

STRATEGIC PLAN DOCUMENT

2018-2022

VAAGDHARA

VILLAGE & POST KUPDA, BANSWARA, RAJASTHAN, INDIA

1 Background

VAAGDHARA is a non-profit organization, registered under Rajasthan Societies Act 1958. VAAGDHARA draws its name from its area of working i.e. *Vaagad*-the tribal area of Rajasthan adjoining Gujarat and *Dhara-stream*, bringing indigenous community in mainstream development. The core value of the organization is *swaraj* 'self-reliance' which is drawn from Gandhian philosophy, but at the same time, it believes in the use of latest technology for the development of tribal and poor.

VAAGDHARA has been regular in review and update its approach to be effective and to be a 'better managed organization' with professional approach of development. This document is to guide VAAGDHARA for next four years for evolving strategies and implement appropriate interventions in such ways that it is able to realize its mission while remaining focused on its purpose. The intention of the perspective plan is not to be restrictive and prescriptive; rather it is to give a broad direction for its future course of action. During the course of implementation VAAGDHARA will keep an eye on the macro situation and accordingly prepare itself while maintaining the vision, mission and core values adopting the concept of rolling plan. Annual operational plans will be developed within the larger framework of this strategic plan. This plan document will also be used to guide specific project and program proposals.

VAAGDHARA has implemented a number of developmental interventions in tribal region of Rajasthan parts of adjoining states. It has been adequately flexible in its approach and depending on the need of the situation. VAAGDHARA has played key role as activist to advocate for child rights, as facilitator in collaboration with mainstream (government) for betterment of school education and has also implemented natural resource management programs like Sustainable Integrated Farming. Experiences so far has motivated VAAGDHARA to develop strategy for sustainable development of tribal community. Therefore, for coming four years act as driving force for institutional ecosystem of tribal junction in which focus will be on creation & nurturing of peoples' organizations and empowering the communities so that community initiate, plan, implement and manage the interventions and processes in sustainable manner.

2 Vision-Mission

The above desired impact helped VAAGDHARA to formulate its vision and mission.

2.1 Vision:

The poor in tribal region of India have climate change resilient sustainable livelihoods ensuring education, health, rights and participation for their children-

2.2 Mission:

Creating and nurturing vibrant institutions of tribal communities at tri-junction of Rajasthan, Gujarat, Madhya-Pradesh states of India; integrating new-generation and indigenous technology, knowledge and practices ensuring sustainable livelihood and realization of childhood.

2.3 Goals and Objectives:

“By 2022, 100000, families of Indigenous communities in tribal junction adapts participatory processes and join sustainable development pathway”

The prime objectives are:

- Tribal junction of Rajasthan, Madhya Pradesh and Gujarat as a place where all children get opportunities for better emotional, physical and educational growth.
- Livelihood resources of small and marginal tribal families in 100 villages are managed sustainably, in harmony with ecological conditions and adapted to climate change
- *Empowered Gram Chopal* in 100 villages are able to help village community to access benefits of various government schemes they are eligible for.
- Tribal junction community has active networks, policies and participate in developmental processes and take their issues at local, regional, national and international platforms

2.4 Key Result Area-KRA

By 2022;

1. Strengthened people's organization and tribal leadership demands increased public investment in tribal area on nutrition, education and sustainable livelihoods focusing on most vulnerable families.
2. Empowered *Janjatiya Swaraj Sangthan-JSS* facilitate increased access to state entitlements for the members.
3. 100 *Gram Panchayat-GP* have adopted ecologically harmonized developed plans.
4. 100000 families in 10 identified districts in tri-junction, have benefitted from, VAAGDHARA innovated culturally aligned processes, technologies (NSFS) ensuring sustainable production and consumption, livelihoods.
5. 50% of villages 100 GP are child friendly, where all children in age group of 6-14 are in school, having quality education, enjoying good health, participation and free from forced child labor
6. Institutional and meta-governance capacities of VGGDHARA are strengthened to support innovations, learning and efficient implementation.

3 Activities for Different - Key Result Area

VAAGDHARA believes all these six key result areas can bring changes to life and livelihoods of tribal community in tri-junction area. To achieve these KRA a number of specific activities would be required, though there are activities which result in more than one result.

