

8th Strategic Plan of Vikas Sahyog Pratishthan

Executive Summary (January 2021 - December 2023)

ABOUT THE 8TH STRATEGIC PLAN DOCUMENT

With 30 years of grassroots experience, Vikas Sahyog Pratishthan (VSP) has been functioning efficiently since 1990 with the most marginalized communities of Maharashtra state.

We are happy to compile our **Eighth** Strategic Plan document for our internal use as well as to share with well-wishers and supporters so we collaborate with each other.

Generally, we do 3 years strategic planning exercise along with election of a new Governing Board of VSP and it is approved by the General Body of organization. That becomes a reference point for our organizational direction and the reference for our work evaluation.

This planning document contains the Strategic Milestones achieved in reference to our 7th Strategic Plan document. During the last years strategic planning phase VSP's geographical presence has increased along with its financial turnover. While planning for the next phase we have understood the need from the grassroots, reflections within the Programme Team, Management Committee and have incorporated concerns of the Governing Body by the Strategic Plan Drafting Team.

The aim is to dive into opportunities, re-skilling individuals to head towards sustainability.

Strategic Planning Committee

{Mr. Dattatrey Patil / Mr. Nitin Paranjape / Ms. Sangita Malshe / Mr. Mohan Surve}

I. REVIEW AND REFLECTIONS OF LAST 3 YEARS STRATEGIC PLAN (2017-2020)

The 7th Strategic Planning process (2017 - 2020) was internally carried out by the Governing Board and the Management Team of VSP. Some conscious strategic decisions were taken such as - the decision to continue functioning in the existing mode of an implementation organization, continue VSP's presence in the existing districts of Buldhana, Amravati and Ratnagiri along with expanding in newer geographies, enhancing partnership with existing donors and collaborating with new ones, scaling and replication of intervention models and raising finances from different sources.

We have reviewed the following implementation of the 7th Strategic Plan, VSP now intends to move forward towards designing the 8th Strategic Plan focusing January 2021 to December 2023. But before moving towards the plan, following are the detailed highlights of the progress done during 2017 - 2020:

1. Integrated thematic interventions:

The core areas of thematic interventions have been Quality Education, Sustainable Livelihood and Sustainable Environment. In these three domains, the following interventions were carried out:

- **Education** - VSP was already working on reducing the educational deficit among the children of 16 Zilla Parishad Schools. VSP has supported 3,600 children between 2017-2020 to hand-hold them in reducing their educational deficiency.
In the journey of improving the quality of education, from 2019, VSP focused on creating Model Schools in Ahmednagar. On the other hand, VSP also explored its expertise in the area of Digital Learning through its Digital Literacy Programme in Buldhana district.
- **Livelihood** - Over the years, VSP has evolved itself as an expert organization in providing a variety of livelihood opportunities for rural Maharashtra. The options are divided into Agricultural allied programs, Livestock allied programs and Vocational allied programs.
 - VSP's Agricultural allied program includes activities like cultivation of Parisar Poshan Baug, Organic Vegetables and Pulses Plots, development of Hydroponic units etc. All these cultivations are practiced through Natural Farming techniques developed by VSP through the experience and research in this area.
 - Livestock allied programs mainly includes Poultry and Goatery enterprises. Poultry enterprises are provided to individual women. On the other hand, Goatery units are run by women from self-help groups. Both the enterprises have good responses especially during drought situations. These entrepreneurial concepts are profitable and have a great potential of scaling up.
 - Livelihood opportunities are also generated through Vocational Training programmes. The Trade includes veterinary and motor-rewinding. Unemployed youths are focused and training is provided. The youths which successfully complete the programme start earning within the village. These youths also add value to our existing livelihood models. The veterinary youths provide services to our Poultry and Goatery units. And youths of motor-rewinding help farmers in repairing

