,	Member
02.	Ms. Shashi Rajgopal, Cooperative Development Fund, Hyderabad.	Member
03.	Ms. Lakshmi Devi, Advocate,	Member

**EMINENT EDUCATIONISTS.**

01.	Ms. Chittemma Rao, Retd. Principal, College of Home Science, Hyderabad.	Member
02.	Dr. Vinodini Reddy, Director, National Institute of Nutrition.	Member
03.	Dr. Bharathi Department of Psychology, Osmania University.	Member
04.	Dr. Chitra Rao, Jawaharlal Nehru Industrial Development Bank.	Member

Date :

30.06.97

To

The State Programme Director,  
Andhra Pradesh Mahila Samatha Society,  
Plot No.39, Aravinda Nagar Colony,  
Domalguda  
Hyderabad - 500 029.

Madam,

Sub:- Submission of certified audited statements for  
the year from 01.04.96 to 31.03.97 - Reg.

Ref:- Your Letter No.APMSS/AUDIT/96/2585, dt.26.03.97.

\* \* \* \*

We are herewith enclosing the following certified audited  
statements of ANDHRA PRADESH MAHILA SAMATHA SOCIETY, Hyderabad  
for the year from 01.04.96 to 31.03.97.

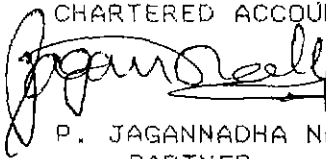
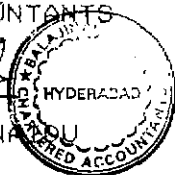
1. Balance Sheet
2. Income and Expenditure Account
3. Notes and annexures forming part of accounts
4. Certificate of Funds Utilisation

Kindly acknowledge the same.

Thanking you,

Yours faithfully,

for BALAJINAIDU & CO.,  
CHARTERED ACCOUNTANTS

  
  
P. JAGANNADHA NARAYANA  
PARTNER

Encl: Two copies of each statement.

AUDITOR'S REPORT

Date :

01. We have examined the attached Balance Sheet of the Andhra Pradesh Mahila Samatha Society, Hyderabad as at 31st March, 1997 and the Income and Expenditure account for the period ended on that date annexed thereto, and report that:
02. (a) We have obtained all the information and explanations which to the best of our knowledge and belief, were necessary for the purpose of our audit.
- (b) Proper books of accounts have been kept by the Society, so far as it appears from our examination of the books.
- (c) The Balance Sheet and Income and Expenditure Account referred to in this Report are in agreement with the books of account.
- (d) In our opinion and to the best of our information and according to the explanations given to us, the said accounts subject to the notes, give a true and fair view:
- i) in the case of Balance Sheet, of the state of affairs of the Society as at 31st March, 1997 and
- ii) in the case of Income and Expenditure Account of the society, the excess of Expenditure over Income for the period ended on that date.

PLACE : HYDERABAD  
DATE : 30.06.1997

for BALAJINAIDU & CO.,  
CHARTERED ACCOUNTANTS

  
P. JAGANNADHA NAIDU  
PARTNER



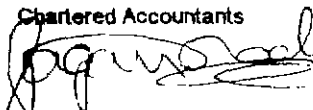
ANDHRA PRADESH MAHILA SAMATHA SOCIETY  
HYDERABAD

Balance Sheet as on 31.03.1997

LIABILITIES	AMOUNT		ASSETS	AMOUNT	
	Rs	Ps.		Rs.	Ps.
CAPITAL FUND	4371041.22		Fixed Assets - Annexure - I	1230683.00	
ADD : Funds received from Government of India during the year	8100000.00		Fixed Deposits - Annexure - II	3905030.00	
			Deposits & Advances - Annexure - III	108840.10	
			Cash & Bank Balances - Annexure - IV	318937.40	
		12471041.22			
LESS Excess of expenditure over income		6915740.72			
		5555300.50			
Audit Fee Payable		4000.00			
		5559300.50			5559300.50

