Chapter - III

SABALA - A PROFILE OF THE ORGANIZATION
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The poor in general, lack power and influence to determine their future and rural poor women in particular are disadvantaged because of their inferior social position. The utter poverty and social subordination forced women to accept their problems rather than to confront them and remedy the situation on their own. They lack opportunity, resources and organizational abilities to plan a course of action. They need external impetus to help them rally and gain control over their lives and circumstances. They need organization of committed and motivated individuals who can give them confidence that they can change the course of their lives. SABALA-Non-Governmental Organization (NGO) has attempted to do precisely that, and it is their work with rural women that is the focus of this study.

SABALA was registered under the Karnataka Societies Registration Act in October 1986 bearing number 72/86-87 and also registered with Ministry of the Home Affairs, Government of India FCRA for bearing number 09447006. It was established by like minded team of N.B. Joshi Late Suma Joshi, Mallamma Yalawar and others.

Mallamma is the secretary and Project Director leading the organization. She is a tall lady who hails from native district of Bijapur.
took birth in lower middle class family and as a child was not only hardworking but also showed strong determination in work she had to do. When researcher met her, during the month of November 2003, it was unbelievable that what such a simple lady could have contributed to the success of SABALA the sole organization working for the upliftment of the rural women Mallamma is a graduate in commerce with Diploma degree in Industrial relations and personnel management. Earlier she was working as a typist in Yuvak Vikas Kendra of Bijapur, a local center established for guiding the youth in transforming them into better citizens and helping them towards self employment. Mallamma, then a young lady, was very keen to know the problems of village women. The Director of the center N.B. Joshi noticed this and gave her a chance to work at the development of women's community. This gave the young lady to probe into the problems of women.

During 1986 a meeting was called by Assistant Director of Women and Child Development, Government of Karnataka, in Bijapur in which women from 10 villages and 8 Lambani Tandas of the district participated. Mallamma was very much moved by the acute problems of the participants and decided there itself to devote herself to work for the upliftment of women, the neglected sector in the backward district i.e. Bijapur. Before starting organizational work she trained herself...
adequately and for this she took a year off to undergo course at IYD Bangalore, IDS Dharwad, Gram Kalayan Sira, and Subhda at Mangalore. Mallamma studied the success and failures of these organizations. This gave her a broad outlook towards the activities that have been to undertake for the development of rural women.

In the beginning, Mallamma worked alone for about six months, going from village to village and studying their conditions, culture, living habits and particularly the socio-economic problems of rural women. Her smiling face and human attitudes attracted large groups of village women. This not only helped her to establish strong contact with them but also gave her new ideas to start the mission for which she had begun her journey. The objectives of SABALA were set up to help these backward, down-trodden, neglected, uneducated rural women.

Objectives of SABALA:

- To educate women on social and economic issues and create awareness and provide self-employment.

- To strengthen women’s group for undertaking development programmes.

- To build their own society in order to sustain their overall development.
- To create employment opportunity by developing and managing physical, social, financial human resources.
- Conduct programmes/activities and to create awareness and improve the health and nutrition of mother and child in order to reduce child mortality, antenatal mortality and anemia.

Project area identification:

SABALA applied certain criteria in selecting the district, the block and the villages for its operations. In district selection Mallamma's knowledge of the people, customs and language of Bijapur district was primary consideration the SABALA believed such familiarity with the cultural environment would facilitate its operations and also clientele receptivity to the development efforts particularly in the early stages of SABALA'S work was an important criterion. Mallamma believed her association with the area would facilitate SABALA'S entry. She believed her familiarity with the environment and knowledge of local customs and traditions were likely to be assets in her efforts to establish rapport with the local population.

SABALA's focus on poverty alleviation and social development of rural women governs its selection of village. The selection itself was based on three criteria. The first criterion was that there should be a demand for services arising from problems such as low infrastructure,
depressed economic levels and health and nutritional deficiencies.

SABALA commissioned an organization of beneficiaries programme with funding from British aid agency OXFAM. The purpose of the programme was to estimate the number and identify the villages most in need of development initiatives.

The second criterion was that the selected villages should not have marked caste, religion and class diversity, so as to cause conflicts arising from SABALA’S attempts to bring about change SABALA recognized that conflict was inevitable in village society but it hoped that a prudent selection of villages would ensure the tensions likely to result during its operations would be manageable.

