



TOWARDS A LIFE WITH FREEDOM AND DIGNITY FOR ALL

STRATEGIC FRAMEWORK AS ADOPTED BY IND- GLOBAL SOCIAL SERVICE SOCIETY POST MID-TERM REVIEW (OCTOBER, 2017)

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Setting the Context

India's economy is likely to expand by 7.2 per cent in 2018 and go up further to 7.4 per cent in the following year on the back of strong private consumption, public investment and the ongoing structural reforms as per the 'World Economic Situation and Prospects 2018' report by United Nations.

Expressing its commitment to Sustainable Development Goals, India has submitted its voluntary review report in this respect to the UN in 2017. On ending poverty in all its forms, the report said that the rapid growth of India has led to the significant reduction in poverty.

However, the global data depicts stark and widening economic and social divide in India. According to UNDP's report, 55.3% of India's population is living under multidimensional poverty. India ranks 131 of 188 in 2016 when it comes to the Human Development Index (HDI).

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 remains the Dalits, tribal, Muslim minorities, urban migrants, women, transgender, informal sector workers, and small farmers, who are still not becoming part of inclusive growth.

The Global Hunger Report 2013 places India among nations where food availability for large parts of the population is still "alarming". Ranked 63 out of 78 countries, India's Global Hunger Index still stands at 21.3

Role of voluntary sector has become more critical in the given inequitable social and economic framework.

IGSSS in its 57 years of journey is consciously evolving to maximise the impact. Last two and a half year witnessed continued exploration given the increasing complexities in the development framework and available opportunities.

Innovation has become the key drive behind the projects and internal procedures. A process to digitize the information system has been initiated with an objective of measuring FOR impact and not limiting the data only to measuring OF impact. IGSSS is proactively soliciting partnerships with Government, Corporates, technical institutions, people's groups and civil society organisations to wider the impact. Currently IGSSS is working in 1193 villages in 109 districts of 22 states of India. IGSSS is also striving hard to strengthen its local resource mobilization efforts. IGSSS has established a new Resource Mobilization Department for raising funds from within the country.

Vision and Mission

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.

We are driven by our Goal to

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

Guiding Values

We at IGSSS are committed to strive for EQUITY and JUSTICE in all that we do.

We at IGSSS are committed to ensure the INCLUSION of vulnerable and diverse communities.

We at IGSSS are committed to building PARTNERSHIPS for SUSTAINABLE CHANGE in marginal contexts.

Above all, we at IGSSS are committed to the belief that all human beings have the right to a LIFE with FREEDOM and DIGNITY.

Approaches

Rights Based: *We adhere to the rights enshrined in the Indian Constitution, and other international human rights frameworks, in our work with marginalised communities.*

People Led: *We adhere to the belief that all people and communities have a right to play an active and influential part in shaping decisions that affect their development.*

Disruptive Innovations: *We encourage new and creative ways of finding solutions to common developmental challenges.*

Do No Harm: *We abide by the Do No Harm principles in anticipating and responding to intended/unintended consequences of our actions.*

1. Goals

Goal 1: Sustainable Livelihood

Improve the quality of life of the excluded communities by creating Sustainable Livelihood options in adherence with the principles of social and ecological inclusion

India is home to 33 percent of the world's poor and around 41.8 percent of its rural population lives on less than US \$1.25 a day. India is the third-largest emitter of greenhouse gases and highly vulnerable to the impacts of climate change-led natural hazards such as droughts, floods, heat waves and cyclones. A large proportion of the population are mostly dependent on climate sensitive sectors for their livelihood and subsistence. In India, agriculture is the biggest livelihood source for around 60% of the population, directly or indirectly dependent on it. With high dependency on the monsoon system and projected rainfall, temperature and seasonal variations, Indian agriculture exhibits a high level of vulnerability.

