

STRATEGIC PLAN



Vikas Sahyog Pratishthan

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1. Introduction

After every 3 years, VSP feels the need for review & reflection of what the organization has done in the past and accordingly, plan the future of the organization.

Strategic Planning of an organization helps to identify strategies, future directions and thereby taking decisions in terms of its interventions, programmes, human resources, capacity building, resource mobilization, resource planning, financial planning, organizational structure etc. VSP takes up this detailed review and strategically plans with mechanisms such as Executive committee, General Body and Management Staff.

Vikas Sahyog Pratishthan (VSP) has been working in development sector since 1990. It has been working for promoting livelihood based on agriculture and social enterprises. The previous Strategic Plan was adopted for the period of April 2014 to March 2017 which was successfully implemented.

This is the report for Fifth Strategic Planning process. This document includes review of fourth strategic plan, review of previous workshop and strategic planning for the period April 2017 To March 2020.

1.1 About Vikas Sahyog Pratishthan:

VSP means '*Development Collaboration Foundation*' established by professional social workers and thinkers to support and motivate small organizations in rural Maharashtra for promoting social justice and sustainable development.

The main areas or domains of focus has been on Sustainable Livelihood, Quality Education, Soil & Water Conservation, Capacity building of grassroots organizations and local institutions.

VSP intervenes on development of weaker sections such as Tribals, Dalits, Nomads, Denotified Tribes, Landless farmers, marginal landholders, agricultural labourers and other such affected communities.

The reach out of VSP is in rural areas especially in remote and migration prone villages. The current geographic areas of operations of VSP are as follows:

1. Konkan Region : Sindhudurg, Ratnagiri, Raigad, Thane and Palghar.
2. Vidarbha Region : Buldana and Amravati.
3. Western Maharashtra : Satara and Solapur.

2. Organizational Strategic Milestones

- **1990**
Conceptualization and initiating a thought of collaboration.
- **1995**
Registration of Organization under Society Registration and Public Trust Act.
- **1999-2001 (Strategic Plan)**
First Strategic Planning exercise facilitated by then President Mr. Minar Pimple.
- **2000**
Registration under Foreign Contribution and Regulation Act.
- **2001-2004 (Strategic Plan)**
Second Strategic Planning exercise facilitated by then President Mr. Minar Pimple.
- **2006-2007 (Annual Strategic Plan)**
Facilitated by Mr. Gagan Sethi. Strategic Steering Team formulated to create operational plans and steer up process.
- **2008 – 2011 (Strategic Plan)**
In the Strategic period of April 2008 to March 2011, VSP's overall focus was on enhancing livelihood in rural areas, promote sustainability of natural resources, facilitating the processes of women empowerment and democratic governance, capacity building of voluntary organizations and community based organizations.
VSP adopted 3 strategies:
 1. VSP will work as a Forum and as an Organization
 2. VSP will be a Board Driven and Management Driven Organization
 3. VSP's operation will be in Public and Private Domain

VSP also added Children in its population groups for intervention. VSP's members expected VSP to provide professional services such as training and advocacy in future.
- **2011- 2014 (Strategic Plan)**

The previous Strategic Planning was adopted for the period of April 2011 to March 2014. A workshop was conducted on 28th and 29th December, 2010 at Indian Institute of Education, Pune. The workshop for Strategic Planning and review was conducted which was facilitated by Mr. Vijay Parmar of Janvikas, Ahmedabad.

1. According to the various discussions, the core purposes for the existence of VSP were decided as follows:

- **Support and facilitate issue based process.**
- **Strengthen civil society organizations.**
- **Evolve and facilitate collective strength of civil society for wider impact.**

2. The mission of VSP was also restructured to –

“To facilitate a support process of sustainable social change with civil society organizations to create just, equal and humane society”.

3. In areas of Image and Identification of VSP, the roles were divided in three parts:

1. As a collective organization working together.
2. Registered organization having its own strategic programs.

- **2014 -2017**

For this period, Strategic Plan workshop was conducted on 16th & 17th June, 2014 at Sarvodaya, St. Pius College Campus, Goregaon-West, Mumbai. Mr. Rajesh Tandon, Delhi’s renowned Network Development Expert, who works on the issue of Organizational Development at International level was the facilitator of this workshop.

