

# STRATEGIC PLAN 2016-2021

ASSOCIATION FOR SOCIAL & HUMAN ADVANCEMENT



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## 1. ASHA Over the Years

### Association for Social and Human Advancement (ASHA)

The Society of the Fathers of Holy Cross has been involved in formal and non-formal education along with the social service, aimed at socio-economic and human development in Northeast India since 1937. The society runs 15 renowned educational institutions and social services centres catering to more than 25 groups of indigenous people all over Northeast India.

To enhance the non-formal education and development works in this sphere Association for Social and Human Advancement (ASHA) was established and registered as a Social Service Society in the year 1999 (Regd. No. 3282/99). Thus ASHA is the official development wing of the Society of the Fathers of Holy Cross, Northeast India. ASHA strives to serve the people of Northeast India particularly in the states of Tripura, Meghalaya, Arunachal and Mizoram through 18 centres.

Since its establishment, ASHA remained committed and equipped to give specialized training to leaders from cross sections of the society to work for a Just, Peaceful and Progressive society. The Society has undertaken various community development programmes supported by Misereor, Mensen-Meteen-Missie, DKA KFB Austria and Fratelli Dimenticati.

A strategic plan for the period of **2007-2012** was developed where by decision held that ASHA would focus on Justice and Peace building through the underlined themes:

- **Good Governance by minimizing corruption**
- **Social inclusion of marginalized groups**
- **Economic up liftment and integrated development**
- **Health more specific to HIV and AIDS**

Being the development wing of the Society of the Fathers of Holy Cross, North east India, ASHA's role was viewed as development support organization as well as a resource centre. This implies that ASHA would facilitate, provide technical support, raise funds and also act as monitoring agency for the centres implementing the programs. Finally, ASHA would also engage in undertaking research and documentation on identified themes, advocate and network with key stakeholders.

The SWOT analysis carried out by the ASHA board members on the program and organizational development in the month of August 2015 reflected that the areas of strength lie in its programs. The reflections have been that the programs taken up ASHA are unique in nature, people centred and community centric. **Some of the Program Interventions of ASHA over the years are...**

programs. But lack of appropriate monitoring and visibility mechanism built within the organization, the opportunity to showcase its impact remained limited.

- Retaining project staff has been a major challenge.

## 2. Strategic Settings

Around the country the current model of development is increasingly being exposed as unjust and unsustainable. The increasing privatization and commoditisation as well as declining of limited natural resources such as land, forest, water resources on which the indigenous communities depended is undermining people's life and livelihood. It is thus inevitable that the most marginalized would struggle for land and natural resources and this would be one of the undermining causes of growing inter community conflict in context of Northeast India.

Poverty and lack of opportunities for livelihood enhancement in rural areas is forcing the people to migrate in urban areas in search of livelihood. Unplanned migration are increasingly facing vulnerability and insecurity among youths and women since in north eastern states and among the tribal societies, women remain active and take responsibility for the economic up-liftment of the family. Thus in such scenario of internal migration for livelihood promotion, the women would face multiple crisis and new challenges.

Among the communities' inequality and injustice are increasing at unprecedented resulting in unjust and unequal power relations, structure within and between families, communities as well as state/country. The poor and marginalized people bear this burden most and they are at the greatest loss and risk. This is further resulting in conflicts, exclusion and violation of constitutional rights.

Inequality and Injustice is also driven by failures of governance in states where the public resources are squandered without accountability for satisfying the ever increase needs of people in power, middle class and the elite. The power is being used for accumulation of wealth, increasing systematic corruption and sabotage of institutions. The forms of democratic governance designed to respond these issues at ground level are themselves displaying deficits while addressing these fundamental questions. Arena of deficit including people's participation in democratic governance and identify power and accountability have not been addressed. The value of democracy should be seen in what states hold out to their weakest citizen and the most excluded which goes beyond putting democratic governance in place.

To increase the forest coverage areas government has taken up several initiatives and programs in India and Tripura is the first state among North eastern states to implement the joint forest management programs to increase the coverage of forest areas. Under the programs, the Tribal families that does not have access to land records, or even

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## Grassroots leadership building through Paralegals:

ASHA attempted in developing grassroots leaders among the indigenous community in Tripura to assist the community in accessing their rights and social entitlements. It implemented a programme titled as “Capacity building of tribal leaders through paralegal and skill training” from 2012-2015. The program had several components such as using human rights law as strategy for accessing social and economic justice of deprived section of community, enabling the community to raise voice for transparent and accountable governance at grassroots and minimizing corruption. The program had component of justice and peace on structural violence and discrimination such as gender based violence, land disputes, development issues, etc. These were mitigated by using theories of transitional justice mechanism. The program attained very good results within community.

One of the strategic components of the program was building a cadre of youths barefoot lawyers from community by imparting legal knowledge and procedures. This component has been an innovation for bringing social change and resolving the existing social, economic, political, resources challenges of the community. It has also created awareness on rights among communities. These barefoot lawyers have brought significant changes within community. The program is highly relevant in development context and can be replicated in all other states of intervention.

## Social Inclusion of Single Women:

One of the most marginalized and excluded groups among any community are found to be the Single Women. The term ‘Single women’ is used as an umbrella term for deserted women by their husbands, widows and divorcee or women with disability (who are unmarried) or unmarried women. They are treated as outcasts by their own family and the community at large. The deserted women as well as widows in most of times live on subsistence and are exploited. ASHA had taken up the cause of this group and with support of DKA Austria started for 100 such women in Bamutia block of West Tripura since 2014. Since one year ASHA has been organizing them such that they can take actions about their social & legal rights and empowering them to work for their self-reliance. Though it is a new intervention but ASHA’s initiative on such an issue is highly appreciated as the Single women (Widows, Deserted women, Unmarried women, Women with physical disabilities) are the most vulnerable group in any community.

## Human Rights and Peace Education:

ASHA’s core values is to promote justice and peace in all its work and the Peace building programs has been one of the most significant programs of ASHA in last few years. ASHA has contributed much in Peace building through Human rights education among school children and through community youth peace clubs. Through its school building program 30 Peace clubs have been formed and functioning effectively in 30 different schools in the state of Tripura. Nearly 150 youths have undergone leadership

Record of Rights have higher probability of getting exploited, by the non-tribals and in some cases by the local land officials.

The gaps are glaring despite progress on the Millennium Development Goals (MDGs). For instance despite Right to Education Act 2009, children from ST, SC, OBC are still unable to complete their education and dropped out of school. Youths are unable to complete their high school education and joining the cheap labour force. Despite having numbers of legislations, women are still not been able to get equity and facing violence. Women and girls still make up a high proportion of people living in income poverty and deprived of education, health, voice and other non-income dimensions of well-being.

### **Changes in Macro Scenario**

In the macro scenario of the country, there are several changes made. For instance, in 2015, the government has decided to introduce an ordinance to make major changes in the existing Land Acquisition, Rehabilitation and Resettlement Act 2013. The act established regulation for land acquisition as part of massive industrialization drive by public-private partnership. The issue of consent clause and social impact assessment has been stipulated in the Act. It lays down maximum time for completing each step and the failing which the acquisition process will be considered lapse. But the implementation of these provisions (if done in rural areas) can be very challenging for the rural mass because they are fully dependent on land and the related ecosystems. There are also changes made in the Forest Rights Act in the year 2014.