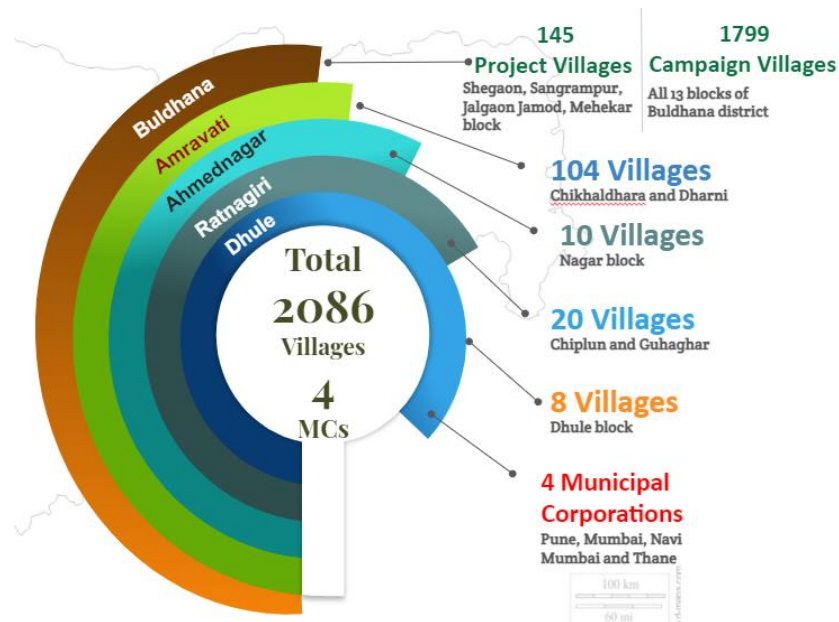
the motor parts in agricultural equipment.

- **Environment** - Over all these years, one of the most important intervention domains for VSP is Environment. VSP has and is whole heartedly promoting organic farming in each and every area of operations. Specifically, in Buldhana and Dhule districts, VSP is cultivating the concept of organic farming in the minds of farmers. Since 2017, VSP along with its 1000+ farmers is in the process of obtaining legal organic certification for their farmlands. This is one of the bigger achievements of VSP of having these huge numbers of farmers cultivating products by organic methods as well as wanting to obtain the certification for the same. Along with this, VSP has carried out a Tree Plantation drive where 5000 trees are planted in Taloja block in Navi Mumbai and also in some villages of Buldhana district.
- **Health** - Need based health related campaigns are carried out during this strategic planning phase. "Campaign against Dengue" was done where awareness was done to more than 10,00,000 individuals of Mumbai and Pune. "Tobacco Free Schools" campaign is running in the schools which VSP works in from many years in Buldhana and Ratnagiri districts. "Anemia Free Vidarbha" is another campaign which acts as a complementary intervention for the organic farming methodology which VSP promotes. This is in turn helping the population at large to fight the anemic conditions especially among women and children.
"Nutrition India Programme" is an initiative supporting the health conditions of pregnant women, lactating mothers and their newborn for the first 1000 days of their birth to provide nutrition and awareness of the same.

All these health-related areas of work being a newer initiative for VSP in this phase, more details on this is mentioned in the next point.

2. Expansion of Geographies and connecting with new partners:

Prior to 2017, VSP focused on region wise interventions like Vidarbha and Konkan. From 2017, the focus was shifted towards district wise interventions. In these three years, apart from Buldhana (65 villages), Amravati (104 villages) and Ratnagiri (11 villages) districts, VSP expanded its operations in Dhule (8 villages), Ahmednagar (10 villages), Thane, Navi Mumbai and Pune blocks. Two new regional offices started their operations in Dhule and Ahmednagar and local teams were recruited in the respective districts.