The third criterion was that the local population must be supportive SABALA determined this support not on the basis of clientele acceptance of development benefits alone but their contribution and those of village leaders and wealthy landowners, in terms of time, physical effort or material resources to its efforts. SABALA was less concerned with available infrastructures such as communication facility than it was with manpower resources, client motivation and encouragement from all sections of the village population. SABALA initially selected 10 villages for implementation of programmes in 1986.
and gradually extended its coverage to 40 by 1996. By 2000 it had covered 60 villages of Bijapur district.

Philosophy:

From SABALA’s own statement of its goal it is clear that its basic objective is to empower women and other marginalized communities to have access to sustainable livelihood opportunity and thus promote social justice without any discrimination based on consideration of caste, creed or religion. It also implied in SABALA’s belief that empowerment of women was possible only through leadership development and collective action in its support for people’s organizations.

It assumes that rural women are ultimately leader and the organization is only a “Catalyst” in developing leadership qualities in its clients. The organization must eventually phase out of the project area.

SABALA laid out some guidelines for its workers in the field. They were that its staff should live in the villages, the proposed activities should be appropriate to the needs of the area, to the extent possible. Local resources both human and material should be used in order to maximize the potential of the local economy. Capital formation should be encouraged to reduce the dependence on external capital and network of supportive individual and institutional structures should be developed to aid the work of the organization.
SABALA felt that channels of communication between the Donor agency and the government and the village clients should be opened in order to ensure that clients needs were considered by donor agency and governments, the programmes should be effectively implemented so that they reach the people for whom they are meant.

SABALA viewed empowerment of women as creating a variety of skills among its clients, building institutional structures such as cooperatives, reviving the potential of traditional occupations and providing alternative employment opportunities. Basic social and economic infrastructure for increased productivity of handicrafts, assets marketing finished goods, non formal education manpower development, training for panchayat raj representatives, establishment of micro finance institution, mother and child health care/HIV/AIDS education, land appropriation are some of its programme areas. SABALA is full service NGO.

In order to strengthen the primary organizations. SABALA intended that its strategies should encourage the target groups to think, question and understand, stimulate the decision making power and leadership qualities, develop unity among them, facilitate their organization, build their confidence and encourage them to become self reliant.
Operational strategies:

SABALA believes that development of poor without refining their circumstances is neither possible nor sustainable. Development can be self-sustaining only if it brings about a change in the entire socio-economic matrix governing their lives. The development paradigm of SABALA revolves around four crucial elements, namely:

- Human resource development.
- Socio-economic development.
- Attitudinal changes.
- Self-management.

SABALA’s operational strategies are intended to further its goal of women empowerment and strengthening rural groups. SABALA’s operational strategies include those which aid its catalyst role and those that support its service delivery function. As part of its brokering function SABALA provide clients with access to bank loans, subsidies and other facilities such as training provided by the government and other agencies. As a full service NGO, SABALA strategies include grants and subsidies, assets building such as buying land, technical training common to both the catalyst function and the service function are client mobilization, pressure group activities and education/awareness efforts. SABALA’s catalyst role is better understood in the context of its effort to
help rural women. It service strategies and common service and catalyst
strategies are discussed below.

SABALA provides grants and subsidies in a number of its projects
and equipments such as sewing machines. Spinning machines have been
given as grants.

It may be noted here that, SABALA's pressure tactics are limited
largely to lobbying government and other officials and urging the
appropriate authority to respond to requests. For the most part, a
member of Sanghas themselves are involved in this process although
they receive the sanction of SABALA and are occasionally accompanied
by their staff on their visits to the authority. However more militant
expressions of discontent, such as threats and demonstrations are not
encouraged, on many occasions women have been at the forefront of
protest.

Education and awareness effort underlay all SABALA's work.
They are either incorporated into the programme design at the discretion
of the leadership in consultation with the clients or are supportive.
Programme-related efforts include exposure trips to other NGOs to
observe their work or informal training for the clients. Supportive efforts
are, for example "awareness camps" for information dissemination on
various issues and relevant government programmes. Invited speakers
at such camps include local government officials, bankers, political leaders and prominent individuals whose expertise in the opinion of the SABALA leadership would be useful.

SABALA publishes a bi-monthly newsletter in the local language, Kannada, meant for distribution to its clients and to be read out to them at appropriate forums. The newsletter contains information and special articles on subjects of interest and relevance to the rural population, particularly rural women.

Target groups:

The two concerns that have governed SABALA's target group selection are socio-economic level and gender. SABALA hopes to reach the poor in general and poor rural women in particular. In terms of client selection based on economic levels SABALA stated that it would include the economically weaker sections SABALA qualifies the criterion with its own assessment (through the work of community organization) of the real needs and conditions of individual families.