Notes on accounts and annexures annexed hereto form part of the accounts

for BALAJINAI DU & CO.  
Chartered Accountants

  
P. JAGANNADHA NAIDU  
Partner



for Andhra Pradesh Mahila Samatha Society

  
Y. PADMAVATHI  
State Programme Director

Place : Hyderabad  
Date : 30.06.1997

**ANDHRA PRADESH MAHILA SAMATHA SOCIETY  
HYDERABAD**

Income & Expenditure Account for the year from 01.04.96 to 31.03.97

EXPENDITURE	AMOUNT		AMOUNT		INCOME	AMOUNT	
	Rs.	Ps.	Rs.	Ps.		Rs.	Ps.
<b>MANAGEMENT COST :</b>							
- State Office	881356.85				Interest received on Saving Bank Accounts	17276.00	
- Annexure - V							
- DIU - Medak	421300.55				Interest received on Fixed Deposits	250696.00	
- Annexure - VI							
- DIU - Mahabubnagar	445683.85				IEC Funds received	23000.00	
- Annexure - VII							
- DIU - Karimnagar	10891.60						
- Annexure - VIII							
				1759212.85			
					Excess of Expenditure Over Income	6915740.72	
<b>ACTIVITY COST :</b>							
- State Office	2466078.82						
- Annexure - IX							
- DIU - Medak	1326670.55						
- Annexure - X							
- DIU - Mahabubnagar	1446983.90						
- Annexure - XI							
- DIU - Karimnagar	4665.90						
- Annexure - XII							
				5244399.17			
Depreciation							
- Annexure - I				203102.70			
<b>TOTAL :-</b>				<u>7206714.72</u>			<u>7206714.72</u>

Notes on accounts and annexures annexed hereto form part of the accounts

for BALAJINAIDU & CO.  
Chartered Accountants

P. JAGANNADHA NAIDU  
Partner



for Andhra Pradesh Mahila Samatha Society

Y. Padmavathi  
Y. PADMAVATHI  
State Programme Director

Place : Hyderabad  
Date : 30.06.1997

## Annexure - I

ANDHRA PRADESH MAHILA SAMATHA SOCIETY  
HYDERABAD

Fixed Assets as on 31.03.1997

S.No	PARTICULARS	OPENING BALANCE ON 01.04.96	ADDITIONS BEFORE 30.09.96	ADDITIONS AFTER 01.10.96	TOTAL	RATE OF DEPRECIATION	DEPRE- CIATION	BALANCE ON 31.03.97
01.	VEHICLES							
	- State Office	126229.00	-	1481.00	127710.00	20%	24132.00	103578.00
	- Medak	161970.00	-	-	161970.00	20%	30774.00	131196.00
	- Mahabubnagar	161970.00	-	-	161970.00	20%	30774.00	131196.00
	- Karimnagar	-	-	368185.00	368185.00	20%	36818.00	331367.00
02.	OFFICE EQUIPMENT							
	- State Office	8625.00	-	-	8625.00	10%	841.00	7784.00
	- Medak	9789.00	-	-	9789.00	10%	964.00	8825.00
	- Mahabubnagar	9789.00	-	-	9789.00	10%	964.00	8825.00
03.	FURNITURE & FIXTURES							
	- State Office	54602.00	-	82264.70	136866.70	10%	9436.70	127430.00
	- Medak	27132.00	-	15484.00	42616.00	10%	3420.00	39196.00
	- Mahabubnagar	28549.00	-	17470.00	46019.00	10%	3657.00	42362.00
04.	A.V. EQUIPMENT							
	- State Office	21424.00	-	-	21424.00	10%	2089.00	19335.00
	- Medak	27239.00	-	-	27239.00	10%	2656.00	24583.00
	- Mahabubnagar	28163.00	-	-	28163.00	10%	2746.00	25417.00
05.	COMPUTER							
	- State Office	78408.00	-	-	78408.00	10%	14898.00	63510.00
06.	XEROX MACHINE							
	- State Office	90322.00	-	-	90322.00	20%	17161.00	73161.00
	- Medak	57350.00	-	-	57350.00	20%	10896.00	46454.00
	- Mahabubnagar	57350.00	-	-	57350.00	20%	10896.00	46454.00
		948911.00	0.00	484884.70	1433795.70		203102.70	1230693.00