Following are the details of new geographies that were targeted, new donors that were connected and the interventions continued with them:

| | | | | |
|---|------------------------------------|--|------------------|--|
| 8 Villages of Dhule | HDFC Parivartan (HDFC Bank) | Holistic Rural Development Program (Quality Education, Livelihood, Water and Soil Conservation and Sanitation) | 2018-2021 | Dhule brought us a new opportunity to implement our practices of Livelihood, Education, Water and Soil Conservation and Sanitation. The project aligned with the objectives and expertise of VSP. Also, this opportunity helped VSP to maintain its financial resources and support its human resources. |
| 5 wards each of Municipal Corporations of Mumbai and Pune region | PLAN International (India) Chapter | Campaign against Dengue | 4 months of 2018 | Empanelment with PLAN led us to this opportunity. This first project built a rapport with Municipal Authorities. The project enabled us to increase VSP beneficiary reach out within a short span of time as well as with limited activities. |
| 10 villages of Ahmednagar | PLAN International (India) Chapter | Model School Project | 2019-2022 | Ahmednagar being a new location, encouraged us to replicate the idea of Model Schools (part of our intervention in Buldhana district). |
| 30 Municipal Corporation Schools in Mumbai, Thane and Navi Mumbai | Action Aid Association | Project Jigyasa | 2018-2020 | VSP's past partnership with the donor opened an opportunity to extend its Quality Education work in these 3 locations. Also, it was a good opportunity to build rapport with the authorities of Municipal Corporation. Necessary expertise of the pedagogy |

| | | | | |
|--|------------------------------------|---|------------------|---|
| | | | | through training was committed within the project, which led us to enter in a new domain of STEM education. |
| 3 Gram Panchayat of Taloja village (Panvel block) | RaboBank | Harit Jivnadhhar in Taloja | 6 months of 2019 | This was a six months initiative which was an opportunity availed through registration with BSE Sammaan. We introduced a model of Tree Plantation with a short term aim to provide Livelihood and a long-term goal of Environment Conservation. This was an opportunity to focus on implementation, ownership and sustainability through Harit Yodhas (Village level volunteers). |
| 104 villages of Chikhaldara and Dharni blocks of Amravati district | PLAN International (India) Chapter | Nutrition Program India | 2019-2021 | Opportunity through existing donors. After intervention through Convergence of Agricultural Interventions in Maharashtra, Amravati had no other project opportunities. Looking at the increasing liability to sustain the regional office, its human resources and other administrative costs, VSP accepted the opportunity to work in the Health domain. Also, this enabled us to reach out to 104 villages and expectations of existing donors were also met. |
| Chiplun block of Ratnagiri district | NABARD | Financial Inclusion through Joint Liability Groups (JLGs) | 2018 | This initiative enables VSP to form JLGs in the villages of Chiplun block, establish tie ups with branches of Vidarbha Konkani Gramin Bank in order to engage women in financial lending processes. The project aims to target all the villages within 15 kms from the Bank Branch area. |
| 16 Schools of Mehekar block in Buldhana district | Bai Nemtullabai A. Maskati Trust | Quality Education Initiative through Age-Appropriate Learning | 2018 | This initiative was earlier supported by the National Stock Exchange in 2014. But as per changes in their CSR policy, they stopped their financial support. Maskati Trust was then approached which agreed upon support for an interim period of six months and thereafter for further 3 years till 2021. |

Apart from these new expansions, the existing projects of Quality Education, Livelihood and Environment were continued to be implemented in Buldhana of Vidarbha region. These were mainly supported by Rangoonwala Foundation (India) Trust and EdelGive Foundation.

In this period, one of the major challenges was also to sustain the existing human resources, field offices etc. Due to which, some interventions especially the Campaign Against Dengue, Nutrition India Programme were undertaken by VSP to connect with a new donor like Plan International (India) which showed long term collaboration opportunities in other areas too which helped VSP to cope up with the financial situation.

3. **Collaboration / Networks:**

VSP has grown into a maturity stage with the support of the network organizations in which VSP lives. From 2017 to 2020, VSP has continued to be a partner of Voluntary Action Network India (VANI). Apart from this, VSP has been newly connected with BSE Sammaan, Bharat Rural Livelihood Mission (BRLF) and National Coalition for Natural Farming (NCNF). These organizations have enabled VSP to rethink upon and improve its Governance practices, Programmatic areas have been improved as well as these networks have developed a platform to showcase the learnings that VSP has achieved so far.