The focus on the Sustainable livelihood will be continued to achieve following:

Food and Nutrition Security: The availability and access of food and adequate dietary intake will continued through interventions effecting increase in agriculture production, availability of infrastructure, diversified income through farm and allied activities, and convergance with the social security schemes at the household level. IGSSS' promotes nutrition security through nutrition education and family level interventions. Behaviour change by linking the other non-food related determinants health, drinking water, sanitation and hygiene (WASH) or care that tremendously influences nutritional status will remain an important strategy.

Increased Income: Household livelihood security is defined as adequate, growing and sustainable access to income and resources to meet basic needs. To achieve this, IGSSS' will strenghten its focus on the creation and strengthening of the market linkages, value addition for the increased agriculture production, formation of for profit collectives, enterprise development, making spaces available for processing and storage, introducing the use of technology and agronomic innovations.

Increased Well-Being: The well-being of an individual is positively affected by numerous factors, like their self-esteem, sense of control and inclusion, physical security of household members, political enfranchisement, maintenance of their cultural heritage, basic infrastrucutre, employment opportunities and time for community participation and social integration. Therefore, the strenghtening of community groups will be carried on with a mandate to converge, advocate, access and initiate actions to positively impact the factors affecting their well being.

Reduced Vulnerability and Enhanced Resilience: The livelihood and food security of poor people are threatened by shocks, trends and seasonality in the ecological context. The strategy to reduce shocks and vulnerability by building capacities, diversifying livelihood avenues and appropriate understanding and response to the shocks has been found very effective and hence will be continued.

Goal 2: Urban Poverty Reduction

Reduce residential, social and occupational vulnerability of the urban poor by making cities inclusive for everyone

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. Rapid and unplanned urbanization (as is being witnessed in India) has led 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.

IGSSS aims for **inclusive cities** with residential, social and occupational security for everyone in the city. The inclusive city should recognize the different residential, social and occupational need of every individual and provide them with opportunities and resources to grow and prosper.

Within the inclusive cities agenda, IGSSS will strengthen its work in the ensuing areas:

Housing and Habitat for All: For IGSSS housing and habitat for all includes access to land and shelter, affordable housing, and access to basic infrastructure. To achieve this vision, IGSSS will further consolidate its work with the government and network partners to identify different models of housing for varied people like temporary migrants, homeless, slum dwellers, single women, people with disability, old age people, children at risk, transgender, construction laborers and advocating to effect changes in the urban planning.

Safe and Secured Livelihood: To ensure access to safe and secured livelihood, IGSSS has been and will continue intervening to ensure good working conditions, social security for all informal and formal workers, strong compliance of labor laws, opportunities for skills building, decent wages, and more importantly space for various occupational / vending activities such as for hawkers, crèche and child care facilities at work.

Vulnerable Communities have Access to Social Protection: It is an important component of the urban poverty reduction program that we will maintain are focus on. IGSSS will carry on its work with the community leaders to act as a watch group to ensure implementation of the social security schemes, suggest modifications and new areas for social protection push for the positive

discrimination of the most marginalized residents, disabled friendly spaces, and inclusion of third gender

Inclusive and Decentralized Governance: The reason why the different levels of state and bureaucracy fail to function as expected, is because of the lack of engagement, access and proximity to the urban-poor. It is this gap that that IGSSS will continue to address between the communities and the state, through multifarious engagements from the local community development plans to the national policy level discussions.

Active Urban leaders: The emerging leaders from the communities, youth leaders from colleges and other institutes/ organizations are being incorporated by IGSSS into a continuous, intense learning and hands-on exposure program to different urban challenges facing our cities, with the intent to create and sustain a new line of urban poverty professionals that are required to address the fast changing urban reality. It is a very critical strategy that will be consolidated for a greater impact.

Strong and Active Networks: Increasingly in our experience of working within the urban constituency and in policy engagement with the state, it has been realized that community collectives unless federated into a larger critical mass of socially mobilized campaigns did not stand a chance to have larger level policy engagement. IGSSS through its interventions is building the capacity of the communities, nurturing leaderships, creating collectives, and building alliances and partnerships. The consolidation of the city and state level situations of the target groups at the national level for an effective advocacy position to guide the work of partners and associates will be sustained.