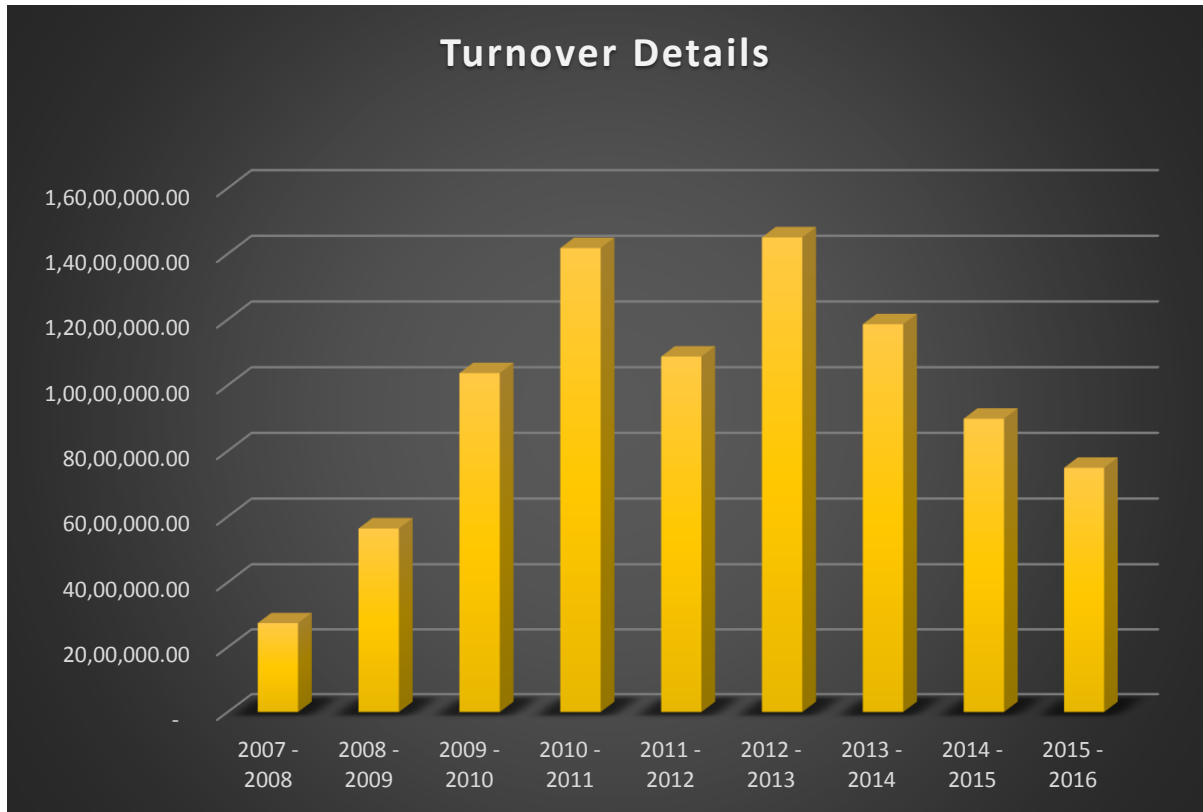
According to the various discussions, activities conducted etc. the following proposal came up:

- Vikas Sahyog Pratishthan has done historical work in working as a Network Organization. VSP should celebrate this success and should continue working as an Organization rather than a Network.
- This idea should be presented before the General Body Members and accordingly decision must be taken.

