## Table of Content

<table>
<thead>
<tr>
<th>Part I</th>
<th>IGSSS in Perspective</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>IGSSS Over the Years</td>
</tr>
<tr>
<td>2.</td>
<td>A Critical Overview</td>
</tr>
<tr>
<td>3.</td>
<td>Socio-economic Condition of India</td>
</tr>
<tr>
<td>4.</td>
<td>Recent Changes in Voluntary Governance</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Part II</td>
<td>IGSSS Strategic Plan 2015–2020</td>
</tr>
<tr>
<td>5.</td>
<td>IGSSS Strategic Plan 2015 – 2020</td>
</tr>
<tr>
<td>6.</td>
<td>Regional Plans</td>
</tr>
<tr>
<td>7.</td>
<td>Operational Plan</td>
</tr>
<tr>
<td>8.</td>
<td>Monitoring Mechanism</td>
</tr>
<tr>
<td>9.</td>
<td>Communication Plan</td>
</tr>
<tr>
<td>10.</td>
<td>Capacity Development Approach</td>
</tr>
<tr>
<td>12.</td>
<td>Support Functions to Achieve Organizational Goals</td>
</tr>
<tr>
<td>13.</td>
<td>IGSSS as a Technical Resource Agency</td>
</tr>
<tr>
<td></td>
<td>Glossary</td>
</tr>
</tbody>
</table>
PART–I
IGSSS in Perspective

IGSSS over the Years

The Indo-Global Social Service Society (IGSSS) is a non-profit organization working with the mandate for a humane social order based on truth, justice, freedom and equity. Established in 1960, it works for development, capacity building and enlightenment of the vulnerable communities across the country for their effective participation in development.

With its presence in 25 states and one Union Territory of India, IGSSS has set its thematic focus on promoting sustainable livelihood, energizing the youth as change makers, protecting lives, livelihood and assets from the impact of hazards, advocating for the rights of city-makers (homeless residents), ensuring gender equity in all programmes and processes and developing a cadre of leaders from the community and civil society organizations.

IGSSS was registered on 9 May 1961 under the Societies Registration Act XXI of 1860. Previously known as the Indo-German Social Service Society, it had been set up as the Indian counterpart and trustee of Misereor, the West German Catholic Bishops' campaign against hunger and disease in the world, and was renamed as Indo-Global Social Service Society in 2004. From acting as an exclusive partner of Misereor for receiving funds and disbursing them to projects according to directions given by Misereor, to becoming the de jure donor of grants sanctioned by Misereor for projects in India, in 1984 IGSSS also began directly carrying out its own programmes.

Spreading the Reach

Over the years, IGSSS has set up five Regional Offices (ROs). Each RO has its own Regional Project Selection Committee. The ROs included, with their inception in parentheses:

- Northern Regional Office (1992) at New Delhi
- Western Regional Office (1992) at Pune. This was eelocated to Baroda and then to Ahmedabad with effect from April 2015.
- Southern Regional Office (1993) at Bengaluru.
- Eastern Regional Office (1994) at Bhubaneshwar; later transferred to Kolkata.
- North-Eastern Regional Office (1999) at Guwahati.
- An office was also opened in Srinagar after the earthquake in 2004.
Some Early Programmes

Some of the earlier programmes carried out by IGSSS included “Development, Motivation and Leadership Training Programme” (DMLTP), modelled on the Adult Education Programme of the Government of India, followed by “Awareness Training and Motivation for Action” (ATMA). In 2002, IGSSS launched its National Integrated Empowerment Programme (NIEP), envisaging the integration of the rights-based approach and transition from a project-based to a process-based approach. The main thematic areas of the programme were sustainable livelihood, health, human rights, governance and gender. The programme also had a component called Development Support Activities, which focused on workshops, training, research and documentation. Fellowship was another important component. The programme was implemented through small NGOs. IGSSS’s role was to monitor the projects and provide project management support as called for. NIEP ended in 2009.

A major recommendation of the NIEP evaluation initiated by Misereor in 2007 was to consolidate the efforts and focus on a limited number of issues within a limited geographical area (clusters) so as to have greater visibility. Revisiting its own structure, IGSSS decided to concentrate on sustainable livelihood in a rights-based approach. This was the start of the PEARL (People’s Empowerment for Accessing Rights to Livelihood) programme, which was the first to have been developed based on the cluster approach. Another result of the evaluation was a strong recommendation to initiate a process of strategic planning, have focused interventions, long-term partnerships and work towards setting up a participatory review system.

Social Innovation

With the quest to bringing about a innovative change in society in favour of the excluded communities, IGSSS has taken up ambitious, assertive and bold initiatives in various states of the country. Through these, it has enlarged the scope of its work among cross-sections of vulnerable populations, with the active involvement of youth, expert development professionals, media persons, etc.

IGSSS’s past initiatives were also targeted to bring about social innovations in terms of resolving the existing social, political, cultural, economic and environmental challenges for the benefit of the marginalized sections of populations and thereby alter the perceptions, behaviours and structures of society in a sustainable manner. IGSSS interventions that aimed at attaining objectives of social innovation are briefly discussed below.

**SMILE (Students Mobilization Initiative for Learning and Education) Fellowship:**
Through this social intervention programme launched in the late 1980s, IGSSS promoted youth leadership by offering them SMILE fellowships. SMILE encouraged the Fellows to support people’s initiatives and peaceful movements such as Narmada Bachao Andolan for

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1 For IGSSS, social innovation means an innovative approach towards solving social problems that directly contributes to sustainable development
the cause of the most marginalized segments such as the tribals, small and marginal farmers and the landless. Apart from improving the living conditions of the Indian youth, this intervention has also effectively spawned a large number of similar programmes and organizations across the country to work in the field of social justice like that of Pravah, an organization based in New Delhi, working to impact issues of social justice through youth citizenship action.

**Media Fellowship:** In this social innovation programme initiated in 2011, IGSSS supported six writers, print and broadcast journalists and other interested individuals to research and write on development, local government and human rights aspects with an aim to underscore the needs to mainstream development and human interest issues and problems of the marginalized communities and individuals of the politically disturbed state of Jammu and Kashmir. The initiative provided an opportunity to media fellows to discuss, deliberate and debate upon issues related to empowering a conflict-ridden society, which was achieved through case studies, interviews and field visits of various areas in the valley. Later, this got reflected in various online and print publications in the form of stories, features and articles. The field investigation process created awareness amongst the community and also led to grassroots advocacy on these issues.

- Twenty articles and stories were published in national and local newspapers.
- Six photo features were published in weekly magazines and vernacular newspapers.
- One documentary was produced on youth issues of Jammu and Kashmir.
- The media fellows participated in various events, workshops and forums, and presented their field observations and media stories.

**Ford Foundation Fellowship:** Under this ongoing initiative, IGSSS provides a traineeship programme wherein it aims to convert any new, non-patentable process, product, strategy or system with which society is familiar in terms of its accessibility and affordability into a social object which can now be put to larger public use. At present there are nine trainees in nine cities. The initiative aims to build a resource pool of young leaders who would be agents of change in their cities, share their resources, knowledge and experience amongst themselves to gain a better understanding of housing rights issues, and work together to find effective solutions to housing-related problems. The project hosted young leaders with small organizations working with a housing rights focus and designed opportunities for interaction amongst them to initiate a network/coalition of organizations on urban housing rights. These trainees are currently engaged in efforts to bring together local NGOs to discuss the situation of the urban poor, housing provisions, existing housing schemes, evictions and displacement, entitlements and health status.

**Churners Initiative:** The Churners Initiative is the sum of all that IGSSS has learned in this journey of social innovation. It is a flagship programme in social innovation wherein individuals with high potential for social entrepreneurship will be involved to provide
innovative solutions to society’s most pressing social problems. They would be ambitious and persistent, tackling major social issues and offering new ideas for wide-scale change.

**Strategic Programme 2009-2013**

A Strategic Plan for the period 2009–2013 was developed wherein it was decided that IGSSS would work on the following thematic areas:

- Promoting sustainable livelihood
- Urban poverty and homelessness
- Disaster risk reduction
- Youth development
- Gender Equity

The year 2013 saw the next major evaluation of IGSSS initiated by Misereor along with the evaluation of the two major programmes – PEARL and SHELTER. The internal reflections simultaneously taking place were further reinforced by its recommendations. It was, therefore, decided to further strengthen the previously defined core thematic areas and focus upon areas in East and North East India together with parts of Central India, which was home to a large majority of vulnerable groups of people. It was also decided to strengthen the Regional/Zonal Offices, making them responsible for the programmes that were functioning in states being covered by them. An exercise was also initiated to develop a Strategy Plan for the organization for the years 2015–2020 keeping IGSSS’ thematic areas in view.

IGSSS has come a long way from being a trustee of a single donor to being a stable, well-established organization espousing human values with its programmes (implementation through partners as well as directly), being supported by multiple donors like Misereor, Welthungerhilfe, European Union, DKA Austria (development cooperation agency of Katholische Jungenschar- the Catholic Children’s Movement of Austria), DCA-DanChurch Aid, SCIAF- Scottish Catholic International Aid Fund, Caritas Italiana, Irish Aid-Government of Ireland, Islamic Relief India, NABARD, Delhi Government, Apollo Tyres, Suzlon Foundation, etc. It stands tall as an independent national development support organization which is looking forward to expand its vision globally.
A Critical Review of IGSSS

Areas of strength cited by the IGSSS Main Diagnostic Report of September 2003 include its long history, experience and coverage achieved. Drawing from this, the Strategic Plan of 2004-2008 also highlighted the formation and strengthening of CBOs (community-based organizations) and partnerships with approximately 1000 NGOs as its specific achievement. The 2013 evaluation, commissioned by Misereor, viewed this aspect favourably, concluding that IGSSS actively builds the capacity of civil society organizations. When asked in what aspect IGSSS builds their capacities, its NGO partners stated that they substantially contributed to regular monitoring and review of progress (83 per cent), provided strategic inputs to developing long-term programmes (79 per cent), helped in upgrading financial systems (76 per cent), in strengthening human resource policies/development (70 per cent), and organizational policies (65 per cent).