This assessment is based on cross verification of information provided by the concerned family and special circumstances or extraordinary events affecting them which are not revealed by quantitative criteria. Approximately 50 per cent of the total households in a village participate in SABALA initiatives, although the actual
number of households qualifying for participation varies according to the size of the village. Not all qualified households can participate because of funding and managerial constraints, but SABALA constantly attempt to expand and accommodate more families.

As SABALA is exclusively working for women development, economically and socially backward women are specially targeted in SABALA project area. SABALA has tried to restrict participation to poor women but in actual practice there is room for adjustment based on individual needs and exigencies of project viability.

Programme components:

SABALA works with people whose lives are dominated by extreme poverty, illiteracy, ill health and many other problems. With multifaceted development interventions, SABALA strives to bring about positive changes in the quality of life of the poor rural women in its area of operation.

SABALA believes and is actively involved in promoting human rights, dignity and gender balance through people's social, economic, political and human capacity building. Although, the major emphasis is on the well being of women, sustaining the work of the organization depends on an environment that permits the poor people to break out of the cycle of poverty and hopelessness. To end this, SABALA
endeavours to bring about positive changes at the level of stake holders in poverty reduction and social progress. SABALA is committed to making its programmes socially, financially and environmentally sustainable through good governance and people's participation. As a part of its support to the programme participants, it is also involved in promotion of Community Based Organization (CBOs) at the grassroots level.

Given the development is a complex process requiring a strong focus on learning, sharing knowledge and being response to the needs of the rural women SABALA places equal emphasis on their organizational development, simultaneously engaging itself in the process of capacity building to accelerate social emancipation. In order to achieve this mission, it has solicited partnership with the community, like minded organizations, government institutions and development partners both at national and international levels.

The strategies for the effective introduction of SABALA interventions.

- Bottom-up planning
- Participatory planning
- Bottom-up development approach
- Integrated and multi-disciplinary approach
- Capacity building for the stakeholders
- Creating an environment for community resource management
- Adequate infrastructure at the disposal of the community
- Building strong linkages with government and other institutions.

With this strategies for the effective introduction of SABALA activities, it has undertaken different programmes and activities for the development of rural women.

**Micro-finance:**

The experience of SABALA with micro-finance is one and a half decade old and is fairly intensive. During implementation of its programme it was found that provision of package of services instills dependency culture and promotes passive participation of the target groups. It lacked the vital inputs for economic development vis-à-vis the promotion of savings and creation of productive assets. The economic status and development of women critically depends on the savings and productive investments of the poor households. The concept of Self-Help Groups (SHGs) as an effective instrument to alleviate the problems of poverty and organize them for development was conceived by SABALA. It has now grown to become convergent point for economically disadvantaged rural women who lack access to credit and
other community sources, SABALA now operates micro finance activity in all its developmental projects under the banner of Shree Holistic Empowerment (SHE).

The mission of SHE is to build an effective system of sustainable SHG’s, accessible to poor women in rural areas with a view to empower women through promotion of entrepreneurial skills and so on.

SABALA has promoted tow federations of 250 women in each federation, one is in Bijapur taluk named “Shakti Grameen Mahila Swavalambana Sangh” and registered under society Act. There are 12 sanghas under this federation and the second one is in Bagewadi taluka named as “Jyoti Mahila Okkuta” registered under the Society Act. There are 12 Sanghas under this federation. The objectives of the federation include the creation of a local financial system for the rural poor women to address their savings and credit problems in order to improve economic status. To achieve this, the basic strategy adopted is to organize women in the informal sector, to mobilize their own resources and manage them for their own benefits through regular savings and credit management, fundamental to this is skill training and specialized financial leadership training provided by SABALA to SHGs. So that the federation as a whole may improve its access to external loan assistance and manage the credit activity on its own.

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The savings of “Shakti Grameen Mahila Swavalamban Sangh” is Rs. 4.70 Lakhs and SABALA has contributed Rs. 6.00 lakhs as revolving fund. They have their own office and management committee and loan procedures.

The savings of “Jyoti Mahila Okkuta” federatin members Rs. 2.25 lakhs. SABALA has contributed Rs.4.00 lakhs as Revolving fund. They too have their own office and management committee and loan procedures.