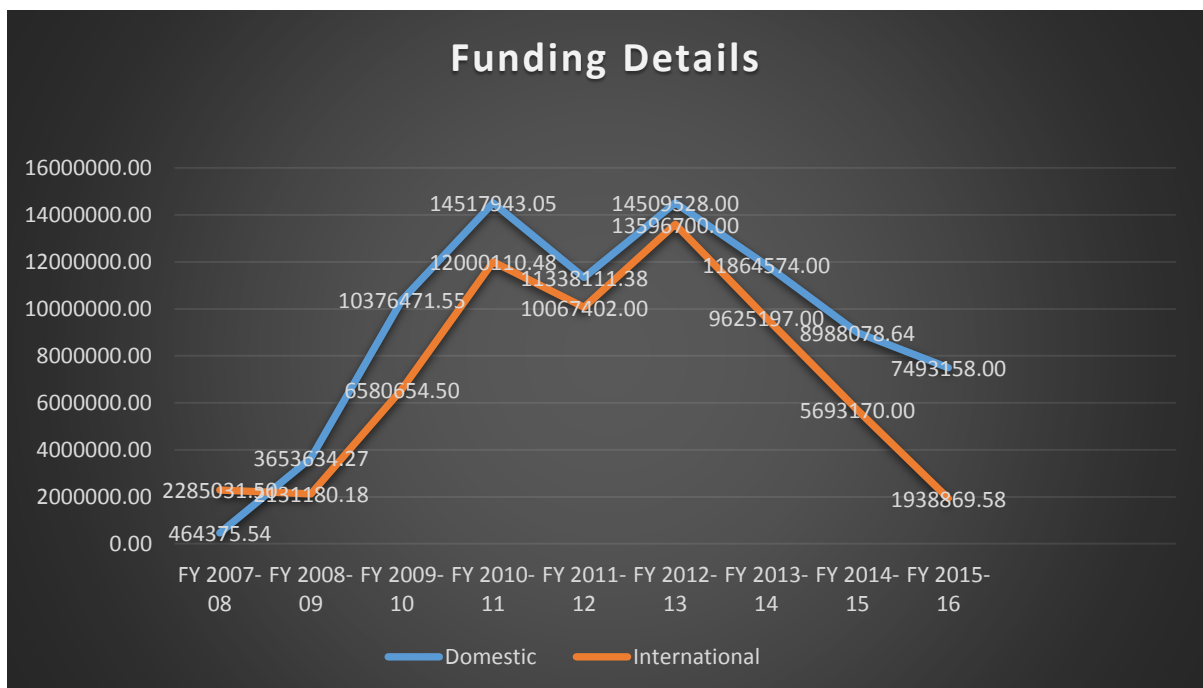
Polls were held in the workshop regarding this proposal and 9 out of 12 members of various institutions accepted this proposal. Further, in General Body Meeting VSP will work in Organization mode was declared.

2.1 Glimpses into Financial Pattern

The Turnover of VSP from 2007-2008 has been explained in the graph below:



The details of Domestic and International funding are shown below:



2.2 Human Resources

- * VSP has a committed staff which is associated from around 8-9 years.

Total Staff Strength	19
Staff Expertise	The staff are experts in the areas of Education, Program and Field Management, Accounting, Documentation, Literature Development, SHG enhancement, providing trainings and Networking.

- * **Organizational Policies:**

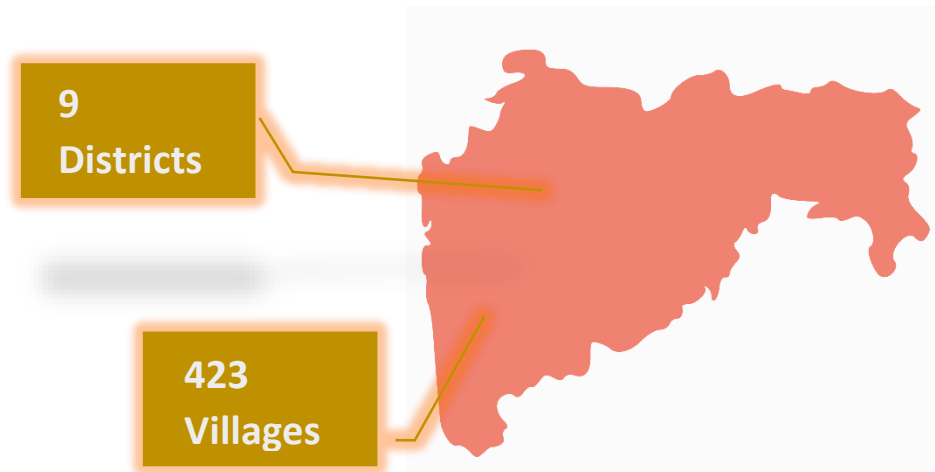
The following policies are in place:

- Gender policy with affirmative action
- HR policy
- Job Description
- Anti-corruption
- Minimum wages
- Procurement policy
- Asset policy

2.3 Credibility

- * VSP has been awarded by:
 - ✓ Credibility Alliance
 - ✓ Umed - Maharashtra State Rural Livelihood Mission
- * VSP is the member of the following networks:
 - ✓ Voluntary Action Network India (VANI)
 - ✓ Global Compact Network India (GCNI)
 - ✓ Wada Na Todo Abhiyaan (WNTA)
- * VSP has been empaneled with:
 - ✓ National CSR Hub - TISS
 - ✓ Guide Star India
 - ✓ Samhita

3. Highlights during the Previous Strategic Period



* **Approach adopted by VSP:**

- Undertaken a community development projects to restore livelihood and dignity of deprived communities.
- Assisted organizations to strengthen their capacities and systems. (Financial systems, legal compliances, Human resources, institutional development, resource mobilization etc.)
- Participated in networks to raise policy level issues and make recommendations.

* **Activities Framework adopted by VSP for implementing actions are as follows:-**

✓ Promotion for sustainable agricultural cultivation methods

- Parisar Baug- A model for improving household nutrition and income.(Basic Training/ Capital support for seeds/ ongoing guidance)
- Organic Cultivation (Basic Training/ Capital support for seeds/ ongoing guidance) with farmer family
- Nature Farming-Diverse cropping through enhanced soil fertility
- System of Rice Intensification (SRI) High yield cultivation method

✓ Propagating livestock based enterprises

- Goat Rearing- Income generating activity for 10 beneficiaries each in respective Self Help Group. (Training, Procurements, implementation, monitoring with SHG units.
- Poultry - Household income generation.(Training, Procurement of chicks, check-up, feed, cage etc.) for one unit of family with a set of 20 chickens)

- ✓ Promoting Small and medium Enterprises
 - Agro Products processing units such as Dal Mill
 - Food Processing Units (Business Plan, Installation, Training, Marketing, Monitoring)
 - Community Fair Shops: Assessment of supply and demand, Setting up shops, Training, advertising, Monitoring
 - Other Micro Enterprises based on needs of beneficiaries- such as tailoring, vegetable vending etc. (Assessment of beneficiary, Capital support, Training)

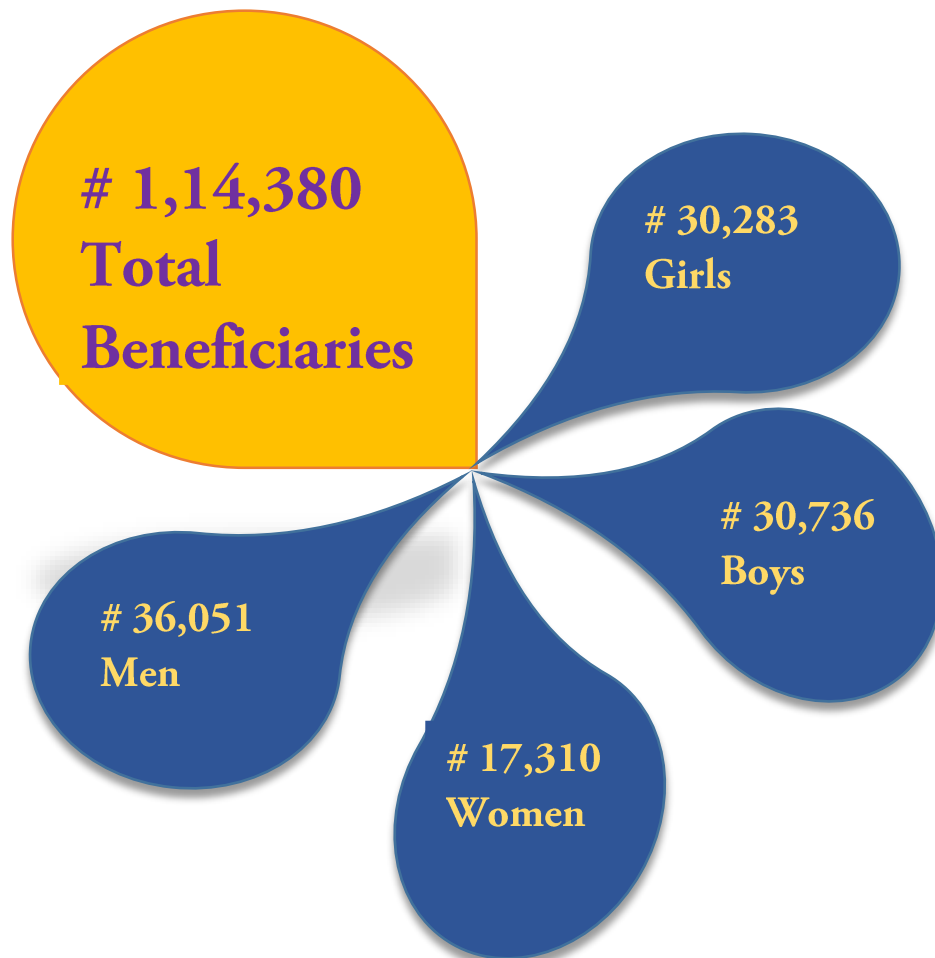
- ✓ Facilitating Water conservation
 - Water conservation structures- Improving traditional facilities and constructing new structures.
 - Capacity building on watershed