Given below are the key result areas and main activities proposed to achieve them;

1. Strengthened people's organization and tribal leadership raise voice and demands increased public investment in tribal area on nutrition, education and sustainable livelihoods focusing on most vulnerable families.

- 1.1. Designing programs for JSS led development approach in tribal tri-junction and training of core team of VAAGDHARA.
- 1.2. Formation of JSS and training of Governing Councils of JSS in decision making and development arena.
- 1.3. Undertake three batches of "leadership schools" for developing leadership among tribal youth.
- 1.4. Developing road map and mentoring for evolution of *JVM*.
- 1.5. Facilitate organizing "Farmer's Sovereignty March" and Tribal conclaves.
- 1.6. Interacting with JSS and *Janjatiya Vikas Manch-JVM* functionaries so as to equip them with policy interventions and to raise tribal voice at different platforms

2. Empowered JSS facilitate increased access to state entitlements for the members.

- 2.1. Carrying out numbers of innovation in technologies, processes and market alignment (so as to provide solutions of sustainable production and consumption, livelihoods and child rights).
- 2.2. Conducting ToT of JSS on the subject of sustainable production and consumption, livelihood improvement, Child Rights (for effective implementation of programs).
- 2.3. Developing and conducting Radio-programs on market aligned technologies and social processes leading to sustainable production and consumption, improved livelihoods and child rights for replication among wider communities.

2.4. Guidance and hand-holding JSS team for developing and implementation of programs and projects on sustainable production and consumption, Livelihood, and child rights.

3. 100 Gram Panchayat have adopted ecologically harmonized village developed plans.

3.1. Training, exposure and knowledge building of panchayat raj institute-PRI leadership on ecologically harmonized village development.

3.2. PLA exercises with “Gram-Chopal” and sustainable tribal development group (STDG) on SIFS.

3.3. Guiding JSS for carrying out promotion function of ecologically sound technologies to 100000-member families.

3.4. Helping GP for preparation of ecologically harmonized village development plan.

3.5. Community Radio Program on SIFS and NSFS.

4. 100000 families in 10 identified districts in tri-junction, have benefitted from, VAAGDHARA innovated culturally aligned processes, technologies (NSFS) ensuring sustainable production and consumption, livelihoods.

4.1. Mentoring to JSS for carrying out promotion function of ecologically sound technologies to 100000 Member families.

4.2. Helping JSS for PLA exercises with sustainable tribal development group (STDG) on SIFS.

4.3. Promoting Small and Marginal Enterprise (SME)

4.4. Undertake research and innovation activities pertaining SIFS, NSFS and other ecologically harmonized technologies and

5. 50% of villages 100 GP are child friendly, where all children in age group of 6-14 are in school, having quality education, enjoying good health, participation and free from forced child labor

5.1. Formation and strengthening village development and child-rights committee (VD&CRC) as people’s organization in villages of 100 Gram Panchayat.

5.2. Help JSS to build capacity of different institutions of child-rights, Mother’s Group, SMC, GPCPC, Capacity building of various *Gram-Copal*

- 5.3. Training of JSS on concept of child-friendly village and role of volunteerism in it, like annauprna, balmitra.
- 5.4. Undertake innovative programs on child rights
- 5.5. capacity building of JVM leaderships for child rights issues.

6. Institutional and meta-governance capacities of VGGDHARA are strengthened to support innovations, learning and efficient implementation.

- 6.1. Designing and strengthening existing VAAGDHARA systems for JSS led development and training workshop for team on it.
- 6.2. Develop MIS for coordinated actions of JSSSI and JSS
- 6.3. Training of team on SDGs, designing grassroots survey pertaining to relevant SDGs
- 6.4. Developing road-map and establishing JSK
- 6.5. Guiding JSK for conducting research, and studies on impact of different policies and programs on livelihoods, nutrition, child rights and equality
- 6.6. Help JSK, and JVM for preparing policy briefs pertaining to tribal sovereignty, child-rights.