4. **Improved Finances**

VSP has experienced a substantial increase in the amount of Turnover as mentioned in the below diagram:

From 2017, VSP has also made improvements in its systems of financial management. These improvements were due to continuous reflection within the teams as well as inputs from the Governing Board and the Auditor. The projects that are implemented have gone through regular financial reviews and audits. These audits have been conducted by the respective project donors as well as by renowned Audit and Financial Firms like KPMG.



5. **External Evaluations:**

Projects have also been evaluated by Tata Institute of Social Sciences (TISS), Grant Thornton and Rajiv Gandhi Institute of Contemporary Studies.

During this phase, VSP has tried to include a convergence part in every project. The idea evolved through rigorous discussions and this practice was rightly communicated to the donors which they felt was adding value to each field intervention model.

6. **Human Resource Management:**

Along with the increased project interventions, the human resources of VSP has also been increased. From 2017 - 2020, there were approximately 80-90 employees in total working for the causes worked upon by VSP. The attrition rate has been under 5%.

In this phase, there were around 15 interns from renowned universities of Social Work and Management i.e. Rajiv Gandhi Institute of Contemporary Studies and Narsee Monjee Institute of Management Studies respectively, which were placed in VSP. Shared value was

created between VSP and the Interns wherein VSP is upgraded with new management practices, tools, techniques etc. At the same time, the interns also reap benefits where they learn from VSP about our ways of interventions, internal practices etc.

The interns from NMIMS are highly tech-savvy which gave us the idea of using Google Sheets, Google Docs and Google Slides. This helps to work in teams in a collaborative manner saving a lot of time, increased effectiveness, efficiency and avoids duplication of data which consumes a lot of hard drive memory.

II. OTHER KEY HIGHLIGHTS OF ACHIEVEMENTS AND LEARNING:

- **Awards and Recognition:**

During this phase, VSP was recognized and appreciated by current donors, awarded by external agencies. Details are mentioned below:

- a. World CSR Congress 2019**

Awarded in the category of 'Most Impactful Leader in Water and Water Management' in Maharashtra. Our work related to Soil and Water Conservation was recognized in this award ceremony.

- b. EdelGive Foundation - 2018-19**

Appreciation for dedicated efforts to conserve natural resources, improve education and empower women in Maharashtra.

- c. Rangoonwala Foundation India Trust-Utkarsh Youth Development Programme Award 2018**

Appreciated one of our Beneficiaries for Imbibing the Spirit of Volunteerism in Buldana district of Maharashtra.

- d. An Appreciation Letter was also received from the Collector of Amravati for our work collaboration with a government initiative named **Convergence and Agricultural Interventions in Maharashtra (CAIM)**. This appreciation was to recognize our work done in the villages of Amravati district for Soil and Water Conservation.**

- **Mentoring support:**

A mentoring support was provided to Mr. Mohan Surve (CEO, VSP) by a mentor named Mr. Naveen Bachwani by EdelGive Foundation. The support was basically to reflect upon current Management practices. New insights, ideas and various resources available on the internet were also shared by Mr. Naveen.

One of the major insights was a template base approach that VSP started practically adopting in its day-to-day functioning. This has helped to excel in the work and become more efficient.

- **Spreading and Branding of interventions through Social Media platforms:**

During these years, VSP became active on Facebook, and opened new accounts on Instagram. The blog of VSP was made active through frequent sharing of posts.

This has led to connecting with fellow individuals from the development sector, got in touch with the social media pages of past and present donors, and various interns and employees of VSP were engaged on these platforms. This enabled our work to be presented more frequently through posts, stories, pictures and videos. More digital content has also been generated which represents organizational memories for the future.