Goal 3: Disaster Risk Reduction and Peace Building

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

India is one of the most disaster prone countries in the world, affecting overall 85% of the land and more than 50 million people. According to the United Nations' Global Assessment Report (GAR) 2015, India loses close to USD 7 billion on an average annually due to floods alone. Rapid and poorly managed urbanization, natural resource exploitation, and increasing social inequalities have made India one of the most vulnerable country. A high population density can increase the exposure and the vulnerability to disasters, when the people and the assets exposed are not settled in a planned and sustainable manner; when this is the case, a hazardous event can lead to increased damage and loss.

Indian Government has adopted the Sendai Framework, which is a 15-year, voluntary, non-binding agreement which recognizes that the State has the primary role to reduce disaster risk but that responsibility should be shared with other stakeholders including local government, the private sector and other stakeholders.

During the review process, it was decided to highlight the peace building interventions that are already being undertaken for years in the conflict affected parts of India and hence the thematic area has been renamed as Disaster Risk Reduction and Peace Building.

IGSSS will strengthen its work to pursue following results:

Reaching the Unreached through Humanitarian Response: IGSSS response to the man-made and natural disasters is being driven by the value that the relief should reach the unreached, and the most vulnerable groups should be treated with dignity during relief and rehabilitation. We will continue our endeavor to reach the unreached and will work closely with NDMA, SDMA, and other disaster response coordination platforms to collaborate for effective response.

Building Back Better Communities: The mandate of sustainable livelihoods has extended quite naturally to areas of emergency response, conflict, where the long term concerns related to rebuilding of lives, assets and livelihoods. IGSSS will continue its thrust to rebuild infrastructure, restoration of livelihood, providing alternative livelihood opportunities, water, sanitation and hygiene (WASH), and provision of clean drinking water.

Building Resilient Communities: Natural disasters cannot be controlled, but their impact can be minimized if we build the resilience of the communities and prepare them to respond to the disasters. Therefore, we will maintain the focus on developing community-based disaster preparedness through village contingency plan, training of disaster risk management committees, building DRR resilient infrastructure and models.

Peace Building: India has been facing conflict situation in few parts of the country. IGSSS is gradually upscaling its peace building efforts by consolidating experiences. Youth has been identified as a major stakeholder in our interventions. Various engagement interventions for peace and harmony are being implemented in conflict areas. Counseling and psychosocial support is also being provided to the community affected by the conflict.

Goal 4: Climate Change Adaptation

Reduce vulnerabilities and better adapt to climate change through sustainable pathways

The country has been experiencing the impact of climate change over the last decades. As per the projections climate change will further increasing the frequency of extreme weather conditions, threaten food and nutritional security, water security, exacerbation of inequality, displacement of

the population due to climate hazards, migration of population from rural to urban areas. By 2050, 140 million people could be forced to migrate internally as the effects of global warming exacerbate problems.

In the current scenario, India through its Intended Nationally Determined Contributions (INDC) has put forward the target of reduction of emissions intensity of its GDP by 33 to 35 percent by 2030 from 2005 level and committed to invest in clean energy, adaptation and creation of an additional carbon sink and as a key priority.

During review it was realized that Climate Change Adaptation should be a separate vertical. It has been a critical area of work that is evolving within IGSSS to respond to evolving developmental issues. IGSSS has initiated lots of interventions for climate change adaptation and has also appointed a thematic expert to lead this. Therefore, it has been included as a new thematic area. The strategy is evolving and currently the focus is to build synergies between climate change adaptation, mitigation and sustainable development across its thematic verticals. IGSSS intends to intensify its work in the following areas:

Building Resilient Communities and Livelihood Systems: IGSSS strives to build climate resilient communities who are better adapted to changing climate and disasters. Our focus will be on establishing diverse and integrated agricultural systems with focus on Climate Smart Agriculture, soil and water conservation and management, natural resource management and sustainable technologies (clean energy).