Another area that has received strong recommendation from diagnostic reports and evaluation documents has been the people-centred decentralized planning process adopted by IGSSS in course of time. This is despite the fact that in various phases of frequent restructuring that IGSSS has gone through over the last decade, it has seen different operational systems in place between the regions/zones and the Head Office in Delhi. The sense that has stayed is that IGSSS is committed to ensuring that its programmes remain rooted in the real needs of the marginalized people and communities it has worked with, and that all planning processes emanate with an ear close to the ground. In terms of critical and often pioneering attempts at intervening with issues and in contexts that have been previously ignored, special mention has been made of programmes in the North East and Jammu and Kashmir. The new Strategic Plan (2015-2020) has also been appreciated for its new areas of programming, with its emphasis on a more community-centric and participatory approach towards livelihood, gender, urban poverty and youth development. Direct implementation efforts have also been encouraged, with an intended aim of up-scaling and replication of models of innovation. The share of direct implementation has increased over the past years and is now almost at par with the funding of the projects of partner NGOs or individuals.

In terms of institutional systems and processes, IGSSS has been striving to develop sound policies internally over the years. This was not easy, given the legacy of the various roles it had been playing. The Diagnostic Report of 2003 criticized IGSSS for its lack of a clear-cut policy in some aspects, but IGSSS seems to have made considerable progress since then. Manuals and policies have been put in place (Finance Manual, Program Quality Manual, HR Manual, Gender Policy, HIV-AIDS Policy, Policy on Prevention of Sexual Harassment, for example); they have also passed through a period of recent review and revision, officially sanctioned by the Board. The IGSSS’ Mission and Vision statements have also been refined recently, keeping in view IGSSS’ strategic role in the current development discourse.
Concerns were expressed in the previously cited 2003 report about the lack of professionally skilled staff in IGSSS and the absence, in particular, of subject-matter experts in thematic areas. The Strategic Plan Document 2006-10 mentions high staff attrition. Human resource management remains a crucial area for IGSSS as it moves towards more optimal and effective use of resources, given the overall professionalization of the sector and the realities of the funding climate within which it operates.

Another suggested area requiring strategic thought, highlighted as early as 2003 in the Diagnostic Report, has been the lack of a diversified approach towards fundraising. This has remained a concern throughout. For two of its main flagship programmes – Livelihood and Urban Poverty – IGSSS has consistently depended on Misereor for resources, although in recent years the donor base has expanded. Local resource mobilization efforts need to be concertedly strategized, drawing upon opportunities like the recently approved CSR Act. As an organization with more than fifty years of rich experience, IGSSS does have a credible standing. The focus on programming will remain on partnerships and direct intervention with grassroots communities and smaller NGOs. But for IGSSS the critical area of growth remains interfacing with policy/advocacy to effect a semi-macro/macro level of change. The sporadic attempts at advocacy that have informed IGSSS work in several regions need to be systemically brought together, across the thematic areas/issues worked with, such that this role as a national development organization is more effectively played out in the coming years.
Socio-economic Conditions in India

While the India Development Update, October 2013, acknowledges that India lifted 137 million people out of poverty and reduced the poverty headcount (at the national poverty line) to 22 per cent of the population between 2005 and 2012, inequality continues to rise, albeit at a decelerating rate, and more than half of India’s population remains vulnerable, living between one and two poverty lines (Relative and Absolute Poverty lines). Many of India’s new non-poor remain vulnerable and even minor shocks could easily push them below the poverty line again. Here it is necessary to also point out that among the most marginalized remain the Dalits, Tribals, Muslim minorities, urban migrants, and small farmers, who are still not becoming part of Inclusive growth.

The Global Hunger Report 2013 places India among nations where food issues for large parts of the population are still “alarming”. Ranked 63 out of 78 countries, India’s Global Hunger Index still stands at 21.3. No doubt the GHI has improved considerably since 1990 when it stood at 32.6, but India still has a long way to go. In recent years the improvement in GHI has slowed down to 1–3 points despite strong economic growth. Social inequality and the low nutritional, educational and social status of women are major causes of not only child under-nutrition but have also impeded improvements in the GHI score.

To deal with the current situation and provide succour to those still not being covered by the fruits of development, the Government has taken the route of five-year plans and other social security legislations being put into place – e.g. NREGA, RTE, FRA, PESA.

The Twelfth Five Year Plan was launched at a time when the global economy was going through the second financial crisis, precipitated by the sovereign debt problems of the Eurozone, which erupted in the last year of the Eleventh Plan. The crisis affected all countries including India, slowing down its growth to 6.2 per cent in 2011-12. The deceleration continued into the first year of the Twelfth Plan, when the economy is estimated to have grown by only 5 per cent. The Twelfth Plan had set a target of 8 per cent growth over the five-year period 2012-13 to 2016-17. With a growth of only 5 per cent in the first year and perhaps 6.5 per cent in the second, it will require a very sharp acceleration in the later years to achieve an average of 8 per cent over the entire Plan period.

The Plan also envisages a need to accelerate growth in agriculture to continue the trend initiated in the Eleventh Plan. Additionally, a much faster growth in manufacturing is needed to provide employment to the youth in the country. The Plan also recognizes the need to address the challenge of managing the infrastructure sectors to ensure that these sectors expand sufficiently to support growth while facing the enormous challenges thrown up by increasing urbanization. The Plan also understands that while the growth must be rapid, it must also be inclusive and sustainable and the benefits of growth must reach the most marginalized sections of our society. It states that “All these groups must
get a fair share of the benefits of growth and must have a stake in the process.” It is also recognized that growth must go hand-in-hand with environmental sustainability.

The Plan also focuses on the fact that while the proportion of the population depending mainly on agriculture has been falling, it still accounts for a large segment of employment, given the shrinking contribution of agriculture as a percentage of GDP. Therefore, there is an urgent need to plan for a substantial percentage of those currently engaged in agriculture to shift to higher-productivity non-agricultural occupations. This can happen only if the non-agricultural sector can provide gainful employment not only to the growing number of people who will be entering the labour force, but also to those moving out of agriculture.

Ending gender inequality is also a concern in the Twelfth Plan. Issues of climate change, of reducing the gap between the haves and the have-nots, of ensuring balanced regional growth – all these fall within its purview. The Plan also raises concerns about the nutritionally deficient status of women, though it acknowledges that the availability of food, especially better quality food products such as fruits, vegetables and dairy products, has significantly improved. The incidence of malnutrition remains high, especially among women.

**Recent Legislation**

Some of the recent legal enactments will also have an impact on the development scenario in India. One of the most recent laws is the National Food Security Act, 2013 (also known as the Right to Food Act). Some of its salient features are as under:

- 75 per cent rural and 50 per cent of the urban population are entitled for three years from the enactment to 5 kg food grains per month at ₹3 (5.0¢ US), ₹2 (3.3¢ US), ₹1 (1.7¢ US) per kg for rice, wheat and coarse grains (millet), respectively.
- The states are responsible for determining eligibility.
- Pregnant women and lactating mothers are entitled to a nutritious "take home ration" of 600 calories and maternity benefit of at least Rs 6000 for six months.
- Children 6 months to 14 years of age are to receive free hot meals or "take home rations".
- The central government will provide funds to states in case of short supplies of food grains.
- The current food grain allocation of the states will be protected by the central government for at least six months.
The state government will provide a food security allowance to the beneficiaries in case of non-supply of food grains.

The Public Distribution System is to be reformed.

The eldest woman in the household, 18 years or above, is the head of the household for the issuance of ration card.

There will be state- and district-level redress mechanisms.

State Food Commissions will be formed for implementation and monitoring of the provisions of the Act.

The cost of the implementation is estimated to be $22 billion (₹1.25 lakh crore), approximately 1.5 per cent of GDP.

The poorest, who are covered under the Antyodaya Yojana, will remain entitled to the 35 kg of grains allotted to them under this scheme.

Another significant legislation is the Right to Fair Compensation and Transparency in Land Acquisition, Rehabilitation and Resettlement Act, 2013. It regulates land acquisition and provides rules for granting compensation, rehabilitation and resettlement to the affected persons in the country. The Act brings transparency to the process of acquisition of land to set up factories or buildings and infrastructure projects and assures rehabilitation of those affected. The Act establishes regulations for land acquisition as a part of India's massive industrialization drive driven by public-private partnership. The Act stipulates social impact assessment and public hearings as part of the acquisition process. It also lays down the maximum time limit for completing each step, failing which the acquisition process will be considered to have lapsed. However, the implementation of these provisions can be considerably challenging because land acquisition is mostly being done in rural areas where the population is fully dependent on land and the related ecosystem.

Informal sector workers form a large part of India’s workforce both in the rural as well as urban areas. In December 2008, Parliament passed the Unorganized Sector Workers’ Social Security Bill, which has provisions relating to the informal workers’ life, disability, health, and old age insurance. Although the Act has been heavily criticized by informal and formal labour organizations, it stands as a testament to the government’s perceived need to exhibit attention toward informal workers’ welfare. The largest programme under this Act, the *Rashtriya Swasthya Bima Yojana* (RSBY) or National Health Insurance Programme covers the informal workers and their families up to a sum of INR 30,000 for hospitalization expenses at participating hospitals. At the state and industry levels, numerous pieces of additional legislation exist to provide some protection to informal workers.2

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2 Rina Agarwala, [http://casi.sas.upenn.edu/ilit/agarwala](http://casi.sas.upenn.edu/ilit/agarwala).
Another important legislation is the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. In 2009-2010, women constituted 26.1 per cent of rural workers and 13.8 per cent of urban workers. As women continue to enter the workforce in greater numbers, the number of incidents of sexual harassment at the workplace may also rise. The recent legislation brings into force the Supreme Court of India's 1997 decision in Vishaka and others v. State of Rajasthan, requiring that women be provided a safe workplace free from sexual harassment and provided a complaint procedure for women who have suffered sexual harassment at the workplace.