4 Indicators of Key Result Areas

All the members of VAAGDHARA brings out that the achievements towards these objectives, mission and vision will have to be measured through following as Key Performance Indicators of VAAGDHARA:

Strengthened people's organization and tribal leadership demands increased public investment in tribal area on nutrition, education and sustainable livelihoods focusing on most vulnerable families.	20 Number of JSS with improved competencies on executing SDG related Program and Tribal Sovereignty Programme
	At least 5 community actions (including indigenous cultural practices like Halma) by JSS at multi-level (GP/Block) on Govt. Schemes/ Programmes as resulted in various benefits for the Tribal Community
	At least 75 tribal youth (gender segregated) actively participating in village development actions
	25% members of JSS members adopting knowledge from

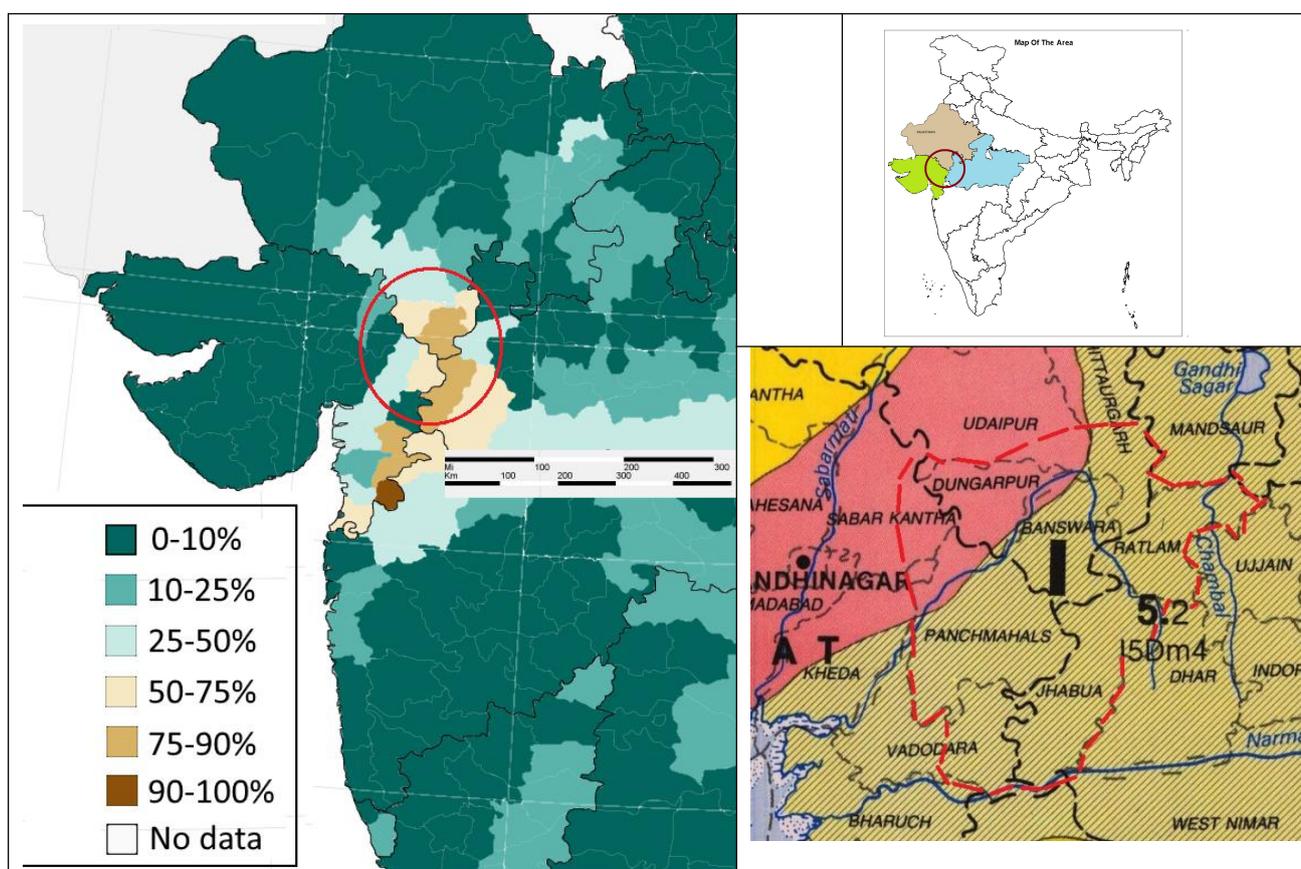
	the JSK.
Empowered PO's facilitate increased access to state entitlements for the members.	20 JSS at different stages of self-sustained institution, those are executing various interventions in the community
	50% JSS following developed procedures, for registering and resolving grievances, by gender balanced committee.
	50% JSS has at least 50% representation of women in each committee developed
100 Gram Panchayat have adopted ecologically harmonized village developed plans.	100 GP developed ecologically harmonized plans
	20 JSS organized PLA-GP in at least in 500 Villages
	100000 Families in 100 GP developed their resources on SIFS approach using various investments
100000 families of 10 identified districts in tri-junction, have benefitted from, VAAGDHARA innovated culturally aligned processes, technologies (NSFS) ensuring sustainable production and consumption, livelihoods.	at least 50% Families with 50% increase in production by adopting innovative programs (NSFS/SIFS) and culturally aligned processes
	50% participating families follow circular economy in livelihoods
	70% families are saved of stressed migration by adapting innovated program and technologies
50% of villages 100 GP are child friendly, where all children in age group of 6-14 are in school, having quality education, enjoying good health, participation and free from forced child labor	50% of program villages are child friendly and have 0 dropouts
	at least two stage improvement in Z-score of 40% children among program families
	at least 10 No. of laws/policies/budget recommendations on Child Rights.
	at least 1 recommendation of village children groups accepted and adapted by all 20 JSS
Institutional and meta-governance capacities of VGGDHARA are strengthened to support innovations, learning and	Updated policies of VAAGDHARA resulted and quality MIS with improved protocols and practices
	25 number of researches/studies/ policy interventions conducted/facilitated by JSK and adopted by JSS,