Change in Voluntary Sector-the government of India has tightened the role and scope of the VSOs New FCRA regulations 2010. The prime objective of this act is to regulate the acceptance and utilization of foreign contributions. It also seeks to regulate the foreign funds to voluntary sectors with the objective of preventing any possible diversion of funds towards activities detrimental to national interest and to ensure that individuals and organizations may function in a manner consistent of values of the sovereign democratic republic.

### **Our Call for Action**

This rapidly changing and challenging situation also creates opportunities. There are progressive governments in the accelerating democracies committed to more sustainable development. There are favourable government policies and programs for 'development for all'.

To fulfil the Sustainable Millennium Development Goals 2015-2030, Government of India has initiated different programs under poverty alleviation, achieving universal primary education for all, gender equity and women empowerment and poverty alleviations, health as well as environment protection and climate change. The Government of India has also adopted the principle of Sabka Sath, Sabka Vikas ("Together with All, Development for All"), and stated that the "first claim on development

# Foreword

It's since nine years (2007) that Association for Social and Human advancement (ASHA Holy Cross) revisited its strategic Planning. In these years, the situation of the state in Tripura as well as northeast has changed tremendously. One can say, Tripura has seen a political stability with militancy almost becoming extinct, leftist government going all out way in bringing better infrastructure development in the state, better communication to the interior villages, declaring Tripura as second literate state in India etc. Our small NGO like ASHA is able to initiate some developmental works without fear and threat.

Our Governing Board in its executive meeting held in September 2014 decided to relook and rework on the Strategic areas for its interventions and plan for next five years, new areas of interventions with specific, time bound action plans.

Mrs. Maitrayee Paul, an independent consultant from Guwahati was invited to animate this planning process. There were selected twelve eminent personalities in social field which include Holy Cross Priests and four lay persons who were from University and government level who joined in making this planning process scientific and credible.

I take this opportunity to thank in a special way our chairperson Rev. Fr. Abraham K.J csc for his guidance in completing this process and all the fathers and friends who personally gave their time and energy to support this thinking process. I feel now we can work with a clear mandate and goal with a sole purpose to help our people in need.

Fr. Robert Mathias csc  
Executive Director

trainings and training on human rights and peace. The Director of ASHA Rev. Fr. Robert Mathias csc was awarded as the Ambassador of Peace for the State of Tripura for his extensive works over 8 years on Peace building in the year 2014.

### **Economic uplift through Skill Building:**

Under this theme, ASHA has been imparting skill training to youths and women since 2011. This has been an important program and more than 250 youths have attained employability skills in the trades such as mobile handset repairing, computer education, tailoring and beauty culture for girls. The youths have also undergone trainings on leadership skills as well as career guidance programs. Some of them are self-employed and some are employed with small business entrepreneurs. Government of India (even in the MDSGs identified this program to be very important to eradicate poverty) and launched the program "youth employability skill building as component for poverty eradication and livelihood enhancement. ASHA believes that this component is important given the fact that there are huge numbers of school or high school/college drop outs, unemployed youths and with their capacity building their livelihood opportunities can be enhanced.

In the states of Arunachal as well in Mizoram, ASHA has been working with SHGs for women under the theme integrated human development. Supported by Misereor, ASHA is implementing project for SHG promotion for livelihood enhancement and entrepreneurship development. The programs attained good results.

### **Education:**

ASHA has also contributed towards the fulfilment of right to education through sponsorship programs. The program supported (28 youth of whom 10 are male and 18 are female) from very poor and marginalized families. These children are mostly from single parent family or orphaned children. In 2014 alone, 32 youths have availed the scholarship to pursue their graduate and post-graduation courses. Four out of them have completed their master's degree and acquired jobs in different sectors.

### **Other experiences:**

✓ Housing for poor has been another project implemented by ASHA in the year 2014 with support from Fratelli Dimenticati, Italy. ASHA acquired technical skill by constructing 20 low cost houses in two districts namely North and Dhalai of Tripura.

Research and media publication were one of the works of ASHA. ASHA took up few researches in collaboration with North Eastern Social Research Centre. Over the years, ASHA could also establish printing press under its media program.

### **Strength of ASHA**

- ASHA has its clarity of purpose of working for Youths and Women

belongs to the poor.” Youth for Change and Skill building for poverty reduction is the highlight of the present government policies.

Unorganized or Informal sector forms a large part of India's workforce both in rural areas as well as in urban areas. To provide Social security for this sector, the Parliament has passed the Unorganized Sector Workers Social Security Act in December 2008 which has provisions relating to the life, housing, health, disability, old age pensions of the informal sector workers. The largest program under this act is Rashtriya Sayastha Bima Yojana (RSBY-or National Health Insurance) which covers the informal sector workers and their families. At the state and industry level, addition legislation exists to provide some protection to the sector.

On the other hand, the Companies Act, 2013 passed by the Parliament has received the assent of the President of India on 29th August, 2013. As per the Act, all companies with revenue greater than 1000 crore or profit of 5 crore has to invest 2% of the average of last 3 years towards CSR activity. Poverty alleviation, Education, Health and social business has been identified as areas of investment under CSR.

While Forest Right Act and Land rights have strategic significance in ensuring and accessing ownership of land and refuse rehabilitation, the communities will be unable to take the advantage unless they are made aware of the regulations and push for implementations. Similarly, unless local grass root governance is pushed for proper implementation of different programs planned for poverty alleviations and development, the principle of Sabka Sath, Sabka Vikas (“Together with All, Development for All”) will not be achieved.

But there is a long way to go for all the favourable policies and programs to be implemented in ground because there are huge gaps in implementations. **This is where the role of voluntary sector comes in and the Government of India recognizes the role of VO/NGOs in ensuring the implementation.**

### **3. Strategic Plan 2016-2021**

The strategic plan 2016-2021 aims to build upon the strengths of our past work balancing the consolidation and bringing in new innovations. It is the continuity of the organizational commitment of peace and justice through a combination of strategy and approaches of human rights, development and people's participation. We are committed to work with children, youths and women as primary focus groups. We will work in the areas of our intervention centre areas.

We will achieve greater focus through deepening our knowledge, promote greater synergies in our ways of working and across thematic areas, achieve highly accountable level of delivery of our organizational objectives by strengthening our organizations capacities, policies and programs. We will build upon our strength of working directly with families, communities, and strengthen community based organizations to transform

- Engage with government departments to introduce similar initiatives in the govt run schools so that large number of children benefits. Youths from different Peace Clubs are already trained and they are engaged with government schools under the guidance of ASHA to facilitate the learning of children in positive peace education. At the same time, orientation of teachers in positive peace building program will be initiated.
- Engage with children and youths- promote human rights education and core values of justice to reflect within and inculcate an attitude of equality, cooperation and peaceful living. The education will also incorporate gender equality and equity to inculcate a sense of respect towards each other.
- Strengthening the traditional institutions in promotion of peace and delivering justice within the framework of law. Build rapport with likeminded people organisations and different other institutions to ensure hope for the less privileged.

### Good Governance

Democracy works when citizens have the right to ask questions, seek accountability and participate in the development process. Democracy involves dignity, diversity, dissent, development, participation and accountability and thus until every last person can celebrate his/her sense of dignity, exercise democratic dissent, be informed and involve in the process of development, democracy remains an empty rhetoric. Democracy dies where discrimination begins and the politics of favouritism, exclusion starts.

At the very core of the rights-based approach to development is the obligatory role of the state to respect, protect and fulfil human rights. At the same time, the promotion of just and democratic governance involves the empowerment of citizens, and particularly the excluded, to intervene in governance processes; claiming their rights and demanding accountability. A rights-based approach and just and democratic governance work can therefore be seen as two sides of the same coin. While empowerment is at the core of all governance work, a focused promotion of just and democratic governance will require a strong knowledge base and a clear set of tools and processes.