y. Padmavathi

Y. PADMAVATHI  
State Programme Director

**ANDHRA PRADESH MAHILA SAMATHA SOCIETY  
HYDERABAD**

Fixed Deposits as on 31.03.1997

NAME OF THE BANK AND BRANCH	FDR NO.	PERIOD		RATE OF INTEREST	AMOUNT	
		FROM	TO		Rs.	Ps.
STATE OFFICE	122754	31.03.97	01.07.97	11%	500000.00	
- A.P.State Cooperative	122755	31.03.97	01.07.97	11%	500000.00	
Bank, Ameerpet Branch	122756	31.03.97	01.07.97	11%	500000.00	
Hyderabad	122757	31.03.97	01.07.97	11%	500000.00	
- Andhra Bank		31.03.97	16.05.97	10%	1300000.00	
Ameerpet Branch,						
Hyderabad						
TOTAL : A						3300000.00
D I U - MEDAK	SD/A/33/					
State Bank of India,	505273	26.02.97	13.04.97	9%	50000.00	
Sangareddy Branch	505274	26.02.97	13.04.97	9%	50000.00	
	505275	26.02.97	13.04.97	9%	50000.00	
	505276	26.02.97	13.04.97	9%	50000.00	
	505277	26.02.97	13.04.97	9%	50000.00	
	505278	26.02.97	13.04.97	9%	50000.00	
Accrued Interest						2515.00
TOTAL : B						302515.00
D I U - MAHABUBNAGAR						
Andhra Bank	068266	24.02.97	13.04.97	8.5%	50000.00	
Mahabubnagar	068267	24.02.97	13.04.97	8.5%	50000.00	
	068268	24.02.97	13.04.97	8.5%	50000.00	
	068269	24.02.97	13.04.97	8.5%	50000.00	
	068270	24.02.97	13.04.97	8.5%	50000.00	
	068271	24.02.97	13.04.97	8.5%	50000.00	
Accrued Interest						2515.00
TOTAL : C						302515.00
TOTAL : A + B + C =						3905030.00

*y. Padmavathi*

Y. PADMAVATHI  
State Programme Director

ANDHRA PRADESH MAHILA SAMATHA SOCIETY  
HYDERABAD

Deposits &amp; Advances as on 31.03.97

S.No.	PARTICULARS	AMOUNT	
		Rs.	Ps.
01.	RENT DEPOSIT		
	- State Office	60000.00	
	- Medak	6000.00	
	- Mahabubnagar	5000.00	
	TOTAL : A	71000.00	
02.	ADVANCES		
	- State Office	14300.00	
	- Medak	2100.00	
	- Mahabubnagar	19240.10	
	TOTAL : B	35640.10	
	TOTAL : A + B =	106640.10	

*y. padmavathi*Y. PADMAVATHI  
State Programme Director



ANDHRA PRADESH MAHILA SAMATHA SOCIETY  
HYDERABAD

Cash &amp; Bank Balances as on 31.03.97

S.No.	PARTICULARS	AMOUNT	
		Rs.	Ps.
01.	CASH ON HAND		
	- State Office		617.20
	- Medak		40.60
	- Mahabubnagar		1542.30
02.	CASH AT BANK		
	- SB A/C.No.7402   Andhra Bank		30390.40
	- SB A/C.No.7648   Armeerpel Branch		220646.90
	- SB A/C.No.15806 With Andhra Bank, Mahabubnagar		40638.00
	- SB A/C.No.C&I 040 with SBI, Sangareddy		23062.00
	TOTAL :-		316937.40