- ✓ Education
 - Quality Education towards Age Appropriate Learning
 - Social and Financial Literacy- Financial inclusiveness through school collaborations.
 - Youth Development- Leadership Development through progressive values.
 - Vocational training and exposure for employability skills.

- ✓ Capacity building and Policy Advocacy
 - Capacity building and knowledge creation within local groups and institutions.
 - Policy advocacy efforts to ensure livelihood and dignity of stakeholders

* **Details of Work Done and its Impact:-**

The following no. of beneficiaries has been impacted during the last three years:



Following are the selected evidences (mainly from the livelihood context) from Buldana, Amravati (Vidarbha) and Ratnagiri district (Konkan) interventions:

(a) Environment impact:

More than 57 villages in Buldana and Amravati have secured water availability.

- The types of structures: - Temporary bund (Vanrai Bunds), PajharTalao (Percolation Underground Bunds) Underground wells Naala bunding, Farm banding, Check Dam, etc.,
- By BBF techniques in 50 villages' farmers are gaining more profits from their agriculture produce with soil and water conservation as bonus.

- Benefited 200 small farmer beneficiaries through the support of sprinklers unit.

(b) Social impact:

- Organic technique adopted by 1125 Households, they took cumulative yield of Rs. 1197523/- by growing vegetables, fruits and spices plants.(Surplus is marketed through collective effort
- Established 400 plots of ¼ acres based on LEISA (Low External Inputs for Sustainable Agriculture) with different agro climatic zones and with different Crops such as Onion, Okra, Musli, Turmeric, Cotton with Different Communities such as small farmers, dalit, tribal and Nomadic Tribal/De-notified Tribes communities

(c) Economic impact:

In 65 villages in Buldana and Amravati districts through the Agro process Unit,

- 6 Daal, turmeric, chilly process unit have been established through it 90 families are benefiting.
- 8 Malty Flower mill Unit have been establish through the SHG,
- 13 Agro base related processing unit in project Area, such as a Packing and grading Machine, Spiral Separator, and Threshing unit.
- Initiated 15 batches of Goat Rearing units on revolving basis and able to get doubled re-production from 450 goats from 1 year. Total 150 landless families benefitted.
- 47 household Dairy Unit have been Established.
- Backyard Poultry Units benefitted 1132 Landless Families.

4. Strategic Plan for the year 2017 – 2020

4.1 Brief

Vikas Sahyog Pratishthan (VSP) is working in Maharashtra on the Sustainable Development and Social Justice issues by taking up activities to enhance Livelihood and Education of the disadvantaged communities.

VISION - "A Society based on Equality, Social Justice and Harmony with Nature"

MISSION - "To facilitate a process of social change with associated voluntary development organizations to create just & human societies that is sensitive to nature & gender"

Geographical Coverage:

Maharashtra State

Priority groups / communities:

Women, Children, Youth, Marginal farmers, Migrants, NT/DNT, Dalit, Tribal and CSOs, Poor and deprived communities.