Promoting Environment Sustainability in Urban Settings: Paris Climate Agreement set target of limiting 2 degree rise in global temperature. IGSSS will recognize the implication of rapidly increasing urbanization and its contribution in greenhouse gas emission. Working on the vulnerability issues of urban settlement, IGSSS will concentrate on climate change mitigation through sustainable energy, increasing green spaces, waste management and integrating disaster risk reduction into urban planning through coalition building.

Youth Ambassador against Climate Change: Recognizing huge potential of youth we plan to mobilize and unleash youth leadership for resilience building to changing climate. The initiative aims to train and support individuals at school, campus or community level to promote positive actions on localized context of climate issues.

Research, Networking and Policy Engagement: Evidence building through conducting research, identifying areas of advocacy and highlighting good practices on ground will feed into other thematic areas. Networking with innovators, local, regional and national organizations, technical experts and research institutions, networks and alliances working in rural and urban areas are the key focus for bringing innovative solutions and policy engagement from local to national level.

Goal 5: Gender Parity and Social Inclusion

Ensure parity in opportunity, access and control over resources/entitlements irrespective of any gender.

India ranks 131 among 188 countries on the Gender Inequality Index. India's greatest challenges are in the economic participation and opportunities for women, where the country is ranked 139. "On average, 66% of women's work in India is unpaid, compared to 12% of men's," the report said. India did not perform too well in the health and survival pillar either, where it is ranked 141 – the fourth-lowest in the world. The report said gender gaps in political empowerment, life expectancy and basic literacy also caused India's rank to slip. The Economic Survey report for 2018 states that over the last 10-15 years, India's performance has improved on many indicators, however on indicators, notably employment, use of reversible contraception, and son preference, India has still to do a lot.

IGSSS upholds the principles of gender parity in all its programs. Historically, the responsibility of ensuring Gender Equity has always fallen on women. IGSSS fundamentally questions this paradigm and seeks to place this responsibility also, and primarily, on men and young boys. It has been the experience of IGSSS, in previous gender programming, that education; literacy and empowerment are closely linked and hence should be emphasized. We realize that gender is not binary and hence inclusion of other gender identities has been acknowledged as a crucial component to explore. Therefore the thematic area is being re-named as Gender Parity and Social Inclusion.

The efforts under this thematic area will attempt to accomplish following:

Men and Boys are Fostering an Equitable Environment in Family and Society: IGSSS is planning to consolidate and expand its positive fatherhood model to more geographical areas. We will document the processes and experiences of working with men and boys and disseminate to the wider public for replication.

Women and Girls are the Decision Makers for their Own Life: Reproductive and sexual health and economic independence are the areas that we intend to cover in the capacity building programs for young girls and women. We will continue to promote the active participation of women and girls in decision making by equipping them with the vocational skills, functional literacy, and awareness about their legal rights. Land rights for women will continue to be an important agenda for us.

Reduced Gender Based Violence: Gender based violence is increasing globally. IGSSS aligns itself with the global campaigns against gender based violence. We intent to initiate campaigns to engage sections of society in the gender discourse. At the project level groups are being formed to consolidate voices against the violence and perpetrators. Groups will act as a support group and also build linkages to access redressal mechanism.

The Women are Recognized as an Active Contributor to the Economy: The work done by women is either being considered invisible or not considered at par with their male counterparts. The women are managing house chores, working in the field, taking care of kids and yet their work is not being acknowledged. They receive less remuneration than men for the same work. IGSSS will strengthen its interventions to build capacities of women farmers, daily wage laborers, house maids, young girls, so that they can advocate for wage parity and social security schemes.