III. **OVERALL DISTINCTIONS OF VSP REALIZED IN REFLECTIONS**

After investing for over 30 years now and reflecting in the Organizational Strategic Planning processes, we found that through constant activity interventions, inputs through capacity building, advocacy efforts and networking, the following assets have been evolved for/by VSP:

1. **Knowledge creation and transfer** – Over the years, VSP has gained knowledge on agricultural practices of crop cultivation, gaining immense amounts of nutrition from the cultivated crops. It has also identified the profitability areas which the livelihood models entail that are developed through VSP's grassroots level experiences.
2. **Network** – VSP started its initial interventions in a networking mode. Since then, VSP has a strong network with different organizations spread out across the whole of Maharashtra. This network is an asset to VSP which can act as a strong source of marketing.
3. **Village Volunteers** – Village level volunteers are one of the major factors involved in the implementation strategies. They are the driving force of all the projects which play a key role in the success of all its interventions. They represent their villages, their culture, language and most importantly their issues and also are well-aware about the solutions of those issues. Therefore, Village Volunteers are surely an asset to VSP.
4. **Experimentation is always a forte** – VSP's initial experimentation and creating demonstrations related to each model has resulted in transforming them into successful models of intervention. This method of experimentation is VSP's asset where it tries to do thorough action research through its experiments. These experiments are not necessarily done at organizational level, but also at personal levels by all the interested Field Level Officers of VSP. This collective experimenting is an asset.

In all the above methodologies, the assets of VSP are being **consistent in experimenting and dialoguing with stakeholders, dedication and the quality of endurance**. This continuity has and will help VSP to keep doing the quality work. The communities are now well aware of their rights, the processes to avail benefits from the government, collectively fighting for their issues and also a sense of ownership for their own has been developed. These assets now have transformed into local level leadership and concepts of group leadership have evolved in the geographies.

8th Strategic Plan of Vikas Sahyog Pratishthan

Exhaustive Document (January 2021 - December 2023)

The Strategic Plan for January 2021 to December 2023 focuses to look upon the revised Vision, Mission, Values of the organization. The objectives mentioned are in-line with the by-laws. A review was taken among the Strategic Planning Team, Members from the Management Committees were involved and representatives from the Field Team. Accordingly, the team came up with the following revised Vision, Mission, Objectives and Values:

I. PHILOSOPHY FOR THE WORK

Vision

A Society based on Social Equity and Harmony with Nature

Mission

To facilitate cadre empowerment processes at all levels in society for promoting inclusive governance and sustainable development.

Values

Creativity, Accountability, Transparency, Integrity, Empathy

Definition of values:

- Creativity (recognize ideas, alternatives or possibilities in solving problems by out of box thinking, using skills or imagination),
- Accountability (Accepting responsibility of our own action),
- Transparency (being open, honest and straightforward),
- Integrity (Ethical and moral principles)
- Empathy (experiencing feeling of our stakeholders)

Objectives

1. To bring integrated development especially through Education, Health, Environment and natural farming initiatives through collective governance for Sustainable Livelihood processes.
2. To bring well-being and self-determination within Women, Children, Youths and Farmers from vulnerable communities to nurture and enhance their capacities.
3. To provide relief and rehabilitation support during natural or man-made crises with community participation and engaging with authorities.
4. To replicate, scale and innovate new initiatives, resource mobilization through various manners such as networking, collaborating, marketing and awareness through social media.

To make a positive policy impact in the lives of vulnerable communities and to ensure a favorable environment for the voluntary sector, make efforts through ongoing knowledge sharing with like-minded institutions and lobbying with policy makers.

II. INTERVENTION STRATEGIES

In this section, VSP aims at designing intervention strategies using the following core working areas:

Core working areas -

a) Developing local cadres for empowerment and rights assertion

The developed local level cadres of village level volunteers and assertion of rights within them is the core strength of VSP. Village Volunteers are nurtured through a continuous process of communication and dialogue. There are Village Development Committees that are set up by VSP through which village volunteers are developed, these committees are strengthened, capacities are built, regular meetings, follow ups etc. There is dedication on the part of the volunteers wherein there is a quality of continuing such processes of village development. They are convinced through experiences and intervention achievements that these processes are helpful for their own sustainable development. Due to which there is development of ownership.