The women members have undertaken different income generating programmes such as mirror embroidery craft; vermicelli production and marketing, jute bag making, sanitary pad production, banana fibre products. Other than these, women have started kirani shops, bangle selling, onion and garlic selling etc.,

Training and employment:

SABALA has taken up another innovative programme for rural women largely drawn from disadvantaged sections. The objective of the programme is to train the women to enable them to earn their livelihood. SABALA has identified tailoring and embroidery, readymade garments, jute bag making, jute weaving, sanitary napkin making, artificial jewellery, dairying, goat rearing as productive vocations.
To include traditional crafts into income generation, SABALA has started Craft Development Centre in 1996. These vocational training programmes have been conducted in this centre and some time in the villages where infrastructure is available.

The duration of training programmes varies from two days to one week according to the requirement of training to beginners.

As the craft development centre is, training-cum-production centre the production is being sold in different exhibitions such as Indian Handicrafts and Gift Fair at New Delhi. The International Network of "Artisans Guild", UK, visited craft center to know traditional craft of Lambani's and highly appreciated the programmes undertaken. The President of Mahila Ayog of Karnataka Mrs Philomena Perris visited and appreciated the development done by craft development centre.

Craft development center has conducted several training programmes with the coordination of Development commissioner (Handicraft), New Delhi, and other agencies. SABALA has conducted workshops on "Design development" in Bijapur, Minchanal and Aheri clusters. New designs have been developed for domestic and international market.

SABALA has participated in the exhibitions at Bangalore, Chennai and New Delhi organized by DASTKAR, Karnataka State Handi Craft
Sustainable agriculture programme:

SABALA has identified 124 small and marginal families for land and water management. Activities like vermi-compost, compost and promotion of organic seed plots are undertaken. These activities are implemented in Beeraladinni, Budni, Angadageri, Aheri and Honagonhalli.

**Compost** - 18 people from 6 villages have prepared compost manure. The compost manure produced by them is being used in their own land and saved Rs. 5000 to Rs. 7000 in a year, which they had to spend for chemical fertilizer.

**Vermi compost** - 15 people from 6 villages have prepared vermi-compost manure. The women used to sell the worms vermin-compost. For example, Smt. Lalita Shivu Chavan in Aheri sold 8 kgs at the rate of Rs. 150 per kg and in Angadageri Smt. Boramma Bidnal sold 6 kg at the rate of Rs. 150 per kg.

**Bunding** - This programme was done by 45 people from 3 villages namely Budni, Beeraladinni and Angadageri. They did land leveling and
earthen bunds in 102 acres of land. This activity helps them in prevention of soil erosion and water conservation. It also helps for sustainable agriculture. Some farmers have done plantation along with this bunds.

**Kitchen Gardens** - Women have been encouraged to take up kitchen garden activity in the space available around their houses and in open areas. They have been given seeds by the organization. By this activity women could grow vegetables on their own and they could save 300 to 400 per month which they were spending to purchase vegetables.

**Awareness generation and organization:**

In order to awaken the innate leading qualities in rural women, which for one reason or the other have remained dormant, SABALA has been organizing skill training programmes. The training programmes aims at inculcating the spirit of leadership and cooperation in each member so that they would become in turn a source of inspiration to others.

The trained women are taken to the nearby villages to motivate other women and to induce organizational and managerial capabilities among them. During the training the women also get to know about several family and child welfare programmes of the government,
nutritional requirements, sanitation, community organization and other social problems.

In this regard SABALA has conducted awareness training programme on different subjects. Such as gender equality, devadasi, dowry problem, illegal marriages, community health community services. Social forestry property right, Panchayat Raj, HIV/AIDS, leadership, human rights etc.,

The duration for such training programmes is 1-2 days. The resources persons from government departments and other NGOs and development agency are invited.

To eradicate Devadasi system which is a social evil SABALA has taken special steps in 'spreading the awareness against this system. It has organized seminars, Jatas etc., to create awareness.

With the collaboration of other NGOs like Janodaya, SEARCH SABALA has organized a mela of 300 Devadasi women. SABALA took a procession and submitted a memorandum to Deputy Commissioner of Bijapur. Devadasi were motivated not to take up this system and continue it. They took an oath that they are not going to pass on this system to their children.

With the help of Free Legal Aid Committee Bijapur. SABALA organized programmes. The resource persons briefed the legal aspects
towards land issues, illegal marriages, divorce etc., and helped in solving some problems at 'Lok Adalt'.

SABALA undertaken another important activity about health of mother and child. Mainly SABALA educated Dalit and Lambani women about how to take care of their health at post-natal and prenatal care and about the importance of giving immunization to the child.