But the real challenge in democratic governance or PRI at grass root today is that the process of governance is undermined by economic and political elites and middlemen. The other problem concerning the Panchayati Raj Institutions (PRIs) is the need to transfer functions, funds and functionaries without which the Panchayats cannot function effectively as the third tier of democratic government.

There has been a significant progress on the front of women's empowerment, but there are many hurdles in the way of elected women including the age-old male domination leading to cases of proxy roles played by the male members of the family. The Scheduled Caste and Scheduled Tribe candidates are duly elected but face stiff opposition and discrimination from the dominant castes to allow them to fully exercise their rights. The

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- Integrating the marginalized and excluded groups in its program is the strength of ASHA. It has worked across communities, caste and sex and did not limit itself to tribals.
- ASHA has gone beyond charity and service delivery approach and moved towards development and rights based approach in its programming.
- Long standing role as trusted organization/Institution Holy Cross in northeast thus ASHA Holy Cross also has a brand in itself.
- Well-built infrastructure with comfortable stay facilities, with all modern equipment's and built in an accessible location within reasonable cost. Thus ASHA has been able to network with different stakeholders including government and non- government organizations and gave them a platform to organize their programs.

### Learning from Challenges

- Over the years ASHA has learnt to overcome the challenges of working with communities who are politically influenced or have their association with political parties.
- On reflection ASHA realised the importance of stakeholder's analysis and develop appropriate strategies to overcome religious misunderstandings among communities and conflict of interest with government run programs.
- To introduce RBM in all its programs as well as monitoring, documentation as well as social impact analysis to measure the impact and thereby build its brand.
- In terms of role of ASHA, the reflection has been that the previous plan has given a roadmap for ASHA. As a budding organization, ASHA would take systematic and strategic efforts to take up the role of development support organization.

### Gaps

- Gaps in Skill - In absence of skilled human resource with professional mind within the organization/province, ASHA remained restricted in its efforts to fulfil the planned actions of previous strategic plan.
- Absence of core funding- ASHA has been striving to raise funds. There is absence of diversified fund raising policies including initiating institutional fund raising mechanism along with external donor. Lack of funds has been a major challenge in fulfilling its previous action plan.
- Organizational visibility- is very important for fund raising and sustainability. ASHA made some impact in last 5 years within the community through its

the cause of injustice and create a sustainable culture of justice, peace, hope. We will also work with village institutions and local self –governance, government and other like-minded civil society organizations.

The Vision, Mission, Objectives of ASHA has been refined during this strategic plan period keeping in view ASHA's role in the current and upcoming development discourse. This strategy paper will be binding glue for all the state units of ASHA and they will develop specific state action plan.

### **Our theory of change**

When the poor, marginalized and excluded are empowered through education; when they are given adequate information and skills, they are able to make informed choices. When the communities are connected, they work collectively with organizations campaigning together across communities for bringing change for themselves; and when they are inspired by rights based alternatives they are able to overcome injustice.

We also believe that working with existing power structures at grass roots as well as with community based institutions will bring structural and attitudinal change to overcome injustice towards poor and marginalized.

### **Our Vision**

**Uphold Human Dignity based on Equality, Justice, Hope, Peace and Promote Self- Reliance**

### **Our Mission**

**ASHA aims to promote integrated and inclusive sustainable development of communities with specific focus on children, youth and women**

### **Development Objectives**

1. Grassroots governance is transparent and accountable for the development of the people
2. Ensure social justice and culture of peace by promoting human rights education.
3. Enable the migrant population to improve their living and working conditions and protect themselves from vulnerabilities.
4. Marginalised communities have access to rights, resources and opportunities for their empowerment.
5. Ensure the right to education of poor and marginalized children are met through formal and non-formal education.
6. Strengthen structures, policies, programs and capacities for organizational sustainability.

gram sabha which were to function as a forum of genuine democratic participation, in most cases, do not function in the right spirit. They are often looked upon as a ritual to fulfil the formal requirement. The MLAs and MPs, along with the local bureaucracy, treat the PRIs as a threat to their authority and privilege and do everything in their power to scuttle them.

There is a hope for the PRIs to progress further if they meet these challenges with confidence and determination. They will have to work for genuine participation, fight against the opponents of the PRIs, and imbibe the spirit of democratic decentralisation. Thus, there is a clear demand for capacity building efforts for accountable and transparent governance institutions. There is increasing awareness and space for monitoring governance through new tools like budget analysis, use of the right to information, social audits and people's tribunals.

### **Goal- Grassroots governance is transparent and accountable for the development of the people**

#### **Objectives**

- Ensure capacity building of at least 100 PRI members on democratic governance, rule of law, development schemes and programs and its legal procedures.
- Capacitate 200 women and Youths from CBOs for political participation at grass root governance.
- Enable 2000 community members (adults) to claim their social security entitlements and development rights.

#### **Strategies & Approaches**

- ✓ Collaborate with Universities/Social Work Colleges to carry out study on impact of PRI on specific states. Any intervention with PRI will be taken in consultation and collaboration with Ministry of Panchayati Raj and Rural Development department at district and state level. Engage in dialogue process with Panchayat member at all three levels as well as ministry of Panchayati Raj and Rural development.
- Understand the problems faced by PRI members in delivering their responsibility towards development and rapport building with them is important. Further, the PRI members will be capacitated on PRI Act, RTI Act, their roles and responsibilities, work process for delivering their duties, on different schemes and programs as well as minimizing corruption.
- Emphasis will be given on people's participation for making model Panchayats. Enable the local Panchayat bodies to be oriented through various awareness programmes and trainings, micro-plan and budget preparation etc.

corruption, land alienation, poor and weak governance and the resultant is poverty, slow development, human rights violation, migration and unemployment, youth unrest, etc. It has also affected in psychological, behavioural and attitudinal among children and youths.

Civil Society Organizations across NE states have taken up campaign to transform the culture of violence into culture of peace through human rights education and non-violent conflict transformation mechanisms. ASHA was one of the partner organizations of one such Peace Building programs since 2012. This was a very impactful program whereby children in schools and youths in communities have been trained on the non-violent conflict transform mechanism which will have long term impact on their minds and behaviour.

Peace building is a fast emerging theme in education and early childhood. Starting peace-building education in childhood is of paramount importance. There is evidence that integrating peace education into Childhood Education has a positive impact on child's social and emotional development, and reduction of behavioural problems later in life. Evidence shows that well-designed programs can help children's willingness to play with others (including those different from themselves), ability to understand how being excluded makes one feel, and ability to recognize instances of exclusion without prompting.

ASHA under its Paralegal program has also initiated working with village institutions for conflict transformation through human rights laws and mediation process to reduce inter as well as intra community conflicts, to protect human rights and work for development to promote social justice and peace building.

### **Goal- Ensure social justice and culture of peace by promoting human rights education**

#### **Objectives**

- ↓ Promote peace education among 750 children and 400 youths in 16 Holy Cross Schools and 5 Government run schools.
- ↓ Enable the capacity of 200 community based institutions to ensure justice and peace and work towards development.