efficient implementation.

VAAGDHARA, CBOs and other NGOs.

5 Geographical Coverage

VAAGDHARA had decided that for the duration of this perspective plan it will focus on “poor people in tribal dominated geographies”. It has decided to extend and strengthen its work in Tribal tri-junction reaching to communities in the states of Rajasthan, Madhya-Pradesh and Gujarat. It will also initiate taking programme learning to build developmental processes to benefit wider tribal community in central India and other similar regions.



6 Programme Operational Strategies

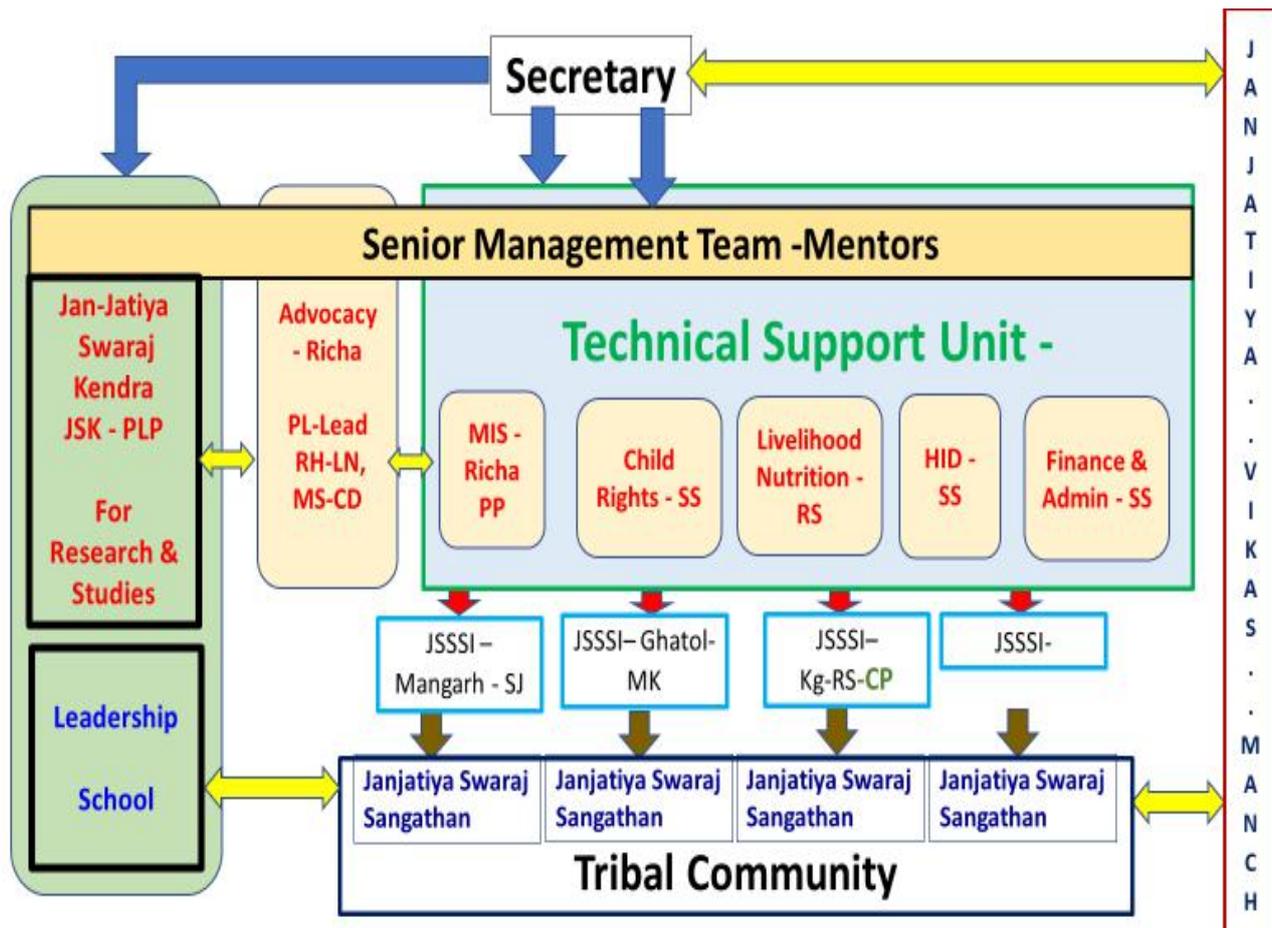
During the plan period VAAGDHARA programs will follow activities given below:

1. VAAGDHARA will implement direct field activities only in the case of “innovations in the field of technologies, social processes, market engagement, etc. dedicated to of communities.
2. Key program will be building tribal youth leadership who will act as spine of JSS.

3. Implementation of projects, dedicated to key thematic areas for communities, will be phased over to JSS as drivers and VAAGDHARA will act as facilitators.
4. The interventions will follow approach of sustainability i.e. social, economic and ecological sustainability.