VSP wishes to continue the ultimate aim of creating ownership through direct intervention in 300+ villages of Maharashtra, leadership in which well-being and self-determination can be achieved for empowerment and rights assertion within the communities.

b) Strengthening transparent and democratic governance systems

VSP works for strengthening the Informal Systems of local governance through a Participatory approach for developing cadres, evolving leadership and ownership in the cadres for their Empowerment and Social Development. The social systems may include the School Management Committees, Village Development Committees, Farmer Groups/Associations, Self-Help Groups, Child Parliament in Schools, Parents'-Teachers Associations etc.

These systems in the communities' act as a permanent set up to achieve the intangible goals of a transparent and democratic governance system in each of the operating areas.

c) Values assertion in the process of organizational and Social Change

VSP will work on the values of Creativity, Accountability, Transparency, Integrity and Empathy and try to assert these values among the communities in the process of organizational and social change.

These values will lead to a Life filled with Dignity which refers to a life where every gender enjoys equal rights in education, decision making, equal representation, has freedom to express thoughts and implement creative ideas and where no individual is left behind.

d) Solidarity and Networking in the direction of Sustainable Development Goals

Achievement of Social Development Goals (SDGs 1, 2, 4, 5, 10, 12, 13, 15) is a collective responsibility of the Social Network at large. A collective envisioning of such goals will help to synergize the efforts, build strength and enable to achieve impact. VSP aims to network with a feeling of solidarity among like-minded individuals, organizations, forums through actual interventions as well as through supporting the causes.

Hence, collective efforts will be taken to voice out the issues to achieve social change in the direction of the aimed SDGs.

III. PROGRAMMATIC INTERVENTIONS

Looking back to the previous strategies, the Organization has been working primarily in Livelihood, Education, Environment and Health. At the same time, the necessities of the communities are also taken into consideration. These COVID times have compelled people to move to villages as there is a realization that livelihood in cities is quite temporary, but the options available in villages are sustainable. Our existing beneficiaries are also at a level to think of scaling up and nearby villages are willing to replicate our models. Based on these reflections, following are the thematic areas which we wish to focus on from this Strategic Plan:

a. Livelihood based on Agriculture and Biodiversity

VSP will continue to provide livelihood opportunities through Agriculture-allied activities such as Parisar Poshan Baug, cultivation of Vegetable and Pulses Plots by organic methods and use of natural resources. In terms of vocational training, youths are encouraged through training in Motor-Rewinding and Veterinary. Apart from this, youths will be provided with agricultural equipment such as Sprinkler Separators and Spiral Units which will enable them to rent it to other farmers in the villages and also for personal consumption.

Creating livelihood opportunities within the villages which prevents migration of youths to cities, helping the village to grow economically. The initiatives will be focused on environmental concerns. Livelihood options provided by VSP are and will be sensitive towards the environment and act as a value addition for the same. The promotion of Natural farming practices, organic certifications which enables the farmers to cultivate their products organically. Carrying out Tree Plantation drives which again focuses both on livelihood and environment by providing fruitful trees which enables forestation and creates a means of livelihood.

Providing convergence services to the government projects of Forest Dept., Agricultural Dept. Soil and Water Conservation Dept. etc. will be undertaken to promote sustainability. This area also enables the SDGs of 1 (No Poverty), 13 (Climate Action) and 15 (Life on Land).

b. Inclusive and Quality Education

In education, the focus will continue to strengthen the age-appropriate learning processes with children from 3rd to 5th Grades in Zilla Parishad Schools. The emphasis on empowering the Teachers, School Management Committees, advocacy and liaisoning efforts with the Education Department etc. It will focus on creation of Model Schools with adequate infrastructural facilities for the students such as Science Labs, Libraries, Changing Rooms, Clean and Separate Toilets etc. This area enables us to focus on SDG 4 (Quality Education).

c. Sustainable management of Water and Soil

During all the livelihood related interventions, focus will be on promoting organic farming practices which enables chemical free agriculture, conserving quality of soil, soil bacteria involved in it improving the fertility of the soil. Looking at SDG 15 (Life on Land), it focuses on sustainable use of ecosystem resources, promoting afforestation, and reducing land degradation for a sustainable living.

d. Food Security, Nutrition and Health

The agricultural interventions in livelihood covers the health and nutrition aspect of the communities. The models of Parisar Poshan Baug, Organic Vegetables and Pulses Plots, Poultry, Goatery units are implemented with a goal of taking care of the health and providing necessary nutrition to the communities.