'Education for Democracy' is important initiative towards educating rural women about political empowerment SABALA started to conduct training programmes to the elected Gram Panchayat women. There is 33 per cent reservation of seats for women in Gram Panchayat. To take advantage of this rural women contested in election and got elected. But as they were illiterate and innocent, the male dominant members of gram Panchayat used to take decisions independently, then they refer the women members to agree to the decisions by affixing their thumb impressions. By observing this SABALA selected 230 members from 22 Gram Panchayat and planned to train in Panchayat Act, women reservation and its importance, procedures for conducting the panchayat meeting and Gram Sabha and also about budget. Exposure trips to these members were also organized to visit successful Gram Panchayat. Detailed discussion with the member of Gram Panchayat women and presidents and shared their experiences. Women members of Gram
Panchayat who were much impressed with this activity have come forward to solve their problems by forming “Mahileya Hakkin Sangha”, for their rights and duties. For this activity ISSI Bangalore have helped for personality development programme and HEKS Bangalore assisted financially.

**HIV/AIDS awareness:**

AIDS awareness programmes were organized. Resources persons were invited from district health department. They explained in detail about AIDS, how it spreads, preventive measures etc., video cassettes on HIV/AIDS prevention were displayed and also pamphlets and postures were distributed to all the participant.

**Watershed development:**

The arid drought prone Bijapur district has been included under the DPAP for improving water availability for domestic and irrigation purposes. SABALA has undertaken watershed projects in order to conserve and make efficient use of the ground water sources with focus on rain water harvesting.

More particularly the objectives of the projects are, to improve the water harvesting structure like check dams, farm ponds, percolation tanks, bunding, horticulture development etc., Prevention of soil erosion
through conservation techniques, such as bunding continuous trenches improvement of horticulture, social forestry by raising nurseries and distribution of plant grafts to the community were also carried out.

Government of India laid down some new guidelines on 1-4-1995, regarding watershed development. Under this new guidelines Zilla Panchayat, Bijaput selected SABALA to undertake the said project called “Yargal Watershed Development Projects” The area covered are Yargal BK, Yargal KD, Ankalagi, and Atheri villages of Sindagi Taluk. The area of land is 4609 hectares, which have divided into 10 micro watershed committee of 375, to 500 hectares each. There are 11 governing committee members for each committee. They are responsible for drawing action plan, participatory planning monitoring and financial control of each watershed.

Under this project 4200 hectares of land have been treated, 62 farm ponds have been created, horticulture have been taken in 61 hectares of land. Social forestry have been taken in 23 hectares of land. 3 Nala bunds have been developed 2 check dams have been constructed and also there is a development of nursery and fisheries.

Rural housing projects:

To increase the capacity of the people to construct their own house by applying appropriate technology, the project was started in 2003-04.
During the last two years Demo units have been constructed by adopting different techniques and local resources. The mason training conducted during construction of demo units for 10 days by a team of UNDP - Orissa and HOL TECH, New Delhi 15 masons have been trained in Arch foundation and effective cost house construction and management of construction. This was a residential training to masons of 8 villages.

There are 51 housing development groups. Total villages covered under this project are 19. District housing development committee has been formed, this committee looks after the coordination between housing development groups.

SABALA had made arrangements through CAPART organization for construction 53 housing to Dalit families. Thus SABALA is trying to give shelter to rural women in different projects.

Different samities (Committees):

SABALA in order to meet specific needs and requirements of rural women has organized different Samitees to encourage the community-based organization participation and taking up responsibilities for sustaining the programme activities.
KALA CHETAN
(Organization of Self-Employed Women and Artisan)

Objectives:
1. To give rebirth to the Lambani Art which almost disappearing.
2. To check migration to other states.
3. To create a regular business for self reliance.
4. To boost up the income of women.
5. To support and extend training for income generation programme
6. To create a forum for self-employment and help them in getting government assistance.

Activities:
1) Training: Sangha arranges six months training to modernize the art of original mirror embroidery of Lambani for producing vanity bags, purses, dresses for small children, etc., It is also giving training for Karnataka Kasuti, Block printing, patch work, Kanta work etc.,

2) Encouraging to involve in income generation programme: After completion of six months training the Sangha encourages them to take up the work and supply the raw materials for production of items with instructions to return the finished goods with in the time limit specified for them. With this they can earn more.
3) **Marketing**: Assisting them to market the finished goods i.e., SABALA selling the items locally and even participate in exhibition at Delhi, Bombay, Calcutta, Bangalore, Pune to sell the products.