4.2 Thematic Areas



4.3 Core Areas

Sr. No.	Target Areas	Actions
1	Livelihood Sustainability	<ul style="list-style-type: none"> • Promote Nature Farming • Organic Vegetable Cultivation • Kitchen Gardens • Vocational Trainings • Technical Skills Training on LIESA cultivation. • Women Entitlement workshops • Sprinkler and Spiral Separator to needy farmers • Promotion of Dairy, Poultry, Goatery units
2	Quality Education Initiative for Age Appropriate Learning	<ul style="list-style-type: none"> • Facilitation of Learning centres • Developing Teaching Learning Material • Teachers Trainings • School Management Committee Trainings • Parental Involvement • Community Involvement in Sanitation, hygiene, water and health
3	Soil & Water Conservation	<ul style="list-style-type: none"> • Well recharges, Nala Bunding, Farm Ponds • Involvement in Jal Yukt Shivar Scheme
4	Solidarity and Capacity Building	<ul style="list-style-type: none"> • Training to the partner organizations. • Guidance on Legal Compliances. • Proposal and Report Writing services.
5	Business & Finance Development	<ul style="list-style-type: none"> • Family Farming Model • Participating in Organic Marketing Events & Exhibitions
6	Fund raising and resources generation	<ul style="list-style-type: none"> • Developing Concept Note • Through submitting proposals to CSR, Donor agencies & Government • Using Online Medium • Developing relations with Partners
7	Media interface and strategic branding	<ul style="list-style-type: none"> • Social Media (Facebook, Blog, Whatsapp) • Website • Print Media • Publications
8	Knowledge & HR Management	<ul style="list-style-type: none"> • Roles & Responsibilities of Staff • Declaration of Staff Policies & Facilities for sustainability • Performance review & Appraisal
9	Networking and Collaboration with Reputed National organizations	<ul style="list-style-type: none"> • Voluntary Action Network India • Tata Institute of Social Sciences • Global Compact Network India

4.4 Organizational Structure

The internal structure of an organization plays an important role in planning. VSP has initiated a culture of Leader's forum.

The current Internal Human Resource structure of VSP is as follows:

A. Organization structure (teams and functions):

The organisation structure comprises:

1. **Governance** (General Body & Executive Committee)
2. **Management Committee** (CEO, Governance & HR Officer and Program Manager)
3. **Leadership Team:** Leadership team comprises of Chief Executive Officer, Program Manager, Governance Officer, Accounts & Administrative officer, Communication and PR consultant, MIS Assistant, Regional & field Coordinators.

The current members are as follows:

Sr.No.	Name	Current Position
1	Mr. Mohan Surve	Chief Executive Officer
2		Program Director
3	Mr. Rahul Khadse	Program Manager
4	Mr. Vijay Kadam	Regional Coordinator
5	Mr. Vinod Chavan	Governance & HR Officer
6	Mr. Manoj Dawle	Field Coordinator
7	Mr. Mahesh Shelar	Business & Finance Development Officer
8	Mr. Kalpesh Pingle	Accounts Executive
9		Communication & PR Consultant
10	Ms. Sayali Rane	Management Information System Assistant
11	Ms. Sonali Kamble	Administrative Officer

4.5 Internal Practices

B. VSP is trying to carry out various practices related to Human Resources, Finance and Program. They are as follows:

1. Human Resources:
 - Monthly Plan
 - Daily Work Plan
 - Monthly Progress Report
 - Monthly Review Meeting of Leader's forum
 - Management Team Meeting

2. Financial Practices:

- Quarterly Budget Plan
- Activity based Requisitions
- Quotations
- Procurement committee which finalises quotations
- Project Audit

3. Programmatic Practices:

- Monthly Program Activity Review
- Program Reports (Quarterly, Six-monthly, Annually)
- Developing innovative programs as per field requirements

4.6 Financial Resources

This strategic plan will be shared with our existing funding partners with an aim to seeking future opportunities for further collaborations. Along with this, VSP will approach with new Project Proposals to new potential funding partners for resource mobilization.

Therefore, efforts will be made to mobilize funds from, both Indian and Foreign funding agencies, Corporate Social Responsibility, Government etc.