#### **Strategies and Approaches**

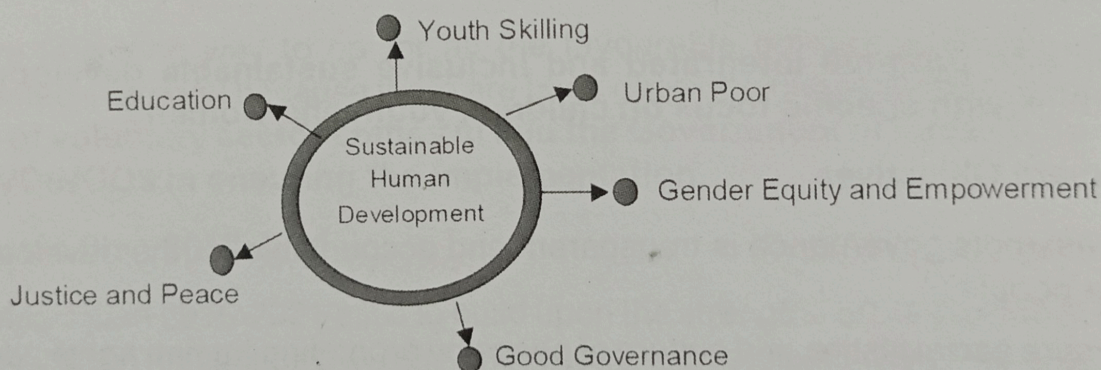
- Document the critical changes among children in youth through past peace building program interventions and publication for learning and sharing.
- Collaboration with School authorities of Holy Cross in all intervention states to make the human rights education for positive peace building among children a regular school program.

## Organizational Core Values

- In every institution the organization administers, it would promote justice, peace, hope and equal opportunity for all.
- The organization would remain sensitive to gender and social inclusion in all its programs/projects.
- This organization practices and promotes transparency and accountability in all its work and in organizational policies.
- This organization remains dedicated to all its stakeholders including the community through its programs and actions in terms of credibility & commitment.
- This organization believes in building strong partnership with the community, government, as well as with the civil society organizations and donor agencies.
- The organization upholds the spirit of love and solidarity based on the Gospel values and teachings.

## 4. Redesigning Our Thematic Area of Development Work

The reflections of previous programs were further reinforced by recommendations. To fulfil its Vision and Mission, ASHA would work on issues of Good Governance, Poverty Eradication, Gender Equity and Empowerment, Education and Justice and Peace Building.



## Development Priorities of ASHA

### Justice and Peace

The north eastern states have a history of ethnic conflicts. The reasons for conflict are varied. There are geo-political issues, structural and systematic, identity crisis, and discrimination of human rights violations as well as involvement of external forces. The causes are so deep rooted, inter-linked that it has almost developed as a culture of violence. The prolong conflict situation had actually affected all groups of people across communities. There are increased and systematic structural violence, injustice,

- Enable the involvement of political middlemen in implementation of the social schemes and services.
- Strengthen and support the existing barefoot lawyer's (Youths and Women) from CBOs through skill training on Constitutional Laws as well as on different schemes and programs, linkages for inclusive citizenship in democratic governance and monitoring. More specifically, they will be trained on PRI Act, Women's 33% representation and people's participation and the processes to participate in the democratic governance.
- Social mobilization and create awareness among communities on their rights and responsibilities in accessing their social security entitlements through participation in gram sabha/Panchayat plans. Enrich the knowledge of the people over the availability of the govt. Schemes at different departments.
- Initiate a campaign on Right to Information Act as Fundamental Right by engaging with media.

### **Gender Equity and Empowerment**

The National Consultation Report "post 2015 Development Framework observes that Women and girls continue facing social, cultural, health and economic discrimination and the data reflects almost similar percentage even for NE states. In the North Eastern society gender biases continue to be embedded not only in systems of kinship, family relations, religion, culture and law, but also in economic processes as well as institutions such as labour markets. Women and girls have little or no control over land and other productive resources. Women still face violence at domestic front.

Within the states of Tripura, the women from Adivasi tribes face violence at family, community as well as at work place. They do not get equal pay for equal work and even face sexual harassment at work place. In case of single women, they are treated as outcaste by their own family. These women many a times with their children, are thrown out, live on subsistence, and are exploited.

In the states of Arunachal Pradesh, gender gap in literacy is the highest. Women are involved in agro-forest activities for food production and have access to forest resources but they lack equal opportunities in terms of opportunities and learning. They receive less payment compared to the work they carry out with very little job security. Women are not in decision making both within and outside of household because of patriarchal value-systems. Women also suffer domestic violence, physical abuse, and forced marriage. There are high incidences of child marriage, polygamy, bride price, etc.

**Goal- Women have access to opportunity, rights over resources, decision making and take control of their lives**

## Objectives

- Marginalized 300 Single women are organized and empowered to participate in development process, claim their rights and entitlements and seek social Justice.
- Ensure promotion of livelihood assets, access to resources and opportunities of 500 marginalized groups of women by formation of SHGs.
- Enhance leadership capacities of 100 groups to raise voice in reducing VAW at family, community and workplace.

## Strategies and Approaches

- Partnership with Men and Boys as a cross cutting principle to address the challenges of gender inequality, cultural norms and beliefs, structural inequalities and violence against women; at the same time, emphasis will also be given to work with men who face similar challenges of inequality (social and economic) and this engagement will give a sense of solidarity to challenge the inequalities and strive towards justice.
- Case study and good practices of men who supported gender equity and equalities will be promoted to multiply the positive impact within communities. The concept of men for women and women for men will be promoted in promoting gender equity.
- Engaging stakeholders such as government officials, community leaders, media and others will be some of the strategies for highlighting the issues of gender equality and empowering women.
- Campaigns at community levels such as White Ribbon, Sixteen Days in sixteen ways, etc will be initiated during social events. Women groups will be formed in new areas and existing groups will be strengthened through training on women rights.
- Functional literacy (adult literacy classes) for women and interested men will be used to mobilize women for capacitating them through training, dialogue and negotiation skills. It is imperative that when women are educated and ability to analyze the situations they will be able take steps towards changing their own situations.
- In context of livelihood assets, opportunities and resources, women would be mobilized through self help groups and capacitate them on micro-credit, training on farm and off-farm activities as well as create opportunities of SHG members through linkages with government programs such that they are able to access the resources.

- Establish rapport with govt. Organisations and institutions, PRI, banks etc to ensure timely assistance of social welfare schemes especially for the single women, women, poor and marginalised sectors of the intervention areas. Also to ensure social development inclusive of economy, education, health through the benefits of the existing widow support groups, youth groups and village clubs under our circles and also newly established such groups.

### **Urban Poor (Unorganized Sector)**

With increased rural to urban migration in search of livelihood, people are engaged in informal economy for poverty eradication and it is important to work with these groups broadly fall under urban poor.

According to the 2011 census data, the north eastern states are showing rapid migration from rural to urban areas. Some of the reasons are degrading land issues, vulnerable condition of livelihood pattern, poverty as well as lack of employability opportunities in rural areas forcing them to migrate to urban areas in search of better livelihood/income generation opportunities.

Among the migrant's population, the rural women from poor families are often seen migrating within states to supplement their family income. They constitute the bulk of the illiterate people and as such face increased difficulties in accessing reliable information. Most migrant men and women are seen employed in the unorganised sector and working as street vendors, rickshaw puller, daily wage earners, domestic workers, etc.

This kind of migration often involves longer working hours, poor living and working conditions, poor health and hygiene, social isolation, lack of social security and poor access to basic amenities. They are largely ignored by their rights, skills and information about government programmes and unorganized sector Act.

Though Migration is not and should not be an option but this cannot be stopped until better options are created. However, efforts to ensure that those who choose to migrate are equipped with adequate skills, knowledge and information and organized them to have a dignified living and working conditions. They are enabled to protect themselves from abuse and exploitation which they might face during the migration process or even thereafter.