5. VAAGDHARA will invest on its human resources and their capacity building so as to make them “effective community leaders instead of mere supervisors”
6. Each and every activity of VAAGDHARA will lead to policy engagement agenda
7. VAAGDHARA will have its identity of a resource center for social, economic and ecological tribal development focusing on tribal child.
8. VAAGDHARA will facilitate work of JSS through skilled volunteers and fallows, who will be guided by a multidisciplinary team and JSK.
9. Innovation and effectiveness of the implementation with the community will be key basis of performance evaluation of VAAGDHARA team members

7 Operationalizing Strategic Plan

7.1 Organogram



Organization Matrix				
Support Mechanism at Central Office	JSSSI-SG	JSSSI-AP	JSSSI-Gtl	JSSSI_04
Technical Support Unit -TSU Child Rights (SS) Livelihood & Nutrition (RS) MIS (P Patidar) Director-JSK (P.Patel)	Integrator – SS			
	PO-CR	PO-CR	PO-CR	PO-CR
	PO-Liv & Nutrition	PO-Liv & Nutrition	PO-Liv & Nutrition	PO-Liv & Nutrition
	PO-Institution	PO-Institution	PO-Institution	PO-Institution
	Acct	Acct	Acct	Acct
Policy Advocacy Unit – Jaipur; Health - CTFK; Livelihood – ; Child Rights –; and Tribal Voice -				
Leadership School	Lead; Conveyor & Faculty Coordinator; Advisory Group; Extended Faculty			