*y. Padmavathi*Y. PADMAVATHI  
State Programme Director

Annexure - V

ANDHRA PRADESH MAHILA SAMATHA SOCIETY  
HYDERABAD

Management Cost for the year ending 31.03.97

STATE OFFICE

S.NO.	PARTICULARS	AMOUNT	
		Rs.	Ps.
01.	Salaries		182477.75
02.	Honorarium		193256.00
03.	Rent		67792.00
04.	Petrol/Diesel		32724.05
05.	Vehicle Maintenance		45280.20
06.	Printing & Stationery		22024.90
07.	Postage & Telegrams		7867.05
08.	Telephone & Trunk-Calls		69774.20
09.	Office Expenses		40977.30
10.	Contingencies		13881.95
11.	Local Conveyance		19337.75
12.	Travelling Expenses		127631.40
13.	Bank Charges		6206.50
14.	Electricity Charges		5401.00
15.	Water Charges		2819.50
16.	Insurance		27460.00
17.	Audit Fee		8000.00
18.	Books & Periodicals		8445.30
	TOTAL		881356.85

*y. Padmavathi*  
Y. PADMAVATHI  
STATE PROGRAMME DIRECTOR

Annexure - VI

ANDHRA PRADESH MAHILA SAMATHA SOCIETY  
HYDERABAD

Management Cost for the year ending 31.03.97

D I U - MEDAK

S.NO.	PARTICULARS	AMOUNT	
		Rs.	Ps.
01.	Salaries		73618.00
02.	Honorarium		135516.00
03.	Rent		38600.00
04.	Petrol/Diesel		13495.55
05.	Vehicle Maintenance		54360.05
06.	Printing & Stationery		25574.90
07.	Postage & Telegrams		230.50
08.	Telephone Charges		18876.50
09.	Office Expenses		28342.75
10.	Contingencies		958.90
11.	Local Conveyance		4170.95
12.	Travelling Expenses		19462.30
13.	Bank Charges		1790.00
14.	Electricity Charges		1625.00
15.	Books & Periodicals		4679.15
	TOTAL		421300.55

*y. padmavathi*

Y. PADMAVATHI  
STATE PROGRAMME DIRECTOR

Annexure - VII

ANDHRA PRADESH MAHILA SAMATHA SOCIETY  
HYDERABAD

Management Cost for the year ending 31.03.97

D I U - MAHABUBNAGAR

S.NO.	PARTICULARS	AMOUNT	
		Rs.	Ps.
01.	Salaries		45387.00
02.	Honorarium		165476.00
03.	Rent		30950.00
04.	Petrol/Diesel		4704.55
05.	Vehicle Maintenance		64706.00
06.	Printing & Stationery		32124.40
07.	Postage & Telegrams		184.00
08.	Telephone Charges		20795.70
09.	Office Expenses		23089.65
10.	Contingencies		5638.00
11.	Local Conveyance		7830.50
12.	Travelling Expenses		37594.25
13.	Bank Charges		857.00
14.	Electricity Charges		1684.80
15.	Books & Periodicals		4642.00
	TOTAL		445663.85

*y Padmavathi*  
Y. PADMAVATHI  
STATE PROGRAMME DIRECTOR

Annexure - VIII

ANDHRA PRADESH MAHILA SAMATHA SOCIETY  
HYDERABAD

Management Cost for the year ending 31.03.97

D I U - KARIMNAGAR

S.NO. PARTICULARS	AMOUNT	
	Rs.	Ps.
01. Vehicle Maintenance		10891.60
TOTAL		10891.60

*y. Padmavathi*  
Y. PADMAVATHI  
STATE PROGRAMME DIRECTOR

Annexure - IX

ANDHRA PRADESH MAHILA SAMATHA SOCIETY  
HYDERABAD

Activity Cost for the year ending 31.03.97

STATE OFFICE

S.NO.	PARTICULARS	AMOUNT	
		Rs.	Ps.
01.	Documentation		100627.75
02.	Programme Evaluation		87682.50
03.	Seminar & Workshops		44195.25
04.	Fee & Honorarium		51680.00
05.	Training Expenses		63546.80
06.	Meeting Expenses		121423.95
07.	Brochure		125850.00
08.	Programme Launching		56366.45
09.	Publication		301384.00
10.	IEC Expenses		5416.30
11.	Grant-In-Aid		1507905.82
	TOTAL		2466078.82