Transgender and LGBT, LGBTIA / LGBTIQAP Community are Accepted and Included: This is one section of the community which is not considered “normal” in the current gender construct. They are not even counted in planning, and no basic facilities are available for them. IGSSS plans to work with them for the social acceptance and livelihood development

Safe and Secure Spaces: Today, we lack safe and secure spaces that are free of gender based violence and exploitation. IGSSS will advocate for safe spaces in urban and rural planning for women and girls.

Goal 6: Youth Development

Unleash the potential of young people as active citizens and change makers leading as catalyst for peace and development of society

“Young people when given recognition and space to articulate and explore, acts as leaders in their capacities and influences sustainable development of their communities.” With 356 million 10-24 year-olds, India has the world’s largest youth population. To fully harness this demographic dividend, India’s youths needs to be healthy, educated, skilled and forward looking. However, a sizeable proportion lacks quality education, social and employability, young girls are burdened with childbearing and rearing, have poor nutritional status, and many of them are involved in substance abuse. Because of wide-spread poverty they sometimes get drawn in the conflict situation.

IGSSS with its experience understands that, making youth, face of its development strategy has positive effects of great capabilities. New paradigm shift under youth development journey of IGSSS is that it seeks to build on the legacy of its past programs with more focus now on cadre building such as promoting volunteers base and to enhance synergy of youth on all themes as volunteers and advocates for social change.

IGSSS will continue to strive for following:

A Cadre of Active Young Citizens and Action Leaders: IGSSS believes in the potential of young people as active citizens and will strengthen its work to realize this potential by engaging them in socio-political processes and encouraging their participation in development process. Youth led action network with committed volunteers at community, national and international

level are acting as youth led strategic hub to ensure youth participation across all thematic areas of IGSSS. We will further our capacity building efforts by introducing innovative processes.

Economically Productive Young Generation: Skilling of youth will continue to be a important area, where IGSSS will further develop its capacity through expanding the interventions. Trainings will focus on developing entrepreneurship skills and facilitating gainful employment. IGSSS will build on models to promote alternative and best models under it's vocational skills programme to accommodate skills that are best utilized under indian labour market. IGSSS will also network and build linkages with the corporate sector for the employment of these skilled youths.

Happy Youth Coping Well with the Changes: Life skills will be an important component for the youth interventions. We realize with our experience that the outside context is rapidly changing, be it market, governance, environment, social issues that is causing stress and conflict. The life skills will help young people to negotiate with daily situation of conflict and stress and adapt to the changes.

2. Geographical thrust

Committed to reach out to the most needy geographical pockets across India

IGSSS will carry on its interventions **pan India** through its existing regional offices in Jammu and Kashmir, North East, North, East and West of India. In the South of India, IGSSS will continue to explore working in the drought prone areas and with urban poor. IGSSS will also respond to disasters striking anywhere in India.

The geographical outreach has always been the strength of IGSSS whether directly or through partners. During this strategic plan, we are further building on this and if required, IGSSS may open project offices in the remote corners of India.

3. Seeking Changes Internally

Centre of Knowledge and Learning

Creating the visibility of the organization for its experience and knowledge in the thematic areas

IGSSS, as a development organization, has been in existence since last 57 years and working in 22 States and 1 Union Territory of India in partnership with hundred and above NGO partners. At the same time, since last few years, we have also started implementing programmes directly on our own. We have got enough experience, knowledge & learning from the ground, and expertise

mainly in the thematic areas of sustainable livelihood and urban poverty reduction. Secondly, we have plenty of research and publications, success stories from the field around issues of alternate models of livelihood, climate change resilient methods, creation of disaster resilient model villages which are scalable and replicable, successful advocacy efforts for claiming the rights of urban poor and so on. Thirdly, we have got thematic experts with vast knowledge and experience on thematic areas relating to sustainable livelihood and urban poverty reduction.

In spite of all the above, there has been a growing feeling in the organization that our experiences, learning and expertise have remained largely within the organization and not been shared or disseminated properly for larger benefit of other stakeholders and like-minded organisations.