4) **Visit to other sangha**: Sangha members visiting other sanghs to discuss among other experienced craftsman towards development of Arts, change of models, etc., for improvement of quality.

5) **Net Working among SHG's**: Sangha organized the network among SHGs to study the production of different types of items from other SHGs and also for sharing their experience and discussing their problems.

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<th>Category</th>
<th>Number</th>
<th>Note</th>
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<tr>
<td>Total members</td>
<td>452</td>
<td>rural women</td>
</tr>
<tr>
<td>SC/ST</td>
<td>375</td>
<td>rural women</td>
</tr>
<tr>
<td>Others</td>
<td>70</td>
<td>rural women</td>
</tr>
<tr>
<td>Governing body members</td>
<td>7</td>
<td>rural women</td>
</tr>
<tr>
<td>Women who are directly involved in the production</td>
<td>225</td>
<td>rural women</td>
</tr>
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</table>
MAHILEYAR HAKKIN SANGHA
(Elected Gram Panchayat Women Member Forum)

Aim:
To strengthen the Gram Panchayat elected women members and to ensure their active participation in decision making process.

Objectives:
1. To give awareness on Panchayat Raj rule and Gram Swaraj.
2. To encourage women to participate actively in Gram Panchayat programme.
3. To ban alcoholism in all the villages.
4. To act and provide legal help and social security to the women in general.

Activities:
1. Leadership training to the members of Gram Panchayat,
2. Training in connection with rules and rights of Gram Panchayat,
3. To study the problems of women and find the solutions,
4. To see that gram sabha are conducted in all the villages.

Total members 300
Total villages covered 60
Tandas covered 5
Presidents 13
Vice President 12
SC/ST 71
Others 131
GRAMEEN MAHILA TRUST

Objectives:

1. To organize Dalit, Devadasi's and Lambani women to increase their income level.

2. To generate funds collectively for the use of income generation programme and family problems.

3. To encourage women sanghas for participating for the development of socio-economic, cultural and political condition.

4. To protect and make use of local resources and encourage their development.

5. To fight for the rights of women.

Programmes:

Training: GMT organized leadership training programme and about the importance of education in democracy.

Collective employment: GMT has purchased 18 acres of agricultural dry land at village Gunihar of Sindagi taluka and arranged irrigation facilities. Now GMT is growing food grains and has developed horticulture, planted about 2000 plants of mango, lemon, pomogranite and black leaf. The profit out of this will be distributed among the members of GMT.
Self-employment: Only the members of GMT are eligible to work in this field. Since the members engage themselves in watering plants and other activities connected with agriculture, they feel that they are always busy with some work. The members themselves are going to the market for sale of vegetables and food grains. Thus in one or other way members are employed in GMT.

Action plan for Loan: GMT reserved 20% of the total capital for loan to the members. A member can avail a loan of Rs. 3000 for any household purpose.

It is worth mentioning that the said trust is an example for solving their problems and also as a training centre. Here the members can meet in one place and find solutions for their problems. On the whole GMT is trying to put effort for overall development of women community and provide self respect and service.

Awards:

Awards conferred on SABALA Government of Karnataka’s “Kittur Rani Channamma Award” for outstanding work in the field of women empowerment (1997).

Administrative structure:

SABALA has formulated an administrative structure. The figure shows the structure of the main organization including the staff in the
project areas. Its governing council consists of seven members and the general body elects them. The general body consists of members of SABALA who pay Rs.100 as annual membership fees. Any member of the public is entitled to become a member of SABALA. Governing council is the main decision-making body of SABALA and is concerned largely with overall policy and other issues which may in the opinion of the Project Director requires council approval. Routine operational decisions are taken by the Director with the help of the local level staff.

The background of the members of the governing council reveals a wide expertise that, SABALA seeks to gather for its work, of the seven members one is banker, one is university lecturer, one is high school teacher, one is advocate and two are from rich social service experience. All are women on the board including Mrs. Mallamma Yalwar who is also the Project Director.

The Project Director heads the staff of SABALA in the field. She supervises the entire project operations in the area and is responsible for all decisions affecting such operations on a daily basis. The project staff consists of technical (project coordinator and assistants) and non-technical personnel (community organizational). Technical personnel are project specific while community organizers are area specific.
Since programme coordinators are technical staff, they are not directly involved in organizing the beneficiaries unlike community organizers. Community organizers are basic to the structure at the local level because they come into close and constant contact with the households in the villages. They assess the qualification of households for participation in SABALA projects, conduct meetings of the village committees, record the progress of the project and suggest change if any. The administrative staff consists of about seven people including administrator, accountant, computer operator and drivers of SABALA vehicles.