*y. Padmavathi*

Y. PADMAVATHI  
STATE PROGRAMME DIRECTOR

Annexure - X

ANDHRA PRADESH MAHILA SAMATHA SOCIETY  
HYDERABAD

Activity Cost for the year ending 31.03.97

D I U - MEDAK

S.NO.	PARTICULARS	AMOUNT	
		Rs.	Ps.
01.	Documentation	38199.85	
02.	Programma Evaluation	12417.70	
03.	Seminar & Workshops	24373.15	
04.	Training Expenses	65015.15	
05.	Meeting Expenses	62896.35	
06.	News Letter	3380.00	
07.	NFE Expenses	178185.55	
08.	Sangham Fund	283857.25	
09.	Sangham Hut	10447.15	
10.	Sangham Expenses	56612.70	
11.	MSK Expenses	296331.90	
12.	Exposure visit	37481.20	
13.	Girl Child Education Rally	3123.40	
14.	Mela Expenses	22572.60	
15.	MK Medical Expenses	584.90	
16.	Honorarium - Sahayoginies	155163.00	
17.	FTA - Sahayoginies	35193.00	
18.	Contingencies - Sahayoginies	14465.90	
19.	IEC Expenses	7455.05	
20.	Watershed	15814.75	
	<b>TOTAL</b>	<b>1326670.55</b>	

*y. Padmavathi*

Y. PADMAVATHI  
STATE PROGRAMME DIRECTOR

**ANDHRA PRADESH MAHILA SAMATHA SOCIETY  
HYDERABAD**

Activity Cost for the year ending 31.03.97

D I U - MAHABUBNAGAR

S.NO.	PARTICULARS	AMOUNT	
		Rs.	Ps.
01.	Documentation	94457.55	
02.	Programme Evaluation	10548.80	
03.	Seminar & Workshops	8712.40	
04.	Training Expenses	53192.45	
05.	Meeting Expenses	97483.55	
06.	IEC Expenses	28933.55	
07.	NFE Expenses	213736.55	
08.	Watershed	18117.25	
09.	Sangham Fund	319153.95	
10.	Sangham Hut	5648.20	
11.	Sangham Expenses	23865.00	
12.	MSK Expenses	311273.90	
13.	Girl Child Education Rally	18488.50	
14.	Mela Expenses	34958.55	
15.	Honorarium - Sahayoginies	139700.00	
16.	FTA - Sahayoginies	37912.00	
17.	Contingencies - Sahayoginies	13126.90	
18.	Exposure visit	16910.05	
19.	News Letter	764.75	
	<b>TOTAL</b>	<b>1446983.90</b>	

*y. Padmavathi*

Y. PADMAVATHI  
STATE PROGRAMME DIRECTOR



Annexure - XII

ANDHRA PRADESH MAHILA SAMATHA SOCIETY  
HYDERABAD

Activity Cost for the year ending 31.03.97

D I U - KARIMNAGAR

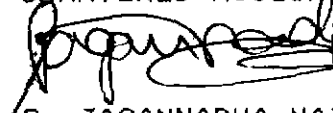
S.NO. PARTICULARS	AMOUNT	
	Rs.	Ps.
01. Seminar & Workshop		4665.90
TOTAL		4665.90

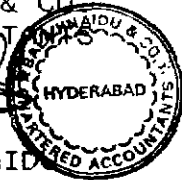
*y. Padmavathi*  
Y. PADMAVATHI  
STATE PROGRAMME DIRECTOR

NOTES ON ACCOUNTS


01. These accounts are prepared for the year from 01.04.1996 to 31.03.1997.
02. The Society is maintaining its accounts on Mercantile basis.
03. Interest accrued on fixed deposits with scheduled banks of an amount of Rs.5030/- was included in the fixed deposits amount.
04. Depreciation on fixed assets has been provided in the accounts at the rates as specified under the Income Tax Act, 1961.

for BALAJINAIDU & CO  
CHARTERED ACCOUNTANTS

  
P. JAGANNADHA NAIDU  
PARTNER



for A.P.MAHILA SAMATHA SOCIETY

  
Y. PADMAVATHI  
State Programme Director

PLACE : HYDERABAD  
DATE : 30.06.1997

ANDHRA PRADESH MAHILA SAMATHA SOCIETY  
HYDERABAD

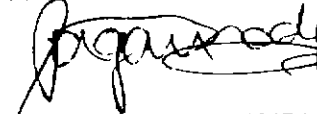
Statement showing the particulars of Expenditure  
Incurred during the year 01.04.96 to 31.03.97