<i>Janjatiya Kendra (JSK)</i>	<i>Swaraj</i> Director (PP); Trainer; Demonstrator; logistic manager; Community Radio Team; Communication expert; Support team
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7.2 Senior Management Team - SMT

Senior members of VAAGDHARA team would jointly constitute “Senior Management Team-SMT”. This SMT will execute participatory decision-making processes adopted by VAAGDHARA for effective implementation and commitment to tribal community. Actions of SMT will smoothen implementation, assessment and continued improvement of the overall system within organization. SMT will have five members, and it will have collective responsibilities of providing leadership to other team members of VAAGDHARA to achieve its vision and mission. Following are mail roles of SMT:

1. SMT is a 24x7 core-group of VAAGDHARA, which will meet regularly to discuss issues pertaining to VAAGDHARA and its programs, through various mediums such as virtual/conference calls, etc. but formal meetings may be held either at the call short notice, as and when required.
2. SMT will acts as *think tank* and undertake strategic functions related to planning, development and management of VAAGDHARA. Discuss and prepare implementation/operational plan of strategic plan within the purview of existing theory of change and policies of VAAGDHARA. It will act to prepare annual action plan, and on monthly basis review plan and progress of different projects, programs, units and recommend operation plan, annual budget, capital expenditure etc.
3. SMT will also explore new areas of interventions, design and undertake studies and researches. It will also look for and identify opportunities for ensure that various teams have the skills needed to carry out the tasks.
4. Discuss and take decisions for effective operational plans according to strategic plan.
5. Review performance of different units, sections, project teams, within light of strategy, objectives, business plans and budgets and ensure necessary corrective action is taken.
6. Suggest policy changes to and direct implementation of policies
7. Undertaking a formal and rigorous review, annually, of its own performance, that of its committees and individual directors and the division of responsibilities.
8. In the absence of CEO/Secretary SMT will meet more frequently to take desired operational decisions so that VAAGDHARA work do not get
9. One of the SMT member will develop proceedings and share it with members immediately/next day to all the members, agreed decisions of SMT will be later on circulated to VAAGDHARA team for operationalization through CEO

7.3 Technical Support Unit

The adopted implementation strategy of “JSS led development VAAGDHARA needs a separate unit to provide technical and managerial excellence for its field level teams, for operationalizing various programs and projects. Thus, it is decided to establish a central unit called Technical Support Unit-TSU. It will program operations wing of central office at VAAGDHARA. Its ultimate objective will be to ensure technical quality of various interventions of VAAGDHARA. It will apply lenses of innovation, sustainability, collaboration, networking, efficiency and effectiveness of each and every intervention, action, program proposed, carried out by constituents of VAAGDHARA and its associates. The TSU shall have responsibility for:

- Design technically viable interventions for various projects/programs.
- Design, formulate and facilitate different studies on key thematic areas of VAAGDHARA/ livelihoods of tribal community.
- Facilitating preparation of annual implementation plans at JSSSI/ JSS/district/block and village level.
- Provide regular guidance to JSSSI for effective hand-holding of JSS’s for effective implementation of projects, studies, researches etc.
- Developing a strategy for social mobilization adopting segmented approach for various segments of influencers/opinion leaders after an assessment of their communication needs.
- The TSU shall be responsible to edit and publish publication material
- Design training material for different projects and programs
- Participate in prepare policy briefs based on field-based learning.
- Identifying the critical and emerging issues within in field area on thematic aspects.
- Implementing the JSS’s Capacity building strategies such as hiring and orientation of functionaries, communication teams, and PRIs.
- consolidate and check annual and detailed Quarter work-plans with associated technical assistance against JSSSI’s work-plans and budgets.
- Identified Mentors of their respective JSSSI have detailed planning, implementation process, monitoring and evaluating with their leaders.
- Monitor and report performance progress at output level, guide and provide input for preparation of reports of projects, programs.
- Undertaking rigorous technical review for each project for document its learning.
- In the absence of CEO/Secretary follow guidance of SMT so that VAAGDHARA work do not get

7.4 Policy Advocacy Cell - PAC

The (Policy Advocacy Cell) PAC shall facilitate preparation of joint work plans with selected media allies in the state.