Corporate social responsibility (CSR) has become a statutory requirement under the Companies Act, 2013. Section 135 and Schedule VII of the Act along with the Companies (CSR) Rules, 2014 provide for CSR compliance. The section requires each qualifying company to form a CSR committee which will formulate its CSR policy and effectively monitor CSR activities. The Act has also made CSR reporting mandatory. The voluntary sector can play a large role in the facilitation, designing, implementation, knowledge sharing, capacity building, policy formulations, monitoring and evaluation of the CSR programmes. NGOs and companies can partner each other on shared values in this regard.

**Role of NGOs**

While it is true that Parliament has enacted these wide-ranging pieces of legislation with the idea of protecting the vulnerable sections of society, there is a long way to go before the enacted legislation can actually show results, as there is a huge shortfall in its implementation. This is where NGOs can play a major role, in ensuring effective implementation. For instance, despite the enactment on the Right to Education (RTE), the school infrastructure and teaching available in most rural areas is weak. Dalit, tribal and children of other backward classes (OBCs) can just about complete high school, after which they join the teeming millions who form a cheap labour force for industry or the larger agriculturists. They lack a level playing field for enhancing their education. Similarly, while FRA and PESA have strategic significance in ensuring access and ownership of land and right to refuse rehabilitation, etc., the communities will be unable to take advantage of the benefits unless they are organized to push for implementation of enacted legislation and to advocate with the state and local governance systems. Otherwise, Dalits and tribals face the danger of getting further marginalized. NGOs can play a strong advocacy role to ensure that this does not happen. They can also link communities to line departments and organizations such as Krishi Vigyan Kendras, who control huge resources but fail to utilize them adequately. Community linkages will also ensure sustainability of these services.

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3 Indiastat.com, "Workforce Participation Rate by Sex and Sector in India."
It is important that IGSSS’ Strategic Plan addresses such issues. Issues of sustainable livelihood, addressing stagnating agricultural concerns, developing sustainable alternate livelihood patterns, ensuring that the most marginalized sections of Indian society – the SCs, the STs, minorities and women – need to find a special place in the IGSSS Strategic Plan. Issues of climate change need to be addressed alongside the issues being thrown up by rapid urbanization and movement of large numbers to metros already bursting at their seams and the new urban conglomerations rapidly growing in recent years. Constructive advocacy along with efforts to link communities with the service providers have to be woven into the Plan.
Recent Changes in Voluntary Sector Governance

The last two decades have seen India’s socio-economic landscape change rapidly. Its voluntary sector has also echoed these changes. According to a Home Ministry report, unofficial figures indicate that there are over 20 lakh NGOs registered under the Societies Registration Act, Trust Act, etc. During 2011-12, 22,702 NGOs reported receipt of foreign contributions amounting to Rs 11,546.29 crore.

Although under-resourced in comparison to business and government, funding for voluntary activities has grown substantially in specific areas with support from major foundations and tailored funds. At the same time, there have been many developments nationally and globally that have impacted the sector. Some of these developments having a crucial impact are the introduction of FDI in most sectors, global recession, India’s strong standing in multilateral platforms like G20, IBSA, BRICS, etc., and growing Indian aid to African, Asian and some South American countries. A number of fund providers have also been gradually withdrawing from the country, such as SIDA, CIDA, DANIDA, NOVIB, etc. Others like DFID also want to move out.

Only 2 per cent of the 20 lakh-odd NGOs operating in the country are registered. With a substantial increase in their numbers, there have been doubts about the credibility of some of them, which affects the credibility of the whole sector. Government becomes accountable to its citizens through the electoral process and the business sector is accountable to its shareholders. The voluntary sector lays itself open to criticism in the absence of any such accountability mechanism. The primary responsibility of voluntary organizations to be accountable stems from the fact that more often than not they rely on public goodwill. Governance, including decision-making both at the policy level and implementation (management), financial management, personnel management, sensitivity to gender issues, social justice and the like play an important role in the governance of voluntary organizations.

The Government of India has tightened the rules on voluntary organizations following the implementation of Foreign Contribution (Regulation) Act, (FCRA) 2010. The prime objective of the Act is to regulate the acceptance and utilization of foreign contributions and foreign hospitality by persons and associations working in the important areas of national life. It also seeks to regulate the flow of foreign funds to the voluntary organizations with the objective of preventing any possible diversion of such funds towards activities detrimental to the national interest and to ensure that individuals and organizations may function in a manner consistent with the values of the sovereign democratic republic.
All this comes in the context where the voluntary sector is moving to a rights-based working environment where the communities are being facilitated to take charge of their own development and there is a definite shift from the earlier welfare and service delivery approach. However, with the changes occurring in FCRA, it is becoming difficult to access foreign funding for rights-based work.

Companies Bill

Companies Bill 2012, after due discussions with stakeholders, was cleared by Parliament in August 2013. All companies with revenue greater than Rs 1000 crore ($200 million) or profit of 5 crore ($1 million) must spend 2 per cent of the average of the last three years’ profits towards CSR activity. The Board must designate a three-member CSR committee (including one independent director) to ratify decisions on spending. Employee expenses will not be classifiable as CSR spending. Poverty alleviation, healthcare, education and social business ventures have been included as potential areas of investment. If the expenditure is not made in that year, the CSR committee would have to submit an explanation for the mandated amount not to be penalized. India becomes the first country in the world to mandate this kind of expenditure across the board. (Some countries like Malaysia have mandated spending towards CSR for certain industries such as mining.)

While the law encourages companies to make CSR an integral part of their business processes, they are likely to review the “strategic fit” of their existing and proposed commitments to NGOs-driven programmes, especially in regard to the alignment with stakeholders’ needs and their own core competencies. Some NGOs may, thus, find their existing corporate sponsors move away, if the latter see their engagement with the NGO as being non-strategic.

The corporate sector also tends to give preference to the local area where it operates for spending CSR funds, but may find a hitch if it cannot reconcile to a rights-based environment. Finding equilibrium between the two approaches may take some time.
Part II

IGSSS Strategic Plan 2015–2020

**Vision:** Help establish a humane social order based on equity, freedom and justice in which human rights and the dignity of every individual is upheld.

**Mission:** To implement and support quality development programmes across India to empower individuals and communities belonging to the poor, marginalised and vulnerable sections of society with special focus on women and children.

**IGSSS Goal:** Ensure inclusive and equitable development of the most marginalized and excluded communities in the most vulnerable states of India.

**Organizational Objectives**

- Improve the quality of life of the excluded communities by creating sustainable livelihood options in adherence with the principles of social and ecological inclusion.
- Ensure equity in opportunity, access and control over resources/entitlements between women and men, girls and boys.
- Reduce residential, social and occupational vulnerability of the urban poor with special emphasis on informal sector workers.
- Build a resilient and empowered community in the most vulnerable regions accessing services, entitlements, ensuring dignity and protecting lives, livelihoods and assets in natural disaster and conflict situations.
- Unleash the potential of young people as active citizens to contribute to the development of society.
- Provide technical support to generate resources for the growth and sustainability of the organization.

**Values**

*Equality and Justice:* Give equal opportunity to all stakeholders and treat them impartially irrespective of gender, caste, creed, ethnic and other social differences in policies and programmes.

*Gender Sensitivity:* Ensure that gender differences are taken into account and dealt with in relation to the organization and all its projects and programmes.

*People-centric:* Ensure that the targeted people are core stakeholders in all IGSSS programmes, with active participation.
Secularism: In all its dealings, ensure that IGSSS is absolutely secular, as determined by the Constitution of India.

Democratic Participation: Encourage and facilitate an enabling environment at all levels so that every stakeholder gets an equal opportunity to express their opinion and aspirations in the decision-making process.

Adaptability to Change: Respond to the need arising from any internal or external changes and consider it in a holistic manner.

Credibility and Commitment towards Stakeholders: IGSSS is dedicated to all its stakeholders in all its actions and programmes.

Transparency and Accountability: Be open and clear in all policies and programmes and be accountable to all stakeholders.

Partnership: Encourage equal participation and promote values of equality and ownership in every one of its programmes.

Thematic Focus

IGSSS will work on the following key thematic areas to achieve its organizational objectives:

- Sustainable Livelihood
- Gender Equity
- Urban Poverty
- Disaster Risk Reduction
- Youth Development

1. Sustainable Livelihood

33 per cent of the world’s poor people belong to India. 41.6 per cent of the country’s population lives on less than US$1.25 a day. A large number of the rural poor are from the marginalized castes. Most tribal communities own less than one hectare of land or are landless. More than two-thirds of India’s rural population is directly or indirectly dependent for its livelihood and food security upon agriculture and allied activities like livestock rearing, fishery, forestry, etc. The agricultural sector is also the most vulnerable to climate change due to its high dependence on rainfall and other suitable climatic conditions.

The unorganized sector employed nearly 17 per cent of the rural workforce and 46 per cent of the urban workforce in 2009-10, according to the National Sample Survey, 2011. It was
estimated that they were employed in 48,810 informal units in the rural areas and in 8863 units in the urban areas, employing nearly 108 million workers. They included landless agricultural workers, construction labour, rickshaw pullers, domestic workers, traditional artisans, and others.

Workers in the unorganized sector are not covered by any legal enactment and are often subject to long and abject working conditions. Their wage rate is both unprotected and often far less than the stipulated minimum wage. With such large numbers involved, it becomes relevant to include them in the purview of any development plans.