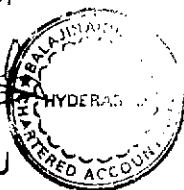
PARTICULARS	AMOUNT		AMOUNT	
	Rs.	Ps.	Rs.	Ps.
A. UNSPENT BALANCE as on 01.04.96				3403309.90
B. Funds received from GOI				8100000.00
C. TOTAL : A + B				11503309.90
D. EXPENSES INCURRED :				
I) Management Cost	1760212.85			
II) Activity Cost	5244399.17			
III) Assets Purchased	484884.70			
IV) Deposits & Advances	106640.10			
				7596136.82
E. UNSPENT AMOUNT : C - D				3907173.08
F. INTEREST RECEIVED				267974.00
G. IEC FUNDS RECEIVED				23000.00
H. ADVANCES RECOVERED				23820.32
Balance as on 31.03.1997				4221967.40

PARTICULARS OF UNSPENT AMOUNT REPRESENTED BY :

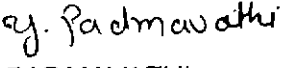
Cash on hand	2200.10
Cash at banks	314737.30
Fixed Deposits	3905030.00
Balance as on 31.03.1997	4221967.40

for BALAJINAIDU & CO.,  
Chartered Accountants

  
P. JAGANNADHA NAIDU  
Partner



for A.P. MAHILA SAMATHA SOCIETY

  
Y. PADMAVATHI  
State Programme Director

Place : Hyderabad  
Date : 30.06.97

ANDHRA PRADESH MAHILA SAMATHA SOCIETY  
HYDERABAD

Statement showing the particulars of Expenditure  
Incurred during the year 01.04.96 to 31.03.97

PARTICULARS	STATE OFFICE		DIU MEDAK		DIU M'NAGAR		DIU K'NAGAR		TOTAL	
	Rs.	Ps.	Rs.	Ps.	Rs.	Ps.	Rs.	Ps.	Rs.	Ps.
C ASSETS PURCHASED										
Vehicle	1481.00		0.00		0.00		388185.00		389666.00	
Furniture & Fixtures	82264.70		15484.00		17470.00		0.00		115218.70	
TOTAL . C	83745.70		15484.00		17470.00		388185.00		484884.70	
D. DEPOSITS & ADVANCES										
Rent Deposit	60000.00		8000.00		5000.00		0.00		71000.00	
Advances	14300.00		2100.00		19240.10		0.00		35640.10	
TOTAL . D	74300.00		8100.00		24240.10		0.00		106840.10	
TOTAL : ( A+B+C+D)	3508481.37		1771565.10		1934367.85		383742.50		7598136.82	
ADVANCES RECOVERED										
Rent Deposit	11400.00		9000.00		2600.00		0.00		23000.00	
Advances	820.32		0.00		0.00		0.00		820.32	
TOTAL	12220.32		9000.00		2600.00		0.00		23820.32	

*y. Padmavathi*  
Y. PADMAVATHI  
State Programme Director

ANDHRA PRADESH MAHILA SAMATHA SOCIETY  
HYDERABAD

Statement showing the particulars of Expenditure  
Incurred during the year 01.04.96 to 31.03.97