At the same time, it is very important to capacitate civil society organizations on the growing issues of people working in informal economic sector because of rural urban migration. Unless more organizations take up the issues, the growing issues of urban poor engaged in informal economy cannot be tackled.

**Goals- Reduce the occupational and social risks of the urban poor and access their rights and entitlements**

## Objectives and Indicators

- Enhance skills of 300 migrant women vendors are organized in small groups for financial linkage and improved livelihood opportunities
- Organized street vendors advocate for securing their livelihood rights, social security entitlements, improved working and living conditions.
- At least 6 Civil Society organizations (in the working areas of ASHA) are capacitated on the issues of people engaged in Informal Economy and Urban Poor more specific to people who migrate from rural areas for livelihood.

## Strategies and Approaches

- Undertake studies to understand the trend of rural urban migration and the problems/challenges faced by them. The report will be used for capacitating the CSOs within ASHA's working areas.
- Organize Women/Men street vendors through SHG formation and gradually linkage with financial institutions. Impart functional literacy classes and enable the migrant men and women to have knowledge for basic readings, numeracy and understandings. This strategy will also be used for organizing them.
- Skill enhancement of the migrant groups including market –raising price, demand, competition, customer relation, value chain dynamics and urban policies and practices related to them would be undertaken.
- Awareness- Awareness programs will be organized to understand the consequences on frequent migration i.e. poor health, development, economical instability, etc; awareness on Social security schemes and entitlements, safety and security issues related to migration.
- Migrant women and or men will be organized and capacitated to raise voice for dignified living and working conditions. They will be imparted knowledge on Unorganized Sector Workers Social Security Act 2008.

## Youth Employability

The 50% of young people in the 14-20 year age group live in rural areas and they are the ones who face the challenges the future brings. Most of them are unable to complete high school or higher secondary education. They do not yet have access to adequate skill training for competing in the job market. They have no constructive employment to absorb their energies and they see their future is burdened. In absence of skills, employment opportunities as well as crazyness for shortcut ways of accumulating money and wealth, they try all possible and easy ways for accumulating more money in a short time and get caught as victims of so many major problems where in they had to spend even what they have.

- Supported scholarship of 200 children and youths from marginalized families.
- Work with women's group and Anganwadi workers to build their capacities on early childhood education, health and nutrition, implications of early marriage on life, health, livelihood and poverty through awareness and other community based campaigns.
- Women's adult education will be initiated in different programs as a strategy as well as approach to educated women on reading, writing and basic numeracy skills. Linkage with Government Programs i.e. Bharat Shaksar Mission will be initiated in cases where the program is running.
- Work along with young girls through issue based group formation and emphasis will be given on adolescent girl's health, nutrition, importance of education and completion of school education, and implication of early marriage in life.

## **5. Transforming Institutional Effectiveness**

### **5.1. Organizational Development**

The reflections have been that the management comes with good will to serve people. With training in professionalism and professional social work practice required for today's development sector, they would be able to strengthen their outreach to community and donors and sustaining the organization.

Thus the strategic plan period would emphasis on capacity building of board members as well as build organizational capacity to strengthen its programs and policies implementation and bring out quality outcomes.

In its areas of operation, a need assessment reflected that community based small and budding (both Church and Non Church based) organizations need handholding support to strengthen their legal status, accountability, internal structures, policies, program implementation and staff capacity for organizational development as well as its sustainability in the current scenario. While there is a huge gap in this area and not a single organization is equipped to take up this role. It is an opportunity for ASHA having its capacity, experience and wide network to take up this role.

**Goal- Strengthen institutional mechanism to grow and progressively deliver quality services for the development of community.**

#### **Objectives:**

- ✦ Strengthen organizational structures, policies, programs and build organizational knowledge and capacities for sustainability.

Establish ASHA as a resource centre and development support organization for other Units and Budding CSOs.

**Goal- Ensure that the learning and education needs more specifically of children, youths and women from poor and marginalized families are met through formal and non formal education**

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### **Objectives**

- At least 1000 Anganwadi workers, mothers and girls of marriageable age are trained on early childhood care and education.
- Promoted adult literacy among 500 women and ensure completion of school education among 200 dropout youths (boys/girls)
- 1000 Women, youths among communities are imparted education on better health and hygiene, environment protection and human rights education.
- Increased capacity of 300 primary teachers from government schools as well as Holy Cross Schools on RTE Act and their skill enhancement on teaching learning ability.
- Capacitate 100 women and youth groups within community on RTE Act-2009 to monitor the implementation of the Act within their areas to ensure right to education of all children.

### **Strategies and Approaches**

- Develop criteria/guidelines for identification of children from very poor and excluded families and support their education. Emphasis will be given to equal opportunities of girls and boys.
- Emphasis will be given in capacitating community monitoring groups including women and youth on RTE Act-2009 such that they are able to monitor the implementation of the Act within their areas to ensure right to education of all children.
- Build the capacity of teachers on teaching learning skills. Emphasis will be given to work with department of SSA to ensure the teacher's capacity is built. Enable commitment and sacrifice of the teachers for the development of the poor children through education.
- Encourage the parents and also the children to imbibe the needs and requirements of the education at all levels. Focus on girl child education and equality.

This is also reflected in UNDP<sup>1</sup> report on MDG<sup>2</sup> and India 2015. Latest report of Sustainable Millennium development Goals 2030 highlights that India is off-track on the targets to achieve universal primary enrolment and completion of education. Large numbers of children still remain out of school and more specific to children of most excluded groups such as SC and ST that fails to complete primary education. The quality of education is also a major concern. Further direct testing of primary school students indicates very poor learning very little improvement in areas of reading and mathematics.

Thus more attention is needed on regular assessment of teachers' performance accountability and efforts to reach the most excluded groups such as Scheduled Castes (SC) and Scheduled Tribes (ST), among other vulnerable segments of populations, encourage early childhood education; and accord priority to improving learning outcomes.

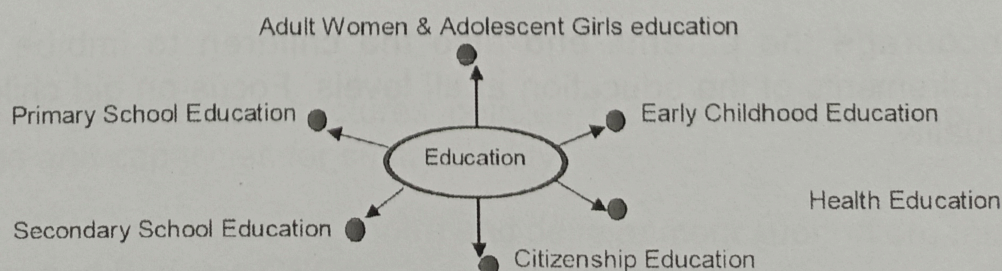
Early Childhood Education is of crucial significance for the optimum development of the child. Studies have proved conclusively that foundation for later development is laid in the early years and impoverishment suffered at this stage damages severely the subsequent development of the child.

The importance of Early Childhood Education in the Indian context where 48% of the population live below the poverty line 63.83% are illiterate and one-fifth of the population is the age- group 0-6 years hardly needs any emphasis. Government of India and International Organizations are emphasizing on the importance of Early Childhood Education in the context of the programme of Universalization of Elementary Education and ensuring quality education among children.

Health and education are closely linked. While malnutrition handicaps children's cognitive development, the very access to adequate nutrition, hygiene and basic health care significantly increases their chances of completing primary school. Moreover, education remains the best preventive action against major diseases and epidemics.