**Goal**

Improve the quality of life of excluded communities by creating sustainable livelihood options in adherence with the principles of social and ecological inclusion.

**Objectives**

- Increase food security of 50,000 families in 15 states of India by 30-40 per cent.
- Improve access to sufficient, safe and nutritious food for meeting the dietary needs and food preferences of 5000 families, in prioritized poorest states of India.
- Reduce climate change vulnerabilities among India’s mountainous, desert and coastal belts (by ensuring that the target population has access to alternative and/or additional livelihood options to the ones facing climate risks).
- Enhance income for targeted families through value addition and market access in India’s ten states.
- Establish strong networks and advocacy with partners and other civil society organizations concerning the issue of Livelihood and Food Security.

**Strategy and Approach**

- **Institution building/Strengthening of CBOs:** Establish CBOs to manage the project at the grassroots level. These groups will be empowered with necessary skills and knowledge related to their rights and entitlements. They will also be periodically assessed with regard to their accountability. Their learning will be shared on different platforms.
- **Capacity building, documentation and research:** This is an ongoing process that will be carried out both with partners and organizational staff. Special attention will be paid to ensure that documentation and reporting, as per qualitative and quantitative indicators, is ensured. Management Information System (MIS) will be in place to support results. Research areas will take into account emerging areas under sustainable livelihood.
- **Natural Resource Management:** The community’s livelihoods are dependent on natural resources, their livelihood issues are linked with ecosystem services, and their livelihood activities are related with natural and environmental resources. Accordingly,
the focus will be on sustainable management of natural resources by communities, including forests, land and water.

- **Advocacy and Networking**: Advocacy strategy for Sustainable Options for Uplifting Livelihood (SOUL) will be firmed up to consolidate the existing partner-level advocacy. The objective would remain, linking micro- and macro-issues and creating visibility of these issues at the regional and the national level.

- **Climate change adaptation**: Reducing climate change vulnerability by promoting judicious management of natural resources is one thrust area of IGSSS.

- The strategy also includes *establishment of market linkages* to ensure better returns.

2. **Gender Equity**

Rural women in India are involved in all stages of agricultural production and post-harvest work, but earn unequal wages compared to men. Additionally, violence against women has assumed special significance within the current development discourse in India. A recent G-20 survey ranked India as the worst place to be a woman. Much of the violence against Indian women is in the form of domestic violence, dowry deaths, acid attacks, honour killings, rape, abduction, and cruelty by husbands and in-laws. The social and economic costs of reporting such crimes are high.

**Goals**

- Ensure equity in opportunity, access and control between women and men, girls and boys over resources/entitlements.

- Ensure that the organization upholds the principles of gender equity in all its programmes and processes.

**Objectives**

- Ensure livelihood assets and options for 7500 marginalized women in rural communities.

- Ensure enhanced autonomy of 2000 marginalized women and young girls over sexual and reproductive health rights.

- Engender organization programmes and processes according to coherent mainstreaming guidelines.

- Promote enhanced understanding of staff on gender and development.

**Strategy and Approach**

- *Work with men and boys as a crosscutting principle*: Programmes should be implemented in socio-economically marginalized communities where there are strong cultural norms governing masculinity, rigid beliefs about women’s place in relation to
men, and socio-economic barriers to women's autonomy. At the same time, men’s own experiences of injustice (social and economic) give them common cause with women in their communities who are similarly targeted. This opportunity for empathy can become a possibility of solidarity. Programmes that view all actors in society in relation to each other, and seek to identify or create shared values among women and men, within the range of roles they play, based on human rights, mutual support for health, non-violence, and equality need to be promoted.

- **Functional literacy to empower women**: It has been the experience of IGSSS that education, literacy and empowerment are closely linked. The women themselves see literacy as being very important to them, that literacy enables access to information and power.

- **Strengthening the constituency and identity of women farmers in rural contexts**: Commitments to this end would include livelihood programming, placing rural women farmers and questions of access and control firmly at the centre as well as efforts on advocacy with an eye towards the Women Farmers’ Entitlement Bill.

- **Make the issues of gender-based violence (GBV) and sexual and reproductive health rights (SRHR) visible in the public realm**: Reproduction and sexuality are both keys to women’s empowerment and their vulnerability. Gender programming will be committed to bringing to the public domain, discourses on gendered violence that have traditionally been limited to the private and the domestic. Through platforms like the Gender Website, use of new and improved means of ICT (information communication technology) and allied advocacy with movements and campaigns regionally and nationally (example, One Billion Rising, International Fortnight on VAW), the focus would be on facilitating the direct participation of women survivors in shaping up the national narrative on gender-based violence. Also, by positing the woman as a “survivor” and not a “victim”, and by locating issues of violence firmly in the public realm, the programme would place the locus of control in the hands of the individual survivor of violence. There is a conviction that these individual voices, strategically aided by innovative programming across contexts, would contribute to the larger movement for a gender-violence-free country.

- **Evidential advocacy and networking**: This premises that programming will be systematically undertaken on the basis of research and evidence garnered from different contexts of work. The idea is to create a knowledge base on gender issues that will inform future programming for IGSSS. Also, strategic efforts will be made to undertake evidential advocacy on the specified issues, once the learning builds in from implementation efforts from the field (both direct and through partners). This will be supplemented by an ongoing strategy of supporting and co-learning from partners working at the grassroots level, with a demonstrable commitment on gender issues, and larger regional/national networks aligned with.
• Periodic review of all policies and processes within IGSSS from an engendered framework also need to be emphasized.

3. Urban Poverty

Cities in India have grown by nearly 2.6 per cent in the decade 2001–2011, with 31.16 per cent of India’s population, nearly 377.10 million, living in urban areas, according to the 2011 Census. India’s urban population is mainly concentrated in and around class I cities, where the percentage share of the urban population has increased from 51.42 in 1961 to 68.7 in 2001.4

Urban population grows both due to natural growth and migration. The National Institute of Urban Affairs projects that 600 million people will be living in the urban areas by 2031, and by 2039, the level of urbanization will touch 50 per cent.

Rapid and unplanned urbanization (as is being witnessed in India) leads to overcrowding, insufficient infrastructure, especially affordable housing, inadequate service provisioning—mainly in terms of drinking water, sanitation, energy, transport, solid waste management, environmental degradation, pollution, etc. Rural migrants to cities often have to resort to sleeping on the footpath and working in the informal sector, unprotected by any labour legislation, more often than not eking out a bare existence. At the core of the problem is inadequate urban planning and the incapacity to organize towns, manage their growth and make them more efficient and sustainable.

Goals

• Reduce residential, social and occupational vulnerability of the urban poor, with special emphasis on informal sector workers.

Objectives

• Secure labour- and livelihood-related rights and entitlements for at least 40,000 urban informal sector workers, in 25 cities, with special attention to the women workforce.
• Adequate and appropriate habitat for at least 25 per cent families living in low-income neighbourhoods in 25 cities.
• Strengthen target community collectives in 25 cities and 25 per cent of their members enabled to participate in urban local governance.
• Reduce poverty conditions and deprivation of the target communities.

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4 Based on population size, the Census classifies urban centres into six categories: class I (100,000 or more), class II (50,000-99,999), class III (20,000-49,999), class IV (10,000-19,999), class V (5000-9999), and class VI (below 5000)
Strategy and Approach

- **Organize and mobilize** the urban poor to secure their rights and entitlements and for creating enduring structures for sustainable action. Mobilization, organizing them into groups and helping them stand up for their rights based on their numerical strength is the key strategy. Such organization could be occupation based or based on where the people live. Such organizations, collectives and cooperatives would be self-help groups (SHGs), though not for thrift and credit purposes as the primary objective. There will be collectives of shelterless people, cooperatives of rag-picker, people’s networks in resettlement and refugee colonies, and support groups for seasonal and cyclic migrants, women, children and the elderly. Such organization and awareness building will help the communities negotiate with different stakeholders for securing their rights and entitlements.

- **Implementation of programmes** for livelihood security, enhancing income and employment, housing, social security and better living conditions. IGSSS trains communities to access their entitlements. Implementation of laws and schemes is important. For example, the Street Vendors’ Protection of Livelihood and Regulation (of Street Vending) Act offers scope of democratic participation of street vendors through “town vending committees”. Provision for Construction Workers’ Welfare Board has come into existence after decades of struggle by the voluntary sector. The Rajiv Awas Yojana had spoken of community participation in the survey of slums for in-situ upgradation. The latest scheme of shelter for the urban homeless (under the National Urban Livelihood Mission) is a commitment made by the State that has to be implemented well. IGSSS will also implement projects to enhance income and employment of urban informal sector workers, leveraging resources from government institutions, urban local bodies and in synergy with the national programmes for urban poverty alleviation.

- **Advocacy, lobbying, networking** and engagement with media and legislators, etc. IGSSS through its networking, advocacy and lobbying with different stakeholders and across the three strata of governance will try to create an enabling environment for the groups and networks so formed to assert their rightful claims. Sensitization and relationship building with critical stakeholders such as labour law department and enforcement authorities, the police, municipal corporation and development authorities that are engaged in resettlement, and local residents and employers in the vicinity of poverty pockets will be important. There could be activities to felicitate, acknowledge and recognize the support in this endeavour at public fora. The advocacy initiatives will be undertaken jointly where possible, and IGSSS will work with a consortium approach in this area.

- **Service delivery/humanitarian/disaster and emergency relief and other activities.** The intervention will cater for the most vulnerable and deprived in urban society. The guiding principle will be consideration for the “last person first”.
• **Research and documentation** will be integral to the urban interventions and would strengthen the advocacy initiatives. The city- and state-level situations of the target groups will be consolidated at the national level for effective advocacy. The information from cities and states will also help in building and contributing towards two important campaigns at the national level, namely on (i) comprehensive social security for informal workers, and (ii) housing rights, focusing on affordability, tenurial security, urban planning and urban governance. Commissioning of studies on these areas and collaborative exercises will be part of the work.