PARTICULARS	STATE OFFICE		DIU MEDAK		DIU MNAGAR		DIU KNAGAR		TOTAL	
	Rs.	Ps.	Rs.	Ps.	Rs.	Ps.	Rs.	Ps.	Rs.	Ps.
<b>A MANAGEMENT COST :</b>										
Salaries	182477.75		73818.00		45387.00		0.00		301482.75	
Honorarium	193256.00		135516.00		165476.00		0.00		494248.00	
Rent	67792.00		38600.00		30950.00		0.00		137342.00	
Petro/Diesel	32724.05		13495.55		4704.55		0.00		50924.15	
Vehicle Maintenance	45280.20		54360.05		64706.00		10891.60		175237.85	
Printing & Stationery	22024.90		25574.90		32124.40		0.00		79724.20	
Postage & Telegrams	7867.05		230.50		184.00		0.00		8281.55	
Telephone & Trunk-Calls	69774.20		18976.50		20795.70		0.00		109446.40	
Office Expenses	40977.30		28342.75		23089.65		0.00		92409.70	
Contingencies	13881.95		958.90		5638.00		0.00		20478.85	
Local Conveyance	19337.75		4170.95		7830.50		0.00		31339.20	
Travelling Expenses	127631.40		19462.30		37594.25		0.00		184687.95	
Bank Charges	6206.50		1790.00		857.00		0.00		8853.50	
Electricity Charges	5401.00		1625.00		1684.80		0.00		8710.80	
Water Charges	2819.50		0.00		0.00		0.00		2819.50	
Insurance	27460.00		0.00		0.00		0.00		27460.00	
Audit Fee	9000.00		0.00		0.00		0.00		9000.00	
Books & Periodicals	8445.30		4878.15		4642.00		0.00		17765.45	
<b>TOTAL :-</b>	<b>882356.85</b>		<b>421300.55</b>		<b>445663.85</b>		<b>10891.60</b>		<b>1760212.85</b>	

*y. Padmavathi*  
Y. PADMAVATHI  
State Programme Director

ANDHRA PRADESH MAHILA SAMATHA SOCIETY  
HYDERABAD

Statement showing the particulars of Expenditure  
Incurred during the year 01.04.96 to 31.03.97

PARTICULARS	STATE OFFICE		DIU MEDAK		DIU M'NAGAR		DIU K'NAGAR		TOTAL	
	Rs.	Ps.	Rs.	Ps.	Rs.	Ps.	Rs.	Ps.	Rs.	Ps.
<b>B. ACTIVITY COST :</b>										
Documentation	100827.75		38199.85		94457.55		0.00		233285.15	
Programme Evaluation	87682.50		12417.70		10548.80		0.00		110849.00	
Seminar & Workshops	44195.25		24373.15		8712.40		4665.90		81946.70	
Fee & Honorarium	51680.00		0.00		0.00		0.00		51680.00	
Brochure	125850.00		0.00		0.00		0.00		125850.00	
Programme Launching	56366.45		0.00		0.00		0.00		56366.45	
Publication	301384.00		0.00		0.00		0.00		301384.00	
Training Expenses	63546.80		65915.15		53192.45		0.00		182654.40	
Meeting Expenses	121423.95		62896.35		87483.55		0.00		281803.85	
News Letter	0.00		3380.00		764.75		0.00		4144.75	
NFE Expenses	0.00		178185.55		213736.55		0.00		391922.10	
Sangham Fund	0.00		283857.25		319153.85		0.00		603011.20	
Sangham Hut	0.00		10447.15		5648.20		0.00		16095.35	
Sangham Expenses	0.00		58812.70		23885.00		0.00		82697.70	
MSK Expenses	0.00		288331.80		311273.90		0.00		609605.80	
Exposure visit	0.00		37481.20		16910.05		0.00		54391.25	
Girl Child Education Rally	0.00		3123.40		18488.50		0.00		21611.90	
Mela Expenses	0.00		22572.60		34958.55		0.00		57531.15	
MK Medical Expenses	0.00		584.90		0.00		0.00		584.90	
Honorarium - Sahayoginies	0.00		155163.00		139700.00		0.00		294863.00	
FTA - Sahayoginies	0.00		35193.00		37912.00		0.00		73105.00	
Contingencies - Sahayoginies	0.00		14465.90		13126.90		0.00		27592.80	
IEC Expenses	5416.30		7455.05		28933.55		0.00		41804.90	
Watershed	0.00		15814.75		18117.25		0.00		33932.00	
Grant-In-Aid (M.V.Foundation)	1507905.82		0.00		0.00		0.00		1507905.82	
<b>TOTAL :-</b>	<b>2466078.82</b>		<b>1326670.55</b>		<b>1446983.90</b>		<b>4665.90</b>		<b>5244399.17</b>	

*y. Padmavathi*

Y. PADMAVATHI  
State Programme Director

# మహిళలు తప్పనిసరిగా చదువు కోవాలి

సాక్షి

మహిళలకు అధికారాలు కేవలం వారి సమరంకే అందాలి. అందుకే మహిళలు చదువుకోవాలి. చదువుకోకుంటే మహిళలు అధికారం పొందలేరు. అందుకే మహిళలు చదువుకోవాలి. చదువుకోకుంటే మహిళలు అధికారం పొందలేరు. అందుకే మహిళలు చదువుకోవాలి.