Therefore, we have decided to create user friendly knowledge products based on our experiential learning suitable for different stakeholders and widely disseminate them for creating the visibility of IGSSS' work and its expertise. We will continue our constant endeavor in bringing out more knowledge products or ideas in the six thematic areas.

Marketing

Enhance the image of the organization by making our work more tangible

The world is changing fast and the external environment is also increasingly becoming difficult or unstable. There is also a growing demand for accountability from every one i.e. government, public institutions, civil society organizations and so on. Each successive government is coming out with new laws, policies and programmes and therefore the support from donors for NGOs is constantly fluctuating.

IGSSS receives a great deal of support from a few of our regular donors. However, among the general public or to the corporate world we are still to establish our presence and gain credibility. Taking into account the current funding situations, we realise the importance of having a mass support base within India too. This would be possible only if we make IGSSS and our work tangible for different stakeholders.

Therefore, we are in the process of developing a comprehensive marketing strategy of the organization for planning, promoting and delivering our programmes in such a way that we are able to meet the expectations and needs of different stakeholders in a mutually beneficial manner and thereby create a distinct image of the organization among other existing similar organizations.

Building Partnership

Increase effectiveness of our collaboration with partners for achieving common goals and objectives

Partnership increases the potential for replicating impact, quality and coverage. Since IGSSS is not the direct service providers in many of the situations, but work in partnership with NGOs, therefore it becomes essential to understand how well we support these organisations in providing meaningful services to the poor. IGSSS works in partnership with only those NGOs who share its vision and have appropriate development capabilities, credibility among the communities that they work with and commitment to work in a participatory approach in each thematic and geographical region of its operation. Also to meet our needs for technical assistance and capacity building, IGSSS seeks appropriate additional partners, including national and local resource centers, development organizations, technical consultants, training centers, universities, research institutes and donors or support agencies. Community groups are critical parts of project success & sustainability and hence IGSSS considers communities as equal partners in development activities and encourages the use of the partnership principles for the interaction between participating NGOs and the communities.

As a way forward, we are exploring and strengthening our partnership with previous partner organizations that we have had worked with, former staffs and SMILers (one of our previously implemented programmes named as SMILE) with whom we have lost touch for whatever reasons to increase our knowledge base and build the legacy of IGSSS.

Innovation and Change

Find new responses to the social needs for surviving and thriving in a changing world

Change is the law of nature and progress is impossible without change. Therefore, one needs to constantly re-invent himself/herself for surviving in this ever changing world. This is true for all entities and even for the organisations as well. Therefore, the key question before IGSSS today- is there a better way for achieving our organisational vision, bringing about social change and poverty eradication?

Social innovation describes the entire process by which new responses to social needs are developed in order to deliver better social outcomes. Hence, we have decided to promote or encourage innovation of ideas amongst all our individual team members, partners and regions. The innovative ideas could be anything related to programme implementation & management, finance, human resource and administration or any other. To propel their innovation ideas we have developed simple strategies i.e. not to reject any idea of anyone; create a database of all ideas, select 2 to 4 ideas in a year for experimentation; and the innovator will be rewarded in a way to encourage him/her for coming out with further innovative ideas.

About the Review

Analysis of Development
Framework, Community
Input and Evaluation Reports



Staff Reflection



Consolidation by Core Group

The mid-term review of the current Strategic plan (2015-2020) was opportune for IGSSS to take stock of the progress and align its programme and strategies with the current discourse of development in India.

An extensive review was initiated in the early 2017, which comprised of three stages. In the first stage a thorough analysis of the input collected from the community during regular field visits, the current development framework, and evaluation reports was undertaken. The findings were further discussed and reflected upon in the staff forums. A core team pulled together all the reflections and outcomes into a final strategic road map for IGSSS.

The review reinforced the vision, mission, goal, organisational objectives, values, principles, and thematic focus. The whole process not only sharpened and augmented the programme strategies and components but has also propelled the innovation.