The growth in the education of girls and women in the country has revealed its remarkable impact on societal development: reduction of forced marriages and early pregnancies, as well as infant mortality (a child whose mother is able to read has 50% more of a chance of surviving beyond its fifth year), growth in the enrolment of girls in school, etc. Ensuring girls and women's education, is a key to their emancipation, is a key issue of encouraging women's autonomy and leadership.

Education is a core focus area of ASHA's work and the areas of intervention under this theme will be:



<sup>1</sup>UNDP- United Nations Development Program

<sup>2</sup>MDG- Millennium Development Goals

Providing these young people with the means to develop fully, and enable them realise that the gradual development is long standing and sustained such that they are able to take control of their own lives and take up a useful place in society is the priority of ASHA's work which will fulfil these objectives through youth skilling program. Literacy and access to vocational training adapted to the job market and support for social integration: ASHA's livelihood education activities will address the most underprivileged youth as a priority. Skill training and capacity building program of ASHA will focus on all the aspects of GoI program Youth Skilling for employability, Livelihood enhancement and Poverty reduction.

**Goal- Productive capacities of the youths are harnessed for income generation, better life and livelihood.**

- Enhance livelihood employability skills of 600 Youths from marginalized families/ communities through vocational skill training, core skills for employability and linkages.
- 75% of trained youths are oriented on small scale entrepreneurship development and linkage with financial institutions.

**Strategies and Approaches:**

- Study will be undertaken to see possibilities of introducing new skills for employment generation along with market analysis and the report will be shared with government and advocate for introducing new areas of employability skills.
- Networking will be done with AISECT, SVRT, and Government Institutions/ Universities to initiate few community colleges in different centres of ASHA.
- Along with skills on different trades, Youths will be imparted training to develop core skills for employment sustainability
- Youths will also be hand held for group development and initiate small scale entrepreneurship. Linkage with government departments and financial institutions will be part of the Youth Skilling program.

**Education**

Education is a Fundamental Right (RTE-2009) as it plays very important role in human development and developing societies. It also plays significant role in poverty alleviation. However, despite education being made as a fundamental right, there are challenges in implementation and to make the right as reality especially for children from very poor families/single parent families/orphaned children. These children often drop out from school and are forced to join the labour market as child labour. In many cases, young girls are getting marriage at very early age in tribal communities and parents are not able to handle the situations.

## Strategies and Approaches

- ASHA would take systematic steps to build its capacities and establish itself as a resource centre as well as a development support organization and provide capacity building training and handholding for different units of ASHA.
- Capacity building action plan will be developed and approved by the governing body. The strategic plan and organ gram will be submitted to Board for approval. Monitoring plan for organizational development and effectiveness will be developed. A core team will be formed to monitor the organization development and effectiveness.
- For establishing itself as resource centre, ASHA would provide its infrastructural support to Government and Non-government organizations to organize training, workshop, seminars, meetings, etc. It would provide all kinds of facilities within affordable range.
- ASHA would initiate capacity building programs for its own units/centres as well as for other organizations.

### 5.2. Key Principles and Approaches of Operation

- **Combination of Need & Right based approach:**

A combination of approach of rights, people's participation for development will be used by using result based framework. This process & strategy will be strengthened for realization of the objectives under each theme. Of all the elements of program strategy or program delivery, the ultimate aim will be empowerment for making a sustainable way forward. ASHA would promote organizational learning to generate knowledge and evidence of impact.

- **Participatory Approach:**

In all our programs, we will integrate participatory approach and focus on people lead development through consultation, information sharing, functional participation, decision making and self-mobilization of communities for action. To make this happen, we will strengthen our community mobilization strategies and approaches as per themes. We will strength our strategy of pilot based programming and baseline for taking long term intervention plan. This process takes time in the initial period though but has a very effective outcome. We will further strengthen this process and incorporate the same in all projects.

- **Formation and Strengthening of CBOs/Village Institutions:**

This is the core of community participation and sustainable development. While this strategy has been initiated in last few years, we will work towards defining a better strategy defining the clear aims, objectives of involving the CBOs in the process

of development and their sustainability aspects. This will be done from the beginning of the project periods.

- **Gender and Social Inclusion:**

ASHA's focus is to work with most marginalized as well as socially excluded groups including men and women; for example, single women (Widow, Deserted women), Marginalized Men (Physically Challenged), Aged & Elderly people, Children and Youths of Single Parents, as well as youths and women and men to ensure development of all. ASHA acknowledges that development affects men and women differently and it has its impact on relationship at family as well as society. This in every programming gender differences and its implications will be considered for ensuring sustainable development.

- **Networking & strengthening relationship with Civil Society Groups as well as with Government Institutions:**

Depending upon situations and issues, ASHA would strengthen its working relationship with likeminded CSOs and Government Institutions. This will also have increased visibility of the organization.

- **Convergence:**

There will be conscious convergence approach of good governance, justice, gender and social inclusions in all themes and programs. Staff capacity will be done to understand and execute the same.

- **Transparency and Accountable Governance**

Transparency and accountability are interrelated and two pillars for good governance for organizational development. It will be ensured that the resources allocated for programs are judiciously and optimally utilized for the development of community. ASHA remains transparent towards its donors as well as its communities. We will develop effective systems to meet legal and statutory compliances and friendly policies.

### **5.3. Organizational Framework- Human Resource & Structure**

#### **5.3.1. Human Resource**

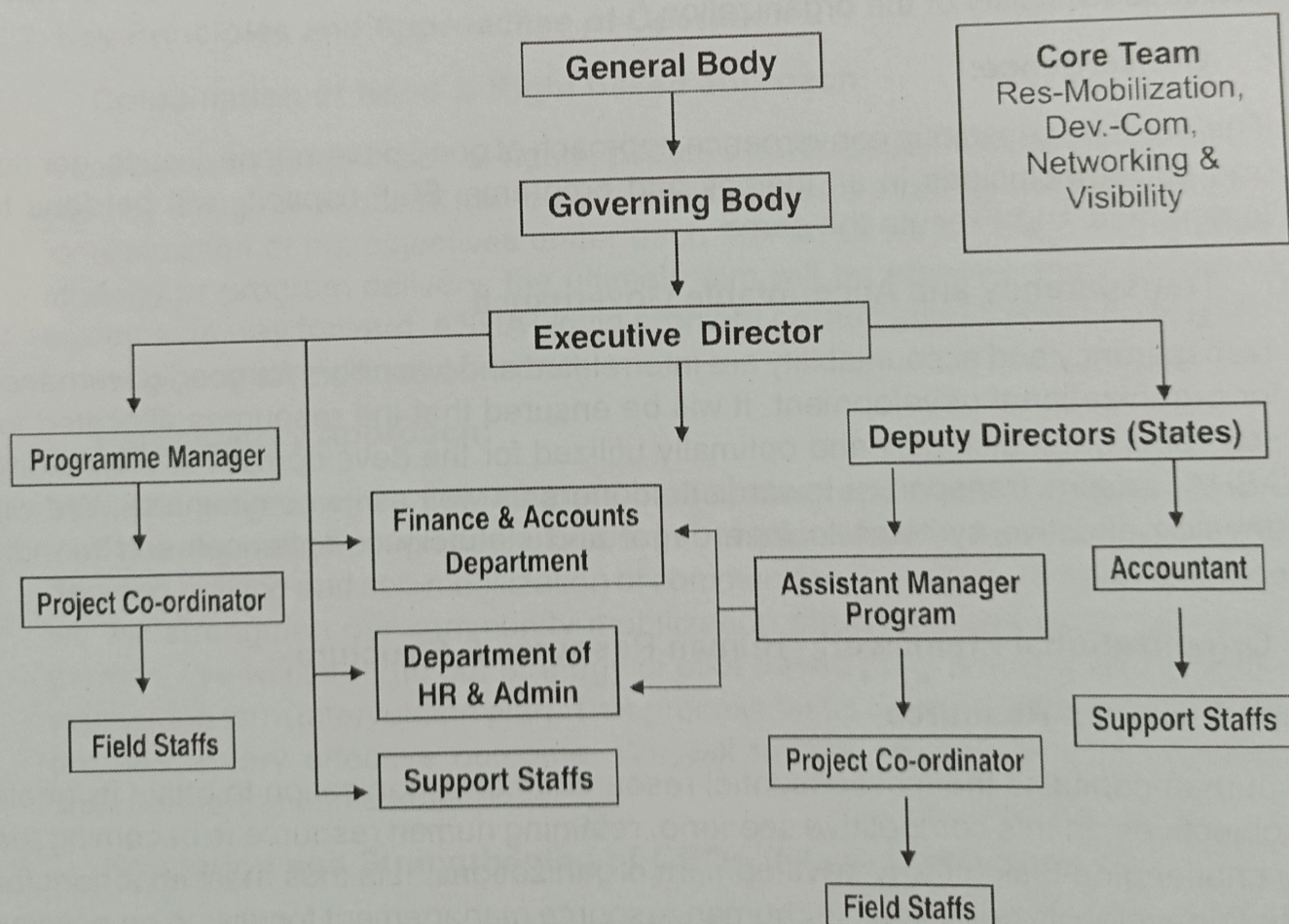
The human capital is the most essential resource of an organization to attain its goals and objectives. In this competitive scenario, retaining human resource is becoming the most challenging task for any development organizations. It is thus most important for ASHA to develop its guidelines for human resource management focussing on policies and procedures on recruitment, performance and management, recognition and benefits, rewards, etc.; building capacities and improving organizational working culture for