మహిళలకు అధికారాలు కేవలం వారి సమరంకే అందాలి. అందుకే మహిళలు చదువుకోవాలి. చదువుకోకుంటే మహిళలు అధికారం పొందలేరు. అందుకే మహిళలు చదువుకోవాలి. చదువుకోకుంటే మహిళలు అధికారం పొందలేరు.

మహిళలకు అధికారాలు కేవలం వారి సమరంకే అందాలి. అందుకే మహిళలు చదువుకోవాలి. చదువుకోకుంటే మహిళలు అధికారం పొందలేరు. అందుకే మహిళలు చదువుకోవాలి.

# మహిళలు చైతన్యతనే ప్రగతి

మహిళలు చైతన్యతనే ప్రగతి. మహిళలు చైతన్యతనే ప్రగతి. మహిళలు చైతన్యతనే ప్రగతి. మహిళలు చైతన్యతనే ప్రగతి. మహిళలు చైతన్యతనే ప్రగతి. మహిళలు చైతన్యతనే ప్రగతి.

మహిళలు చైతన్యతనే ప్రగతి. మహిళలు చైతన్యతనే ప్రగతి. మహిళలు చైతన్యతనే ప్రగతి. మహిళలు చైతన్యతనే ప్రగతి. మహిళలు చైతన్యతనే ప్రగతి.

## మహిళాసమతచే శ్రమదానం



మహిళాసమతచే శ్రమదానం. మహిళాసమతచే శ్రమదానం. మహిళాసమతచే శ్రమదానం. మహిళాసమతచే శ్రమదానం.

4 మహిళాసమత

## జోగినినుండి బాలికను కాపాడిన మహిళా సంఘాలు

జోగినినుండి బాలికను కాపాడిన మహిళా సంఘాలు. జోగినినుండి బాలికను కాపాడిన మహిళా సంఘాలు. జోగినినుండి బాలికను కాపాడిన మహిళా సంఘాలు.

జోగినినుండి బాలికను కాపాడిన మహిళా సంఘాలు. జోగినినుండి బాలికను కాపాడిన మహిళా సంఘాలు. జోగినినుండి బాలికను కాపాడిన మహిళా సంఘాలు.

జోగినినుండి బాలికను కాపాడిన మహిళా సంఘాలు. జోగినినుండి బాలికను కాపాడిన మహిళా సంఘాలు. జోగినినుండి బాలికను కాపాడిన మహిళా సంఘాలు.

## 'సమత' విస్తరించాలి!

'సమత' విస్తరించాలి! 'సమత' విస్తరించాలి! 'సమత' విస్తరించాలి! 'సమత' విస్తరించాలి! 'సమత' విస్తరించాలి!

## శ్రమదానం

శ్రమదానం. శ్రమదానం. శ్రమదానం. శ్రమదానం. శ్రమదానం.

## బిస్కూట్ పాఠశాల

బిస్కూట్ పాఠశాల. బిస్కూట్ పాఠశాల. బిస్కూట్ పాఠశాల. బిస్కూట్ పాఠశాల. బిస్కూట్ పాఠశాల.

## మహిళా సంఘాల

మహిళా సంఘాల. మహిళా సంఘాల. మహిళా సంఘాల. మహిళా సంఘాల. మహిళా సంఘాల.

## అధికారాలకు మహిళల ఉద్యమం

అధికారాలకు మహిళల ఉద్యమం. అధికారాలకు మహిళల ఉద్యమం. అధికారాలకు మహిళల ఉద్యమం. అధికారాలకు మహిళల ఉద్యమం.