- Preparing a media advocacy strategy and implementation plan based on available media and media allies in the state.
- Preparing annual advocacy plan for VAAGDHARA on various issues pertaining to its community.
- The media will be sensitized to different themes of VAAGDHARA assisted tribal community at regular intervals through meetings/workshops and seminars for preparation of regular features/columns/episodes/ programmes on various thematic areas of VAAGDHARA (Child Rights, livelihoods and nutrition. It will also plan and coordinating media advocacy workshops
- Design capacity building programs for VAAGDHARA team, JSSI team and JSS team and providing mentoring support on various advocacy tools.

7.5 JSS Sahyog Ikai - JSSI

Janjatiya Swaraj Sangathan Sahyog Ikai-JSSI is field level operation wing of VAAGDHARA. During this period there will be four JSSI, three are placed at Kushalgarh, Anandpuri, and Ghatol. These JSSI are designed to ensure technical quality and sustainability of various programs implemented by different JSS within its operational area of VAAGDHARA. JSSI will apply lenses of innovation, sustainability, collaboration, networking, efficiency and effectiveness of each and every activities, program, and projects. The JSSI shall have responsibility for:

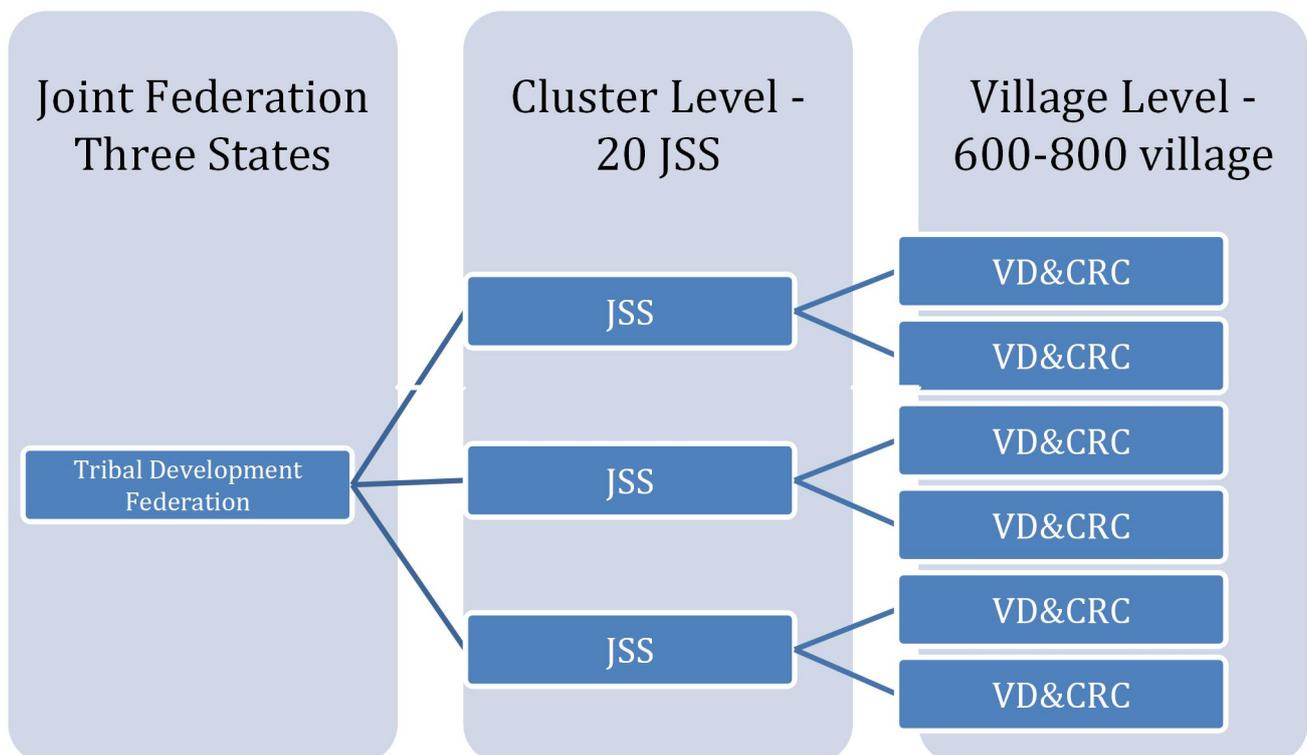
- Design technically viable interventions within different projects/programs within its operational limits.
- Design, formulate and facilitate different studies on key thematic areas of VAAGDHARA/ livelihoods of tribal community.
- With the help of TSU design and carry-out training programs
- In-collaboration with TSU work for critical and emerging issues of thematic areas covered.
- Help JSS for prepare detailed work-plans with TSU.
- Interact with mentors for detailed planning, implementation process, monitoring and evaluating with their leaders.
- Monitor and report performance progress at output level and ensure Integrated learning between engagements.