Meetings of governing council are held quarterly. Field staff also have a regular meeting schedule, community organizers meet once in a month and review the progress, after their own agenda is completed they join together to discuss issues related to a specific project. The project Director is expected to be present in all units and community organizes meetings and may at her discretion attend others meetings also.

SABALA expects its entire project staff to be at least high school passed, although it is not rigidly applied in all positions. Especially for its technical staff SABALA emphasizes experience and expertise rather than educational level, staff members are expected to speak Kannada and those who are required to file reports were also expected to be able to
read and write Kannada. All staff members have had some formal training in institutions across the state or informal training in SABALA itself, if they have had previous experience in a similar capacity elsewhere.

Chart - 1

Administrative structure of SABALA
SABALA partners:

SABALA is funded by both national and international agencies. Details of programme component year of starting, status of the programme and approximate amount are presented in Table 3.1. Programmings are budgeted periodically and commitment periods vary according to the nature of the project. Funding agencies require progress reports from the NGO periodically, selected SABALA program staff prepares the reports, which are translated from the vernacular and edited.

Table - 3.1
SABALA partners

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Name of the Agency</th>
<th>Programme Component</th>
<th>Year of Starting</th>
<th>Status</th>
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<td>1</td>
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<td>• Groups enterprise • Sustainable Agriculture • Training to Panchayat Raj elicited women • Need based training</td>
<td>1995</td>
<td>Ongoing</td>
</tr>
<tr>
<td>2</td>
<td>Zilla Panchayat Bijapur</td>
<td>• Watershed Development</td>
<td>1995</td>
<td>Completed</td>
</tr>
<tr>
<td>3</td>
<td>NABARD</td>
<td>• Skill Development</td>
<td>1995</td>
<td>Completed</td>
</tr>
<tr>
<td>4</td>
<td>Development Commissioner (H)</td>
<td>• CDC</td>
<td>1997</td>
<td>Completed</td>
</tr>
<tr>
<td>5</td>
<td>Development Commissioner (Handicraft) New Delhi</td>
<td>• SKILL DEVELOPMENT And Design Development and Marketing Assistance</td>
<td>1998</td>
<td>Ongoing</td>
</tr>
<tr>
<td>6</td>
<td>Small Industries Development Bank (SIDBI) Bangalore</td>
<td>• Micro finance &amp; Capacity building package</td>
<td>2000</td>
<td>Ongoing</td>
</tr>
<tr>
<td>7</td>
<td>Karnataka State Handicraft Development Corporation (KSHDC) Bangalore</td>
<td>• Housing for Artisans</td>
<td>2001</td>
<td>Completed</td>
</tr>
<tr>
<td>8</td>
<td>National minority development and Finance corporation (NMDFC) New Delhi</td>
<td>• Working capital</td>
<td>2001</td>
<td>Ongoing</td>
</tr>
<tr>
<td>9</td>
<td>Swiss Agency for Development cooperation</td>
<td>• Rural Housing project</td>
<td>2003</td>
<td>Ongoing</td>
</tr>
<tr>
<td>10</td>
<td>Upper Krishna Project (UKP) R&amp;R</td>
<td>• Income Generation Programme</td>
<td>2004</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
Table - 3.2
Key staff members of SABALA