IGSSS will execute its urban programme through several modes such as NGOs, trainees, alliances/networks, CBOs and knowledge/resource partners.

4. **Disaster Risk Reduction**

India is vulnerable, in varying degrees, to a large number of disasters. More than 58.6 per cent of the landmass is prone to earthquakes of moderate to very high intensity; over 40 million hectares (12 per cent) of its land is prone to floods and river erosion; close to 5700 km out of its 7516 km coastline is prone to cyclones and tsunamis; 68 per cent of its cultivable area is vulnerable to droughts; and its hilly areas are at risk of landslides and avalanches.

Extreme-weather-related disasters have been increasing in frequency, affecting over a third of the world’s population and causing horrendous damage over the last decade. Disaster risks in India are further compounded by increasing vulnerabilities related to changing demographics and socio-economic conditions, unplanned urbanization and infrastructure, development within high-risk zones, environmental degradation, climate change, geological hazards, epidemics and pandemics. Environmental degradation is contributing significantly to an increase in disaster risk. Climatic anomalies – meaning climatic events that people experience either for the first time or for the first time in many years – also present unusual operational challenges. In the event of a climatic anomaly, the affected people have not built up traditional coping strategies or mitigation experience. In communities more frequently exposed to hazards, there is increased psychological stress, a poorer health context leading to a faster spread of disease, poorer security behaviour and reduced self-help capacity. Stable crops are damaged during disaster, leaving the people without sufficient food. Agricultural land becomes non-cultivatable with sand and silt deposition, soil erosion, salinity, etc.

Most humanitarian agencies in the country have oriented their approach away from service delivery, and towards increased advocacy to ensure that the government is held accountable to its people. IGSSS’ approach is to seek to change the behaviour of the community so that there is a movement from a culture of reaction to a culture of
prevention. IGSSS believes in empowering people to take practical action to reduce disaster losses.

Northeast and Eastern India, which face recurrent floods and cyclones every year, will be the focus areas of IGSSS’ DRR intervention. IGSSS will also respond to any large-scale disaster that occurs elsewhere in India.

**Goal**
- Build resilient and empowered community in most vulnerable regions, accessing services, entitlements, ensuring dignity and protecting lives, livelihoods and assets in natural disaster and conflict situations.

**Objectives**
- Reduce the vulnerabilities and strengthen the adaptation knowledge and skill of the communities.
- Humanitarian aid and support given to affected communities help them to recover from trauma and restore their normal course of lives.
- Actively engage with national, state and local governments and networks enabling and facilitating communities’ participation, decisions, access to services and entitlements.

**Strategy and Approach**
- Strengthen and build capacity of village disaster management committees / CBOs to effectively manage disaster situation and reduce the risk of hazards.
- Develop and promote models which link indigenous knowledge to relevant sustainable technology.
- Build internal technical capacity on ERT (Emergency Response Team), WASH (Water Sanitation and Hygiene), conflict response, psycho-social counselling.
- Network and building alliances with government and civil society organizations.
- Strengthen and support community-based advocacy.
- Mainstream DRR principles in all programmes.
- IGSSS to be an effective channel for direct humanitarian assistance, thereby ensuring that communities recover speedily from losses and trauma and are in a better condition than before.
5. Youth

As per the National Youth Policy in India, "youth" comprises young people between 13 and 35 years. Youth is further subdivided into two broad groups, namely, 13-19 (covering the pre-adolescence, adolescence and post-adolescence periods) and 28-35 years. In IGSSS, the focus on youth has been affixed on the 16-25 years age group and on issues related to leadership/active citizenship, gender discrimination and advocacy for entrepreneurship/employment.

India now has around 600 million people who are younger than 25, and nearly 70 per cent of its 1.2 billion population is under 40. In absolute numbers this figure is unprecedented anywhere in the world. It also comes at a time when much of the developed world has ageing populations. A recent IMF report suggests that India’s demographic dividend alone could contribute two percentage points to its annual GDP growth for the next two decades, if the country adopts the right policies. History has also witnessed that generations with an exceptionally high youth ratio create political movements that shake up their systems and leave a profound impact on history.

However, much of this demographic dividend could also nosedive unless optimally harnessed. The economy may not produce enough jobs to absorb the fast-growing labour force, leaving millions of young people feeling bitter and betrayed. Until now, most of India’s young people have preferred to be silent bystanders or armchair critics of the political system, rather than actively participating in the process. Gender disparities experienced by young girls and boys while growing up have also added fuel to the fire.

Goals

- To unleash the potential of young people as active citizens contributing to the development of society.

Objectives

- 5000 youth from marginalized communities acquire positions in democratic governance mechanisms for leading and addressing societal changes.
- 5000 adolescents to be capacitated to address gender-based inequalities, discrimination and violence.
- To facilitate employment generation among youth by addressing the gaps in policy through advocacy.
Strategy and Approach

- Self-development of youth: It is important for youth to look inward to gain confidence and understanding to connect to common spaces in life. Youth-centric development approach rests on developing their self. The programme would require proper training and facilitation by experts on life skill development, namely, guidance on family roles and relationships; skill development for collective planning and implementation of programmes for mass appeal and action; grooming up the ability to express through verbal and non-verbal means; developing abilities for public speaking and leadership, creative, critical and analytical thinking, day-to-day problem solving aptitude, risk management, and effective communication skills. The programme should also include areas like adolescent healthcare and counselling, including sexual health and responsible behaviour that is emerging as a key concern among adolescents and youth.

- Promotion of youth-adult partnership: The essence of youth involvement is a partnership between adults and young people, one in which each party has the opportunity to make suggestions and decisions and in which the contribution of each is recognized and valued. A youth-adult partnership is one in which adults work in full partnership with young people on issues facing youth and/or on programmes and policies affecting youth.

- Political and gender education: Young people have the potential to change deep-seated problems of structural inequity, if equipped with appropriate political and gender education that brings about conscientization among them.

- Behaviour change communication: Behaviour change communication is a process of working with individuals, communities and societies to develop communication strategies to promote positive behaviours.

- Alliance building through networks, fellows and linkages with organizations.
Regional Plans

Eastern Region

The eastern region, comprising northern Andhra Pradesh, Chhattisgarh, Jharkhand, Odisha and West Bengal, presents a very diverse social, economic and political culture. The region has 250 million people approximately, of which 87 per cent live in villages. A key characteristic of this region is non-diversified economies that are solely primary-sector based. Agriculture, sometimes supplemented with mining or forestry, is the mainstay of the economy, which is often unable to support rapid increases in population. The region has significant natural resources, including mineral, forestry and potential hydroelectric generation capacity. Odisha, for example, has 60 per cent of India’s bauxite reserves, 25 per cent coal, 28 per cent iron ore, 92 per cent nickel, and 28 per cent manganese reserves.

The region is highly populated by indigenous people. As per Census 2011, Jharkhand has a tribal population of 26.2 per cent, Odisha 22.8 per cent and Chhattisgarh 30.6 per cent. The problems of shrinking farm size, lack of irrigation, depleting groundwater table are compounded by rapid industrialization based mostly on mineral resources, especially in Odisha and Jharkhand. The region is prone to natural disasters. Odisha and Andhra Pradesh are more prone to cyclones. Over the years the livelihoods of the people have been hit badly due to disasters.

Objectives

- Increase the income and ensure sufficient, safe and nutritious food for 20,000 families in the seven states.
- Encourage producer cooperatives and groups' access to markets.
- Enhance resilience of the vulnerable communities in West Bengal and Odisha to adapt to disaster situations.
- Enhance decision-making power of 750 marginalized women and young girls over sexual and reproductive health.
- Enable 500 youth from marginalized communities to acquire positions in democratic governance mechanism for leading and addressing societal changes.
- Enable 500 adolescents to address gender-based inequalities, discrimination and violence.
- Enable unorganized sector workers (street vendors, rickshaw pullers, construction workers, daily wage labourers) to access livelihood rights, improved working conditions and social security entitlements.
- Enable participation of unorganized sector workers in urban governance process.
• Facilitate accessible and affordable habitation for urban unorganized sector workers and other vulnerable urban groups through policy advocacy.
• Function as knowledge and resource hub on issues of livelihood, with focus on coastal ecology, sustainable agriculture and disaster management.

Western Region

IGSSS west zone comprises the states of Maharashtra, Gujarat, Rajasthan, Madhya Pradesh, and now Telengana. The people of this region suffer from chronic hunger and ill-health. The region has a large share of migrant and bonded workers, persons with disability, urban homeless, illiterates, and people displaced by natural or manmade disasters. There also issues like social inequality, gender-based violence, insufficient political freedom, communal disharmony, and environmental degradation. Indiscriminate industrialization and directionless development has led to landlessness among the indigenous people with the acquisition of thousands of acres of agricultural land under SEZ/SIR for the promotion of industries, causing a great threat to food production and food security in the country.

The incidence of poverty in Gujarat (19.1 per cent in rural areas and 13.0 per cent in urban areas) is lower than that of India (28.3 per cent rural, 25.7 per cent urban). However, rural poverty is higher than urban poverty for all social groups in the state (21.8 per cent for rural SCs and 16.0 per cent for urban SCs, 34.7 per cent for rural STs and 21.4 per cent for urban STs). The tribal population is concentrated in the south-eastern region of the state. Important tribes are Bhil, Charan, Dhanka, Dhodia, Dubla, Bharwad, Gamit, Kali, Kolcha, Parashi, Rabari, Siddi, Vasava, Vagari and Wari. The tribal areas are characterized by extreme poverty and deprivation. The tribal areas face high migration to the urban centres. Census 2001 classifies 30 per cent of the tribal population as migrants. In fact, the most remote and hilly villages send up to 75 per cent of their population as migrant labourers.