- Identify training needs of JSS and community look for opportunities.
- Guide and provide input for preparation of JSS reports

7.6 Janjatiya-Swaraj Sangathan - JSS

The main purpose of JSS is to work for the immediate improvement of conditions in our community and the fundamental transformation off this country towards a more just society. The JSS approach of program implementation by VAAGDHARA will have following steps;

- In each village developmental charge will be taken-up by Village Development & Child Rights Committee (VD&CRC). They will an independent, grassroots, community based, politically progressive association of citizens working for racial, social and economic justice and greater unity in the community.
- VD&CRC from around 30-40 villages will gather together and form specific people’s organization, which will be named -----JSS. It might be registered as society.
- At cluster level VAAGDHARA will deploy a team called “JSSSI” and facilitate development actions of 5-6 JSS reaching community at 150-200 villages.
- JSS from all the three states will be organized in the form of a registered federation.
- At district level these JSS will have district level action group (un-registered)
- An institution promoted by VAAGDHARA will work on at least two and more themes of VAAGDHARA (livelihood, nutrition, credit access, and child rights), of which child rights will be qualifying theme to be called VAAGDHARA enabled JSSs



7.7 Jan-Jatiya Swaraj Kendra

JSK will be initiated in the year 2018 as an entity that acts as a knowledge generating and interaction platform that focuses on joint learning within community. JSK would be the first of its kind within tribal tri-junction focusing on studies, research studies, action researches, capacity building interventions. It will adapt participatory learning action - PLA approach in all the sectors of learning within issues pertaining to tribal for sustainable life and livelihoods for better efficiency and effectiveness.

- First step in this direction will be design for research agenda, study requirements, training need assessment
- Undertake research and studies with regards to indigenous culture, knowledge, skills, practices and their relationship with modern day society
- Design and evolve program on Leadership Strategy (PLS) for strategists in public/private services and for those who wish to take up roles involving strategy design and decision making in organizations.
- It will also host demonstration and exhibitions for various appropriate tools, technologies, practices and productions such as SIFS, NSFS, V-Chopal, etc.
- It will generate IEC material (print, audio-visual, mobile and other media) and share them with various partners and agencies.

7.8 Leadership School

VAAGDHARA will initiate a process of developing tribal youth leadership for true partnership in Indian democracy to help wider tribal community to join pathway of sustainable development. This will be done through **“leadership school” as a learning platform** focusing solely on leadership building. Following are the key steps envisaged at this stage for accomplishing objective of preparing 75 tribal youth from the area through three batches.

- First step in this direction will be setting-up of first role over of “leadership school” with a batch of 30 tribal youth (including from among existing volunteers). The LS will be initiated with the aim of nurturing leadership across students from across multiple fields of work and study. It will also focus on a value-centric multidisciplinary approach to Leadership.
- Design and evolve program on leadership strategy for strategists in public/private services and for those who wish to take up roles involving strategy design and decision making in organizations.
- LA will be based on strong foundation of research and introspection into both the apparent and underlying needs for leadership education within tribal community,

society, in order to nurture individuals into becoming great leaders, regardless of their positions within the organizations they work with.

- This programme combines a blend of theoretical and practical experiences of development actions. Under this programme, volunteers will interact with each other and development mentors and reflects with peer groups to develop understanding of the various issues, processes, practices that provides skills to analyze community situations with the glasses of sustainability.
- This process emphasizes on practical application of key leadership principles in contemporary organizations.