learning, participation and growth to nurture the human capital. For that we will have human resource department. For organizational growth, developing a core team of fund raising, networking, organizational visibility with internal human resource and external consultant (initially) is planned.

The Executive Director and Deputy Director's (States) will lead the transparent and accountable governance and along with finance, administrative team, program and human resource team will ensure the following:

- Induction of organizational vision, mission, goals, objectives and core values of the organization during Induction of staffs.
- Capacity development of staffs at different levels
- Monitoring of ethical behaviour of staffs and improved organizational culture
- Quality programming, financial management and administration.

### 5.3.2. Organizational Structure



## **Stakeholders and Target Groups**

**Target Groups:** In all the thematic focus, the targets groups will be families with special focus to women, children and youths.

**Specific Youth Focus groups-** Student & Dropouts, Rural & Urban, and Conscious efforts will be given for adolescent girls and young women. The target age group is 15 to 22 years.

**Women-**Conscious efforts and strategic focus will be given on socially excluded women/ women groups based on caste and economic vulnerability specific to rural and tribal settings, urban settlements (slums).

**Children-**Focus will be given on children at risk specific to slum children or children from single parent families or orphan children, children with disabilities.

## **Conclusion**

The strategic paper is drawn from the organizational vision, mission and previous accomplishments and experiences. It is the result of internal reviews of our past work. It is prepared based on the geographical needs, challenges and issues of regional context and under the broad framework of state and National plans. This document will guide our way of working, defining our relationships and anchor our beliefs and connections with communities towards realization of their development needs and basic rights as provided in the Constitution. This document will be reviewed every year.

## **Annexure**

### **1. Strategic Action Plan and Monitoring Framework**

The strategic action plan framework is divided into two main sections i.e. organizational development and Program development under thematic areas. For organizational development we have set two major objectives;

1. Capacity Building of Key (Core Team) Members and Staff
2. Strengthen Organizational Policies and Programs

improvisation of strategies and the findings of SP review document will be shared with the staff.

- **External Communication**

Share a summary write up of the SP with key donors with thematic goals and objectives as well as update it on the website. Develop hand outs of the same and share with other civil society organizations, government institutions and others. With community, the main points /abstracts will be discussed prior to any project implementation and their feedbacks will be considered for improvement.

### 5.5. Visibility Plan

- The website of ASHA will be regularly updated in line with its thematic areas. Blogs, Face book, twitter is connected with Website.
- Annual reports is be published yearly and shared with important stakeholders.
- Monthly/Quarterly E-Newsletter can be updated in the website or share with stakeholders. Publish stories of change, good practices with good photographs (kind of training materials) and share with stakeholders.
- Annual calendars with thematic photographs and quotes from beneficiaries with logo can be made and shared with important stakeholders.

### Geographical Locations

ASHA's areas of operation are in the states of Mizoram, Tripura, Meghalaya and Arunachal of NE India. The intervention districts are; Champai district in Mizoram, Kurung Kumey district in Arunachal, West Khasi Hills in Meghalaya- and five districts of Tripura- West, North, South, Khowai and Dhalai.