Maharashtra is the second-largest state in India in terms of population and the third-largest in area. The agricultural sector here has been witnessing low growth and productivity due to recurring drought and resource-poor land, untimely rainfall, lack of credit availability for small farmers, adoption of new seeds and use of excessive fertilizers and pesticides which leads to more land degradation and economic backwardness. There have been large-scale farmer suicides especially in the Vidarba region of the state. There were 771 suicides during the years 2001-2007. Out of them, 60 per cent were of farmers having agricultural land of 0-2.5 hectares; 67 per cent of suicide deaths were debt trapped (up to Rs. 25,000); 63 per cent of them owed debt to the district cooperative banks; 52 per cent of the cases had drug addiction, chronic diseases, crop failure, etc. Most of the suicide

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5 Study by TISS and Yashoda.
deaths were of small and marginal farmers of other backward classes (OBCs, 46 per cent). Considering the social, economic and political climate in the state, the Vidarbha region is a potential area for development intervention. The issues to be addressed are in the context of suicide deaths of farmers in terms of enhancing the agriculturists' livelihood through agriculture and allied sectors which have been successfully demonstrated in such agro-climatic areas.

Rajasthan is among the more backward states of India, with 29.8 per cent of its population counted as poor, as per the census data. In human development it ranks 20th out of 29 states. Literacy rate in the state is 67.1 per cent (2011 census). More than half of the ST population in the state are illiterate (NSS 7-8). Only a third of the state's households had toilet facilities in 2008-9, with the SCs and STs scoring even lower: 24.7 per cent and 7.4 per cent respectively. Rural poverty among tribal communities, who inhabit mainly the southern part of Rajasthan, is 32.6 per cent).

Madhya Pradesh is also economically backward, lagging behind the national average growth rate of 5.5 per cent with 1.1 per cent growth rate. The demographic pattern shows that close to 40 per cent of the population are SCs (18 per cent) and STs (22 per cent), which is equal to 4 per cent and 11 per cent of the total SC and ST population of the country. Muslims account for around 7 per cent of the population, which is 2.4 per cent of India's Muslim population. More than three-fourths of the population of the state lives in rural areas. 38 per cent of the state population lives below the poverty line (BPL) compared to the all-India head count ratio of 27 per cent. Close to half 57 per cent of the ST and 48 per cent of the SC population in the state are BPL. Under-5 child mortality per 1000 is 141 for STs and 110 for SCs, while the national average is 96 and 88 for their respective communities. The proportion of women with body mass index below 18.5 is 41.7 per cent, with SC and ST women faring much worse (46.9 per cent and 49 per cent respectively). Underweight children below 5 years account for 60 per cent of the state's child population. Malnutrition in the state has reached alarming proportions and is poised to reach disastrous proportions if not tackled on a war footing. Medical and diagnostic models of intervention, focusing largely on treatment and prevention, are being implemented by the government through the Integrated Child Development Services (ICDS) and the Department of Health.

**Objectives**

- To increase food security of 15,000 marginalized families in the region by 30-40 per cent.
- To ensure livelihood assets and options for 2500 marginalized women in the rural communities.
- To improve access to sufficient, safe and nutritious food for meeting dietary needs and food preferences for 2000 families in Madhya Pradesh.
• To ensure access of unorganized sector workers (street vendors, rickshaw pullers, construction workers, and daily wage labourers) over livelihood rights, improved working conditions and social security entitlements and contribute to their accessible and affordable habitation, working through alliances and CBOs.

• Acquire a key strategic position in the voluntary sector of the region to influence the developmental discourse.

**North-East Region**

The Northeast is one of the most challenging regions in terms of delivery of services and access to growth opportunities. After independence these areas got special administrative machinery in the form of the Sixth Schedule, which provided for District and Regional Councils for administration of these erstwhile excluded areas. These institutions were expected to integrate these areas with the modern system of administration while preserving the traditional autonomy and local self-governing institutions of the tribal people. This arrangement only partially succeeded in giving some kind of autonomous self-governance but completely failed to bring out the people from economic backwardness.

Considering this constraint, the Government of India has created a special Ministry for Development of North Eastern Region (DONER). A number of special schemes and programmes have been evolved for the region through the provision of select central ministries earmarking 10 per cent of their plan funds for the region. The Human Development Report of DONER, 2011, states that the region is perceived to be doing fairly well in the broad dimensions of human development as compared to other regions of the country. The real is, however, somewhat skewed. For example, despite the NER being abundant in fruit and vegetable production, the states of Assam, Tripura and Sikkim have a high percentage of anaemic women. There is also a high percentage of school dropouts at the elementary level in six of the eight states in spite of their higher literacy levels. Also, Assam has a higher maternal mortality ratio than the national average.

The region, dominated by indigenous groups, has witnessed many violent ethnic conflicts. Assam is one of the badly affected states in this regard. The Lower Assam conflict in the 1990s between Bodos and Adivasis, the conflict in 2012 between the Bodos and the Muslims and the recent one in Karbi Anglong between the Karbis and the Rengma Nagas are examples. Assam is also perennially affected by floods. The hilly states where shifting cultivation is practised are facing the problem of reduction in the *jhumming* cycle, resulting in depletion of forests and emerging issues of climate change.
Objectives

- Secure the livelihood of 10,000 families in the region through climate change adaptation.
- Enhance resilience of the community to adapt in disaster situations.
- Enhance decision-making power of 750 marginalized women and young girls over sexual and reproductive health rights and address gender based inequalities.
- Enable 2500 youth from marginalized communities to acquire positions in democratic governance mechanisms for addressing societal changes.
- Advocate recognition of the unorganized sector workers (street vendors, rickshaw pullers, construction workers, daily wage labourers) to ensure livelihood rights, improved working conditions and social security entitlements.
- Enable participation of unorganized sector workers in the urban governance process.
- Bring about accessible and affordable habitation for urban unorganized sector workers and other vulnerable urban groups through policy advocacy.

Jammu and Kashmir

Jammu and Kashmir forms the northern boundary of the country. The state is spread over an area of about 220,000 sq km, making it the tenth-largest state of the country. The population of the state, according to the 2011 census, stands at about 12 million, making it the nineteenth most populated state in India. Population density is about 56 per sq km, which is fairly below the national average. This is mainly due to the presence of snow-covered hills and mountain ranges over vast swathes of the state.

Population growth in the state in the decade 2001-2011 was 23.64 percent, compared to 29.04 per cent in the previous decade. Literacy rate has seen an upward trend and is 67.16 per cent as per the 2011 census. Male literacy is 76.75 per cent and female literacy is 49.12 per cent. In 2001, literacy rate was 55.52 per cent, of which males and females were 66.60 per cent and 42.22 per cent literate respectively. The sex ratio is 889 for 1000 males, which is below the national average of 940 as per census 2011; it was 900 in 2001. As per the J&K Economic Survey 2012-13, 21.63 per cent of the population falls under the BPL category, which includes 26.14 per cent rural population and 7.96 per cent urban.

With the onset of insurgency in 1989, the state remained under President’s rule till 9 October 1996. The conflict, as per government figures, has consumed over 40,000 lives. Around six lakh minority Hindus (known as Kashmiri Pandits) remain internally displaced in various parts of India. Many nationalized banks closed down their operations in the state in 1990 due to the unstable conditions. The handicraft business/tourism industry was also impacted adversely with almost zero influx of tourists to Kashmir. The economy was
in complete disarray. Whereas the rest of India was starting to enjoy the dividends of a liberalized economy, the state was comparatively lagging behind on several developmental indicators. Special laws like AFSPA (Armed Forces Special Powers Act) were put in place to augment the role of the security forces and many civil liberties got curtailed as a consequence.

Lack of development initiatives and people's participation during this turbulent phase has resulted in poor grassroots mobilization, despondency and mistrust among the common people. There are very few CBOs at the village level, especially in Kashmir, and civil society platforms are generally absent. Protracted conflicts always tend to generate new causes (viz., sectarian/communal/regional conflicts), which prolong them further. However, since the last decade, the intensity and quantum of violence has significantly reduced and has provided a glimmer of hope to processes of reconciliation and reconstruction.

**Objectives**

- Increase food security of 5000 families by 30-40 per cent.
- Enhance production and productivity of 500 artisans in conformity with established occupational health and workplace standards.
- Ensure livelihood assets and options for 500 marginalized women in rural communities.
- Enhance the autonomy of 2000 marginalized women and young girls (adolescents) over sexual and reproductive health rights, leading to increased powers of decision-making and control over their bodies.
- Enable 2000 youth from marginalized communities to acquire positions in democratic governance mechanisms for addressing societal changes and initiate a dialogue to address the gaps in youth policy to facilitate employment generation.
- Acquire a key strategic position in the voluntary sector of the region to influence the developmental discourse.

**Northern Region**

The northern region has been re activated as a separate zone for IGSSS with effect from 1st April 2015. The unit will be responsible for management of all the programmes and partnerships for Delhi, NCR (National Capital Region), Uttar Pradesh and Bihar. The districts being worked in Bihar and east Uttar Pradesh belong to the social and economically backward regions and are characterized by caste guided political in-fighting; lack of civic infrastructure, and inadequate rural education and employment. One aspect of the inertia that accounts for slow social progress in Uttar Pradesh and Bihar is the apathy of the state but an equally important factor is the failure of civil society to challenge oppressive patterns of caste, class and gender relations. The social scenario
shows the dismal picture of women with less than 25 percent of literacy rate among women in the region. The actual baseline survey reveals that literacy rate in rural areas of the North India is even less than 10 percent. There is a persistent gender discrimination against women in education mainly because of certain stereotypes and beliefs deeply embedded in the society. The girl-child is somebody else’s property and treated as a commodity during marital transactions for dowry. The boy child is preferred because of the patriarchal value attached to the boy (religious responsibility of performing the last rites and socially, as an insurance against old age). There is foeticide, infanticide and discrimination in feeding, nutrition and child rearing practices – all of which affect the natural sex ratio adversely as well.