<table>
<thead>
<tr>
<th>SL No.</th>
<th>Name</th>
<th>Qualification</th>
<th>Designation</th>
<th>Working since</th>
<th>Salary (in Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Smt. Mallamma Yalwar</td>
<td>B.Com</td>
<td>IREPM Project Director</td>
<td>18 Yrs</td>
<td>10,500.00</td>
</tr>
<tr>
<td>2</td>
<td>Smt. Indira Alur</td>
<td>M.A</td>
<td>Programme Co-ordinator</td>
<td>16 Yrs</td>
<td>4,950.00</td>
</tr>
<tr>
<td>3</td>
<td>Mr. Devendra Naikodi</td>
<td>M.Sc.</td>
<td>-do-</td>
<td>2 Yrs</td>
<td>8,500.00</td>
</tr>
<tr>
<td>4</td>
<td>Manoj Kumar</td>
<td>BE Civil</td>
<td>-do-</td>
<td>2 Yrs</td>
<td>6,000.00</td>
</tr>
<tr>
<td>5</td>
<td>M.C. Tanga</td>
<td>P.U.C</td>
<td>Accountant</td>
<td>9 Yrs</td>
<td>6,000.00</td>
</tr>
<tr>
<td>6</td>
<td>Mr. Edwin</td>
<td>B.Com</td>
<td>-do-</td>
<td>3 Yrs</td>
<td>5,000.00</td>
</tr>
<tr>
<td>7</td>
<td>Mr. Pranesh Jagirdar</td>
<td>Dip. In Comp. Sc</td>
<td>Comp. Operator</td>
<td>5 Yrs</td>
<td>3,800.00</td>
</tr>
<tr>
<td>8</td>
<td>Ms. Sunita Jolad</td>
<td>B.A. Dip. In Crafts Kasuti Teacher</td>
<td>8 Yrs</td>
<td>3,500.00</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Mr. Sanjaya Biradar</td>
<td>M.Com</td>
<td>Marketing Executive</td>
<td>5 Yrs</td>
<td>4,400.00</td>
</tr>
<tr>
<td>10</td>
<td>Mr. B.S. Nayak</td>
<td>B.Sc.</td>
<td>-do-</td>
<td>5 Yrs</td>
<td>3,000.00</td>
</tr>
<tr>
<td>11</td>
<td>Mr. Y.B. Kondaguli</td>
<td>B.Sc. Agri</td>
<td>Season Co-ordinator</td>
<td>3 yrs</td>
<td>4,500.00</td>
</tr>
<tr>
<td>12</td>
<td>Ms. Ratna Kanti</td>
<td>B.E. (E&amp;C)</td>
<td>Computer operator</td>
<td>2 Yrs</td>
<td>2,500.00</td>
</tr>
<tr>
<td>13</td>
<td>Ms. Yamuna Muttati</td>
<td>PUC</td>
<td>Organizer</td>
<td>5 Yrs</td>
<td>2,050.00</td>
</tr>
<tr>
<td>14</td>
<td>Ms. Nanda Shranar</td>
<td>PUC</td>
<td>-do-</td>
<td>5 Yrs</td>
<td>2,050.00</td>
</tr>
<tr>
<td>15</td>
<td>Mr. Gurunath Choudhary</td>
<td>B.A</td>
<td>Pulse Incharge</td>
<td>3 Yrs</td>
<td>2,700.00</td>
</tr>
<tr>
<td>16</td>
<td>Ms. Mahadevi Tarpur</td>
<td>SSLC</td>
<td>Organizer</td>
<td>2 Yrs</td>
<td>2,050.00</td>
</tr>
<tr>
<td>17</td>
<td>Mr. Santosh Hajari</td>
<td>B.Sc. Agri</td>
<td>IGP Incharge</td>
<td>2 Yrs</td>
<td>2,700.00</td>
</tr>
<tr>
<td>18</td>
<td>Mr. Ashok Teli</td>
<td>B.A.</td>
<td>Driver</td>
<td>10 Yrs</td>
<td>2,700.00</td>
</tr>
<tr>
<td>19</td>
<td>Ms. Geeta Kupasta</td>
<td>B.A.</td>
<td>Field officer</td>
<td>3 Yrs</td>
<td>3,300.00</td>
</tr>
<tr>
<td>20</td>
<td>Ms. Yasodha Bhogar</td>
<td>SSLC</td>
<td>Marketing</td>
<td>10 Yrs</td>
<td>2,000.00</td>
</tr>
</tbody>
</table>
Collaboration and Co-operation with other institutions:

SABALA collaborates with the government of India and Government of Karnataka and also with other development agencies in project implementation. SABALA also collaborates with Federation of Voluntary Organization in Rural Development Karnataka (FEVORD-K) and other NGOs within and outside the states for training and conducting seminars for its staff and organizing exposure trips for its village committees. It has arrangements with technical institutes for training and information exchange with technically qualified individuals and institutions.

In this chapter we have seen how SABALA’s programmes designed to achieve rural women’s empowerment and welfare. In order to generate awareness and self-reliance among clients and provide them with management skills. SABALA has concentrated on initiating low investment economic programmes rather than large programmes. SABALA intended that through the organization and development of Sanghas, clients will be encouraged to accord a high priority for values of participation, teamwork and unity, not to just economic gain. Groups development for SABALA is more than a means it is expected to lead the establishment of rural organizations.
SABALA intended its strategies to provide opportunities for rural women not just to increase their income, but also to gain more confidence in their capacity and address gender issues. Subsequent chapters examine the extent to which rural women have responded to organizational initiatives and their opinion and participations in the programmes and about the organization.