VSP aims to ensure responsible consumption by providing food security and producing responsibly through the natural farming interventions for maintaining good health and well-being. It also covers SDGs 2 (Zero Hunger) and 12 (Responsible Consumption and Production).

e. Disaster risk, Reduction and Resilience building

VSP will be engaged in providing necessary support whenever required when it comes to immediate disaster relief. The disasters may be man-made or natural such as cyclone, flood, COVID etc. Priority will be given to those geographical areas which VSP already operates. At the same time, those areas will also be focused which requires utmost attention.

f. Gender Sensitization and Equality

In all the interventions of VSP, the aim is to reduce inequalities of any kind, to empower girls and women and to sensitize communities on nurturing each gender of the society and to treat them with respect and dignity. It aims at fulfillment of SDG 5 (Gender Equality) and 10 (Reduced Inequalities).

IV. GEOGRAPHICAL INTERVENTIONS

Priority areas are selected in terms of their vulnerability, poor climatic conditions, low economic status, marginalized communities etc.

The geographical focus of VSP is in rural as well as urban communities of Maharashtra. VSP will continue to work in the following regions:

- Vidarbha region: Buldhana District - Shegaon, Sangrampur, Jalgaon Jamod and Mehekar Blocks, Amravati District - Amravati, Chikhaldhara and Dharni Blocks
- Konkan region: Ratnagiri District - Chiplun and Guhaghar Blocks
- North-Maharashtra region: Ahmednagar District - Ahmednagar Block
- Khandesh region: Dhule District - Dhule District
- Mumbai Metropolitan Region: In the vicinity of VSP HO

Whenever there is utmost need from the grassroots, relevant opportunities in place and to also focus on catering to the disaster situations if any VSP will be open to reach in those areas / districts.

V. POPULATION TO WORK WITH

VSP's Target population is women-headed families, unemployed youths, small and marginal farmers, children, and teachers:

- ❖ Women headed families means those families where woman is the sole earner. Whether it be a single woman, divorced woman, married but is the main bread earner, widowed etc. In Joint Liability or Self-Help Groups, women from
- ❖ Unemployed here means those youths which are educated but are not earning any income due to lack of job or any business opportunities.
- ❖ Small and Marginal Farmers refers to those who fall below the poverty line category. Those small and marginalized farmers are focused, who mainly carry out their agricultural production using chemicalized methods of farming and use single cropping methods, who are not exposed to organic methods of cultivation etc.
- ❖ Children of migrated families, mostly belonging to Nomadic Tribes, Denotified Tribes, communities of Scheduled Caste and Scheduled Tribes etc.

Through the above programmatic areas of intervention, VSP aims to reach out to the following target population of Maharashtra in this Strategic Plan Period:

| | |
|----------------------|---|
| Villages | 300 |
| Districts | 8 |
| Women | 45000 |
| Children | 16000 |
| Youths | 15000 |
| Teachers | 1200 |
| Parents | 30000 |
| Govt. Institutions | 400 |
| Women & Youth Cadres | Women Cadres - 150; Youth Cadres - 150 |
| Farmers | 35000 |

VI. HUMAN RESOURCES DEVELOPMENT WITH RESKILLING APPROACH

a. Staff Appraisal System

The approach of appraisal processes of the employees will be changed to Contribution Appraisal Systems, earlier which was Performance Appraisal System. This approach focuses on the core contributions of the employees in the form of their performance, ownership, fulfillment of roles and responsibilities etc.