Delhi and NCR have been strategic areas for piloting and showcasing the organisation’s work with the homeless and urban poor residents. Urban poor city dwellers in Delhi are scattered throughout the city and confined to slum areas, shanty towns, resettlements or suburbs, making it difficult to determine their needs and to identify the most vulnerable among them. They face a number of disadvantages in comparison to other city-dwellers. In addition to the protection problems with which they are confronted, they often lack the community support systems. They also find it difficult to access livelihoods or afford the often overstretched healthcare, education and other services on which the general population relies.

**Objectives**

- Enhanced food security for 2500 families by 30-40%.
- Enhance decision-making power of 1000 marginalized women and young girls over sexual and reproductive health.
- Enable 750 youth from marginalized communities to acquire positions in democratic governance mechanism for leading and addressing societal changes.
- Enable 500 adolescents to address gender-based inequalities, discrimination and violence.
- Enable 7500 unorganized sector workers (street vendors, rickshaw pullers, construction workers, daily wage labourers) to ensure livelihood rights, improved working conditions and social security entitlements.
- Enable participation of 250 unorganized sector workers in urban governance processes.
Operational Framework

Programming Principles

The following guiding principles will determine programming across contexts.

- **Human Rights Based Approach:** Programming will be based on the conceptual framework for the process of human development that is normatively based on international human rights standards and operationally directed to protecting and promoting human rights. It seeks to analyse inequalities that lie at the heart of development problems and redress discriminatory practices and unjust distribution of power that impede progress of development. Additionally, the human rights based approach seeks to identify rights holders and their entitlements and duty bearers and their obligations, and works towards strengthening the capacities of rights holders to make their claims and of duty bearers to meet their obligations.

- **Participatory Approach:** The crux of programming would stem from respect for the local knowledge and experience of peoples and communities worked with and how that is enabled to make for changes that are better supported and sustainable. That all people have a right to play an active and influential part in shaping decisions that affect them sounds obvious, but genuine participation is not easy to achieve. It means that views and opinions are not just listened to, but acted upon. Different types of interaction come under the banner of participation – information giving, consultation, participation for material incentive, functional participation, joint decision-making, and self-mobilization for action.

As a development organization working with and for the interests of marginalized peoples and communities, IGSSS needs to take cognizance of certain critical questions at the outset of programming.

*Whose problems are we addressing?*

*Whose voices are we responding to?*

*Whose solutions are we talking about?*

*How and where are these solutions emerging from?*

*Are these solutions representative of ground realities and community concerns?*

- **Mainstreaming of gender:** IGSSS’s focus is on gender, rather than on women, to ensure that changing women’s status is the responsibility of both sexes. It acknowledges that development affects women and men differently and that it has an impact on relations between women and men. Focus on gender is required to ensure that the needs of
women and men (set in the broader context of caste, class, ethnicity, race and religion) are given adequate attention. This establishes the principle to ensure that gender differences are taken into account and dealt with in relation to the organization and all the projects and programmes it undertakes.

- **Inclusion as an Approach**: As a development organization working across contexts of deprivation and marginalisation, IGSSS is committed to ensuring that the principles of social inclusion are adhered to in its programming. Priority target groups worked with would include those who have been systematically and historically denied access and opportunities to resources/entitlements – for example, tribals, Dalits, minority religious communities and ethnic groups and women.

- **Transparency and Accountability**: Transparency is essential for the exercise of accountability. Without access to clear, accurate and up-to-date information, it is impossible to judge whether the standard promised has been met. IGSSS programming will be carried out in accordance with both these pillars to ensure that the resources committed towards development programming are judiciously and optimally utilized for the peoples and communities worked with. IGSSS’ accountability is not only towards the Board, the government and the donors, but more to the communities with whom we work and the partners through whom we implement programmes or network with.
Monitoring Mechanism

Strategic Plan 2015-2020 will be monitored based on the principles and quality assurance criteria of IGSSS, laid down in the programme quality standards. Monitoring will ensure that the development programmes contribute to the organizational goals. It will also ensure that IGSSS programmes are based on a comprehensive analysis and assessment of IGSSS’ development priorities, and that it is directed by clearly defined and measurable plans. It will ensure that development results and impacts are accurately reported.

Principles
Following are the principles for monitoring the Strategic Plan:
Participation: The review team should ensure that staff across different units participates.
Community Engagement: The community engagement will be done by visiting the project area and asking for their views about the interventions.
Facilitative: To identify areas and concerns of the organization in implementing the plans.
Decision-making: The monitoring process will enable the organization to rectify lacunae, if any.

Process
Organizational goals and thematic goals will be the building blocks for monitoring, with quality at the centre of the parameters.

• Each thematic plan will be measured against the indicators and target and the quality of the results. Thematic plans will be broken down into annual work plans with annual targets. The annual work plans will be referenced for monitoring.
• Regional plans will be measured in terms of the contribution to the identified thematic issues. Regional plans will be broken into annual work plans. These plans should be based on identified thematic areas along with the annual targets.
• Each project will be measured in terms of contribution against the indicators of development and thematic goals.
• Support units’ contributions will be measured against the approved plans and role in support to the thematic and regional teams.

Methodology
• A cross-functional core team comprising members from different units will ensure that the plan is reviewed annually.
• The team will be responsible for designing appropriate methods and tools for monitoring.
• The team will share its findings at the SMT (Senior Managers Meeting) and with other staff and Board of IGSSS.
• The team will also be responsible to ensure that corrective measures are implemented and the lessons learnt are documented for knowledge management.

**Periodicity**

• The Strategic Plan will be reviewed annually at the organizational level.
• Regions should have their reviews at least once in six months.

**Communication Plan**

Organizational communication becomes crucial in achieving the desired outcomes. The intended communication is targeted at the internal stakeholders and external stakeholders at three levels.

**Internal Stakeholders**

**The Board**

• The Strategic Plan 2015–2020 will have to be ratified by the Board.
• Its monitoring and evaluation reports will be shared with Board members at the Annual General Body meetings.

**The Staff**

• The Strategic Plan should be part of the Staff Induction Manual.
• Regular programme information update and changes should be communicated through the Program Team.
• Staff to be involved in setting up annual targets.
• Regular feedback to be taken by the implementing staff for corrective action, if any is required.
• In case there are changes in the key strategies initiated by the Board or any other senior team, it should be communicated to the staff during SMTs (Senior Managers Meetings), LSM (Learning and Sharing Meetings), Zonal Team meetings, etc.
• Ensure easy access to the Strategic Plan document.
• Share with the staff the findings of the annual reviews.

**External Stakeholders**

**Donors and Partners**

• Disseminate a brief paper of the Strategic Plan to key donors.
• Communicate to the partners developments and changes through meetings, especially through the Annual Partner Meet being planned for all IGSSS partners.
• Provide a small write-up on the main strategic areas being covered under the Plan on the IGSSS website as well as in *Pratibimb*, the IGSSS quarterly magazine which goes out to a number of external stakeholders.
• Make the thematic focus a part of all expression of interests advertised.

**Target Community**
• Prior to implementing any project, explain the project reasoning and strategy to the community.
• Consult/inform the community in case there are any proposed changes so that they feel an ownership in the projects and in the proposed Strategic Plan.
• Get constructive and concrete feedback from the community to further enrich project implementation.

**Capacity Development**

Human resource is the key element in achieving capacity development. Strategic Plan 2014-2019 will require capacity development of IGSSS on issues under all the thematic areas.

**Principles**
The capacity development process in IGSSS has the following salient principles.

• It enables the organization in making informed choices and decisions.
• It goes beyond individual skill and training to address the larger issues of institutional change, knowledge management, leadership and empowerment.
• It discourages standalone implementation of programme and project. It, in fact, leverages on the institutional knowledge and skill.
• It should be measured objectively and systematically.

**Implementation**
• Plan the Capacity Development needs at the beginning of the year and prepare an annual calendar. This will also include the capacity building need of partner organizations.
• Conduct training both at regions and head office, emphasizing that all staff members are attitudinally aligned on the issues involved.
• As part of the process, all projects should have a capacity development budget earmarked for partners and IGSSS.
• The capacity development process will be facilitated by both internal and external persons.
• Staff members will be sent to attend training programmes organized by other organizations.
• This process can be done with technical cooperation with other organizations.
Review

- Programme Quality, Human Resources and Programme Management Unit ensure that capacity development exercise is completed annually.
- Once the training is completed, review after three months how staff is using the learning, using a participatory training effectiveness framework.
- Thematic head and regional head to ensure that the review is conducted.
- Staff members who have undergone the capacity development process will be assigned with specific tasks so that the knowledge and insights acquired are transferred to practical use.
- Measurement will be based on clear evidence noted in the annual reviews of the Strategic Plan that IGSSS performance has improved.

Organizational Framework: Staffing and Structure

IGSSS organizational framework follows four basic principles:

- Address the critical importance of planning and implementing quality programmes, which implies investing in human resources in the planning and implementation process.
- Acknowledge the importance of recruiting and maintaining suitably qualified and experienced staff, who are then valued, supported, and encouraged to develop professionally and personally within the organization.
- Acknowledge the importance of integrity and ethical behaviour and practice.
- Develop and demonstrate best-practice human resource management, financial management and administration.