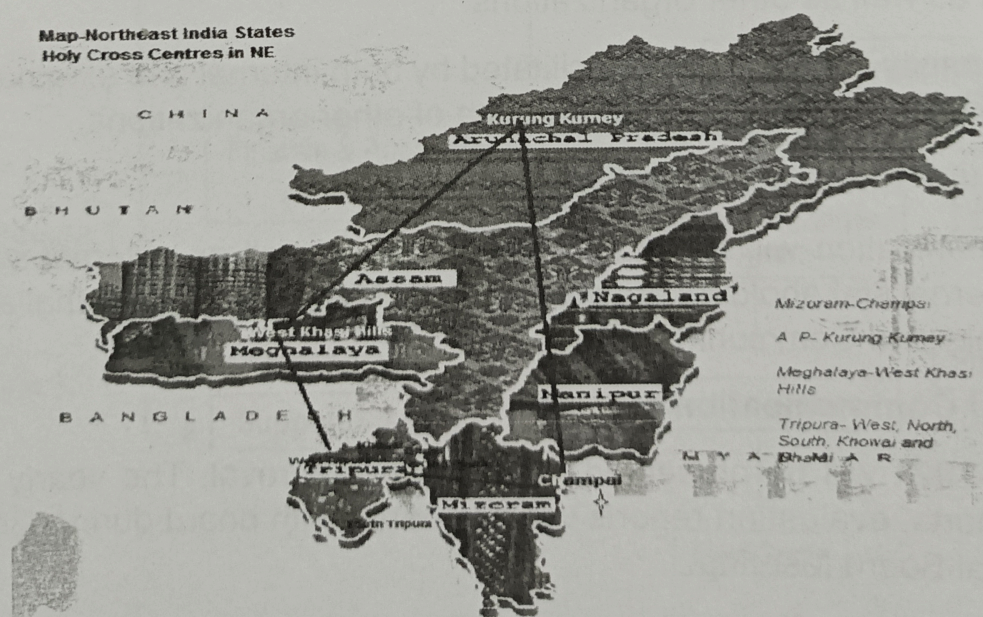


Figure 1: Intervention areas of ASHA in NE States

Part 1	Areas of Capacity Building	Activities	Time Frame	Outcome	Monitoring Indicators
1	Depth understanding of the thematic issues planned for 2015-2020	All the local administrators (Fathers who are in charge of different centres) will be trained on the themes.	Within May/ June 2016	The Local administrators have better understanding of the thematic issues	Local Administrators identify the local thematic needs and prepare their State Plan accordingly by June 2016 as part of the ASHA strategic plan.
2	<b>Capacity building of Core Team</b> <ul style="list-style-type: none"> <li>○ Project proposal development</li> <li>○ Result based project cycle management</li> <li>○ Networking/Others for fund raising and organizational development</li> </ul>	<p>Fathers in each state could concentrate on this factor along with their scheduled activities.</p> <p>All the local administrators could contribute their sources in terms of proposals, contacts and linkages</p>	By 2016 December	<p>Enhanced capacity of Local Administrators in</p> <ul style="list-style-type: none"> <li>- Development of Project Formulation</li> <li>- Understanding of Financial adherence and needs</li> </ul>	<p>The Local Administrators are able to design proposals based on RBM.</p> <p>Build network with government and other Donors for fund Raising.</p> <p>Data base of donors are prepared and communications made with them</p>
3	<b>Staff Capacity building</b> <ul style="list-style-type: none"> <li>○ Understanding vision, mission, objectives, thematic approaches and strategies in development;</li> <li>○ Participatory monitoring and data management.</li> <li>○ Documentation and knowledge management</li> <li>○ Community mobilization strategies and result based project cycle management</li> </ul>	<p>Number of trainings, workshops, orientation and seminars are organized for staff.</p> <p>Impact analysis of programs within community is done by engaging community as well as other stakeholders.</p>	<p>1<sup>st</sup> quarter of every year-continuous process</p> <p>All the local administrators are expected to monitor and evaluate the process of planning &amp; implementation</p>	<p>Staffs are able to use RBM in their work</p> <p>Enhanced program quality within community</p> <p>Quality and improved documentation of programs</p>	<p>Staffs able to articulate and work according to Organizational values</p> <p>Change within community is visible</p>

Part 2	Strengthen Organizational Policies and Programs				
1	Develop guidelines on <ul style="list-style-type: none"> <li>- Program quality,</li> <li>- HR &amp; Staff induction manual</li> <li>- Finance and Fund raising policy,</li> <li>- Communication and organizational visibility</li> </ul>	Consultant and Director as well as board Members are involved in developing the Manuals	By September 2016	Manuals prepared and Orientation Given to all	The Manuals are circulated and clearly understood by Management and project Staff  The Manuals are adhered to by ASHA in all its programs, management of finance and Human resource as well as organizational visibility and brand branding
Part 3	Thematic Program Development				
1	Develop projects under different themes and submit to potential donors	All the local administrators have to focus and support each other in developing effective and accountable proposals for the better response.	First quarter of every year	Minimum three to five proposals per centre per year is developed and submitted	Copy of Proposals

### **5.3.3. Capacity Building**

This will be key area of the 2016-2021 strategic plan periods for ASHA as it wants to capacitate the senior management members on the broad thematic issues, program management as well as organizational growth and sustainability. The strategic plan 2015-2020 will ensure capacity building of its staff on organizational goals and objectives as well as program development. Key areas of capacity building will include:

- Improved capacity of core team members to formulate project proposals for resource mobilizations.
- Depth understanding of the thematic issues planned for 2016-2021.
- Develop guidelines on program quality, HR & finance, staff induction manual; communication and visibility guidelines.
- Capacity building of staff on community mobilization processes in the changed scenario and people lead development processes.
- Capacity building on result based project cycle management, financial adherence, thematic approaches and strategies in development; participatory monitoring and data management, documentation and knowledge management.

### **5.3.4. Capacity Building Implementation Plan**

- Plan the capacity building need at the beginning of 2016 and prepare an annual calendar.
- The staffs would be sent to attend trainings organized by other organizations.
- Mobilize resources to organize capacity building of different Units of ASHA and its staff as well as other organizations.
- The capacity building will be facilitated by both internal and external persons. It will be done with technical cooperation of other organizations.

### **5.4. Communication and Visibility Plan of SP**

The SP communication will be shared at internal as well as external stakeholders. Among the internal stakeholders are the Board and Staff and the external stakeholders includes Donors and Community.

#### **○ Internal Communication**

The SP 2016-2021 will be presented to Board for approval. The yearly review and monitoring reports, evaluation reports will be shared with board during General Body Meeting/Annual Board Meeting.

The SP will be part of staff induction manual. The staff would be involved in setting up annual target plan based on SP. The feedback of the staff will be taken into account for

## 2. Monitoring and review system of SP

The overall purpose of monitoring and evaluation would be to generate information for the purpose of:

Informed decision making; reviewing and adjusting action plans/work plans, determining progress, drawing lessons and best practices from work which was conducted, determining intended and unintended outcomes and accounting for the utilization of resources to: Community, Management and Board members, Development partners and other Stakeholders.

A core team will be formed to monitor the implementation of strategic planning against set indicators. Monitoring team will ensure that the development programs contribute to organizational goals and objectives. The local administrators with support from the Director will also ensure the following:

- Developing state plans with clear measurable program results (both qualitative and quantitative with indicators) and yearly plan.
- Support Units (HR & Admin, Finance, Core Team) performance will be reviewed against the approved plans.
- Yearly Review of the Strategic Plan will be mandatory for making the strategic plan a success.

### Process

- The thematic objectives for organizational development are broken into yearly plans with indicators for planning, implementation and review.
- The core team will develop tools to measure the progress and the findings will be shared with Board. On the areas of concerns and lacunas, the monitoring results will be used for rectification.

## 3. Organizational Visibility Plan

- The website of ASHA will be regularly updated in line with its thematic areas. Blogs, Face book, twitter is connected with Website.
- Annual reports is be published yearly and shared with important stakeholders.
- Monthly/Quarterly E-Newsletter can be updated in the website or share with stakeholders. Publish stories of change, good practices with good photographs (kind of training materials) and share with stakeholders.
- Annual calendars with thematic photographs and quotes from beneficiaries with logo can be made and shared with important stakeholders.

- Make a brochure for ASHA. This will help in spreading the mission, objectives and programs of ASHA visible.
- The logo of ASHA with a brief should be used in all external communication materials including letter heads, envelopes, T-shirts, advertisement in print media, banners, brochures, any other.
- Organizing annual events for Youths, Women, Children on specific days (Women Day, Children's Day, Youth Day) and collaborate with Media houses, both print and electronic media for telecasting the events. Tie up with Radio programs to talk about the cause.
- Tie up with Universities, Colleges and do presentations about the organization to get volunteers and initiate volunteer ship program with ASHA.
- The Corporate today are increasingly becoming aware of their responsibility towards the society. An approach to the corporate houses for the cause would help in solving the problem of human as well as capital resources and visibility.
- Associate with any celebrity within States among Holy Cross Pass Out Students/ Others Socially Committed persons to help in raising funds and marketing purpose for visibility and brand building.

#### **4. Resource mobilization Plan**

- The core team will work towards improved fundraising policies and strategies including mechanism for institutional funds. The financial guidelines and fund raising plan will be framed for ASHA.
- Expand outreach to different donors including International donors and build relations with National donor organizations.
- **Annual Campaigns** to raise money for child educational sponsorship and expenses for livelihood support programs for their families- This will be in the form of a "friends of" program i.e. asking support from friends and collaborators.
- **Develop marketing strategies for fund raising**
- Network and strengthen collaboration with Government Institutions.
- Organize capacity building trainings of different CBOs within the areas of intervention by collaborating with organizations that provides technical services required for organizational and programs development.

Reach out to Government, NGOs, Universities, and provide ASHA's infrastructure support for organizing training, meetings, workshop, seminars etc.