A revision in the form will be made and accordingly, the process will be carried out with the employees, their respective coordinators etc.

b. Digitization of HR processes - Team Planner, CAS, Leave Update

We plan to enter into the digitization world by using technology in our HR processes. This is because of the need to digitalize the processes. Manual working on these processes is less effective, time consuming and the outcome is less powerful. Therefore, in order to be more efficient, to monitor performance efficiency and travel with technology, we plan to digitize HR processes. Rigorous use of Google Applications for maintaining HR records will be done. Some of them being the daily Team Planner, Annual Employee Contribution Appraisal Systems, updates of leave records and other administrative HR processes will be digitally maintained.

This will enable less strain on the memory due to manual work.

c. Employee Benefit options

1. **Mediclaime** - Provided to core staff of VSP
2. **Accidental Insurance** - Provided to the employees operating in the field areas with extensive travel.
3. **Savings and Investment options**
4. **VSP Staff Credit Society**
5. **Employee Provident Fund**
6. **Public Provident Fund**
7. **National Pension Scheme/Gratuity** - Provided to core staff of VSP
8. **Staff Voluntary Cause Contribution** - Staff voluntarily contributes for providing support to fellow workers in case of illness or accident.

VII. RESOURCE MOBILIZATION FROM DIVERSE SOURCES

In order to mobilize resources, diverse sources will be tapped. For this, the following strategies will be implemented:

a) Preparation of Proposals and Concept Notes on each Intervention Model giving it a business / sustainability approach

Proposals and notes on each intervention model will be prepared. For example, a holistic program consists of interventions related to livelihood, education, soil and water conservation, nutrition etc. Proposals and notes on each of these intervention areas will be prepared. This will also help funders to understand simplified models of interventions. Different donors can be approached by taking such models as per their interest areas to seek funds.

b) Registration with fundraising / compliance platforms, crowdfunding campaigns etc.

Social Stock Exchange registration and fundraising platforms will be explored. Along with this, opportunities through the registration of the Ministry of Corporate Affairs will also be explored. Existing attempts of registering on donation platforms, crowdfunding campaigns, and approaching new donors will be continued.

c) Service Cost for resources

Through convergence activities with the government, VSP will act as a service providing organization. This will enable VSP to get service cost as a resource for the implemented work. Also, VSP will take assignments of providing services to other organizations related to fulfillment of financial and governance compliances. Accordingly, a service cost will be charged.

VIII. VISIBILITY FOR SEEKING FURTHER COLLABORATIONS

- a. **VSP Logo and Branding document** - A change the logo is the statement of the organization goal. in the logo will be done through consultations by the management with governance. As per the changing scenarios, the current logo has some difficulties:
- The logo does not include the name of the organization. At some platforms where only a logo is requested, it gets difficult for a third person to identify the organization. Therefore, the logo must also consist of the name of the organization, and hence, the change is required.
 - Our logo has 3 colors where again the branding of VSP is hampered as a two-color logo seems to be appropriate for branding purposes.
 - The color, size of the logo is not standardized. Hence, the change.

Also, a branding document of the revised logo will be prepared. This will ensure a standardized structure of the logo, helping to create a standard and unique brand of VSP among various stakeholders.

- b. **VSP information materials**- A revision in the information materials like brochures, pamphlets of VSP will be made. Since VSP has completed 30 years, the milestones are planned to be integrated in the collaterals along with the new vision, mission, values and objectives as per the New Strategic Plan.
- c. **Website** - Website will also be revised as per the new strategies, thematic areas, updating in the geographies and the new vision, mission, values and objectives. A revamping will be done using the latest technology, ideas etc.
- d. **Social Media** - Recent progress in social media is enabling the existing donors to be exposed visually of our project progress. Also, a connection is maintained with the world at large. These efforts will be continued throughout this strategic period.

IX. MONITORING AND EVALUATION OF STRATEGIC PLAN

According to the decided areas of work in the current 3- year Strategic Plan, Annual Action Plans consisting of Work Breakdown Structures will be developed. The projects will be implemented according to the approaches and strategies in the Plan.

The review of the entire work will be carried out by the General Body on an annual basis to ensure effective and smooth implementation of the Strategic Plan. Along with this, at the end of 3 years, a review will be done through External Evaluators appointed by the organization with due consent from the General Body.