The senior management team will lead good governance and with the Human Resource Department ensure:

- Support and professional development for staff
- Induction on organizational vision and mission
- Induction on result-based programme/unit planning processes/Strategic Plan
- Development and monitoring of ethical behaviour and practice
- Meet staffing requirements or specialist staffing expertise in the areas of:
  - Programme management
  - Financial management
  - Administration
- Human resource management
- Communications and resource mobilization
- Programme quality and information management
- Research and advocacy
- Networks and partnerships
- Consultancy services.

**Support Functions to Achieve Organizational Goals**

The success of IGSSS programmatic interventions depends largely on timely, appropriate and quality support from other functions such as Programme Management, Quality, Finance, Administration, Human Resources, Communication and Resource Mobilization. The Strategy Plan for support units focuses on the overall goal, objectives and strategy in order to achieve organizational and programmatic goals.

**Goal**

Quality support services provided to achieve organizational and programme objectives.

1. **Human Resources**

An organization’s competitive advantage is its people, the human capital who contribute to the attainment of its objectives. It is essential to have sound policies and procedures on recruitment and selection, performance management, compensation and benefits, reward and recognition. Forecasting the human capital needs – desired skill sets, expertise and experience – is also essential in order to develop a competent, efficient and lean organizational structure. It is imperative to further strengthen the richness of the organizational culture not only in the areas of compassion, warmth and amicability but also by developing an element of learning and participation as a tool to nurture and capacitate the human capital.
Objectives
- Ensuring efficient and effective human resource management in IGSSS.
- Improved and cohesive organizational culture.

Strategies
- Efficient human capital planning in line with the organizational plan.
- Developing effective systems to meet legal and statutory compliances and developing user-friendly policies.
- Investment in development of human capital: Developing and strengthening an organizational culture of (i) learning and participation with improved sense of involvement and ownership; (ii) warmth and cohesiveness leading to further effective employer-employee relations.
- Building efficient performance management systems to align individual goals with those of the department/unit and the organization’s goal at large.

2. Programme Quality

Standardization of work output keeping a basic quality standard in mind was the reason behind setting up of the Program Quality Department in April 2010. Constantly adapting to the changing social scenario, meeting expectations of a wide variety of stakeholders ranging from foreign and Indian donors to providing the link to the IGSSS Partners to convey their feedback to the organisation – has led to PQ also changing and adapting while remaining ever-relevant in the fast changing scenario. While maintaining quality standards continue to remain at the core of its functioning, PQ is also trying to develop into the training wing of the organization – enhancing both, the capacity of the IGSSS staff by integrating training and learning into the programme management processes as well as trying to increase the capacity of its Partners and other grassroots NGOs who are unable to access skills much needed in their work.

Objectives
- Establish IGSSS as a Technical Resource agency during 2015-2020:
  o Conduct at least 20 training programmes for external clients
  o Conduct at least 75 consultancies.
- Build capacities for staff in the organization during 2015-2020:
  o Facilitate training programmes for staff
- Conduct programme and finance audits for all regional units
  o Conduct 20 such audits (once each quarter)
Strategies

- Conduct programme and finance audits across units.
- Facilitate capacity building of IGSSS staff and partners.
- Establish IGSSS as a resource agency.

3. Communication and Resource Mobilization

IGSSS Communication Strategy is intended to develop a common understanding on communication to devise strategies to achieve organizational and programmatic goals. It aims to build a strong IGSSS brand, focusing both on the national and regional levels by disseminating quality messages to all its stakeholders in a systematic, result-oriented and professional manner.

Objectives

- Build a strong IGSSS brand by increasing visibility
- Ensure timely dissemination of information generated in-house.
- Support programmes by developing effective and programme-specific communication.
- Ensure resource mobilization for the growth and sustainability of the organization.
- Build a strong communication process within the organization to ensure regular flow of information.

Strategies

- Public relations
- External communication
- Resource mobilization
- Programme communication

4. Finance

A sound financial management system is imperative for establishing transparency and accountability as well as attaining self-reliance.

Objectives

- Enhance credibility by adhering to high standards and by ensuring accountability to all stakeholders.
- Institute effective policies and procedures for controlling contracts and payments, mitigating risks and enhancing transparency in functioning.
• Provide regular and proactive support and direction to the programme team so that the finances are professionally managed.
• Enhance the finance management systems and capacities to meet the challenges both within IGSSS and partner organizations.

Strategy
• Create standardized financial systems, procedures and monitoring mechanisms.
• Support and coordinate with the programme team and regional structures in programme management and budget preparation.
• Create financial capacity building structures to increase awareness of and adherence to standards.
• Financially accompany partners.
• Ensure legal and statutory compliances

5. Administration

Administration ensures the organization’s day-to-day smooth running. It is mandated to provide administrative and logistical assistance to all departments. It has the responsibility for clerical duties, logistic support, asset and property management, cleanliness, computer and software support, security and safety.

Objectives

• Enable workplace environment
• Cost-effective general office management and operations based on standards and best practices.

Strategies

• Create administrative policies, processes and systems and fixed assets management. Develop an Administrative Manual.
• Attend to capacity development of administration staff.
• Proactively align with and provide support to other sections and departments for smooth office management.
• Map out strategy to meet technology goals identified by the other sections.
• Maintain continuous liaison with vendors and partners.
6. Programme Management

3 core areas have been delineated for the IGSSS Programme Management Unit, set up and operationalised in April 2015. They include the following:

i. Strategic planning and management of programmes to ensure quality implementation within organization. Broad indicators of these include the management of all programmes in the organisation in a timely and qualitative manner, the development and execution of a strong and effective MIS across programmes, the strengthening of reporting and documentation systems, the tracking and analyses of financial plans across projects for optimal utilisation of resources and the creating of effective spaces for cross learning across the organisation.

ii. Strategic management of partnerships (internal and external) to ensure that synergies are created and the quality ensured of programmes being implemented. Broad indicators of these include facilitating the development of a strong understanding of compliance and quality requirement across partners and projects, ensuring that all partners adhere to these implementation and operational standards of quality programming, creating effective synergies with all partners across all regions and fulfilling its mandate of supporting smaller grassroots CBOs and NGOs to build their capacities in programme implementation.

iii. Development and expansion of programmes, in line with Strategic Plan. Broad areas of working include the diversification of donors and the development of proposals for the purposes of expansion, the generation of knowledge through reporting, publishing of articles, collection of case studies and good practices, dissemination and sharing across fora.
IGSSS as a Technical Resource Agency

Much deliberation took place during the IGSSS Senior Managers’ Meet in the year 2013. With a new management, this churning paved the way for a forward-looking organizational structure, focus areas and the need for a result-oriented and impact-driven programme design, management and implementation.

According to this vision, IGSSS as a technical resource organization will provide specialized services to the development and corporate social responsibility sectors. This relates to sharing programmatic and organizational expertise in developing and enhancing the capacities of the NGO sector and government agencies in effectively rolling out social development programmes and helping corporate houses devise, monitor and evaluate CSR (corporate social responsibility) strategies. This is a lateral shift for IGSSS in terms of having a separate arm where the expertise of IGSSS professionals could be shared beyond its projects and programme areas.

In the next five years, IGSSS as a development support organization will implement and support development programmes on sustainable livelihood, urban poverty, gender equality, disaster risk reduction and youth development. IGSSS is already playing this role, but the new emphasis is on redefining geographical focus areas.

Goal
IGSSS is established as a credible technical resource organization.

Objectives
- Make professional services available to IGSSS internal thematic and zonal teams.
- Provide professional services related to operational issues and programmes to at least ten NGOs and five different government agencies.
- Provide professional services to facilitate effective CSR management and implementation to five corporate houses.
- Generate at least INR 5,00,000 revenue through delivery of these professional services to add to local resource mobilization efforts.

Strategies
- Skill mapping and investment in developing capacities of in-house staff.
- Training modules in place.
- Preparing brochures that outline the philosophy, services and terms.
- Exploring possibilities and making presentations to prospective clients.
- Customizing the modules as per client agency needs.
- Setting up systems and procedures to handle this new style of functioning.
• Providing professional services to NGOs, INGOs, corporates and government agencies.

It has been IGSSS’ deep-rooted conviction that as a national organization, it is our responsibility to develop skills of our partners in areas where they require further capacity. A number of training programmes have been organized with them towards this objective.

IGSSS has the capacity to intervene in three specific domains: among small localized and medium-sized NGOs which often work in isolation; large corporations who are now legally required to enter the development world; governments, both national and regional and their institutions requiring studies, monitoring and assessment, etc. Based on an initial mapping, it is proposed to provide the following services:

Non-profit Organizations
• Finance
  o Capacity building
  o Evaluation
  o Building systems, compliance
  o Developing a Finance Manual
• Human Resource Development
  o HR need assessment
  o Development of policy/guidelines/manuals/systems
  o End-to-end recruitment and selection services
• Programmes
  o Management, including developing monitoring systems
  o Proposal and report writing
  o Managing project finance
• Evaluation – Pre-funding/Mid-term/End-term
• Communication
  o Capacity building
  o Branding
  o Documentation
  o Visibility
  o Knowledge management
  o Resource mobilization

To Corporate organizations falling within the ambit of CSR

• Match corporate interest with the development issue
• Match corporate interest with suitable NGO
• Project cycle management for CSR projects
• Impact assessment of CSR projects that have been implemented by the company.

**To State and Central Governments**
• Impact assessment studies
• Evaluation of projects
• Monitoring of on-going programmes.

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**Glossary of Words**

• BPL: Below Poverty Line
• CBO: Community Based Organisation
• EOI: Expression of Interest
• IGSSS: Indo-Global Social Service Society
• J&K: Jammu and Kashmir
• MGNREGA: Mahatma Gandhi National Rural Employment Guarantee Act
• MIS: Management Information System
• NGO: Non Government Organisation
• OBC: Other Backward Class
• PDS Public Distribution System
• PQ: Programme Quality
• SC: Schedule Caste
• SRI: System of Rice Intensification
• ST: Schedule Tribe