

STRATEGIC PLAN

Baikunthapur Tarun Sangha

2022-27



“We shall not defeat any of the infectious diseases that plague the developing world until we have also won the battle for safe drinking water, sanitation and basic health care.”

- Kofi Annan

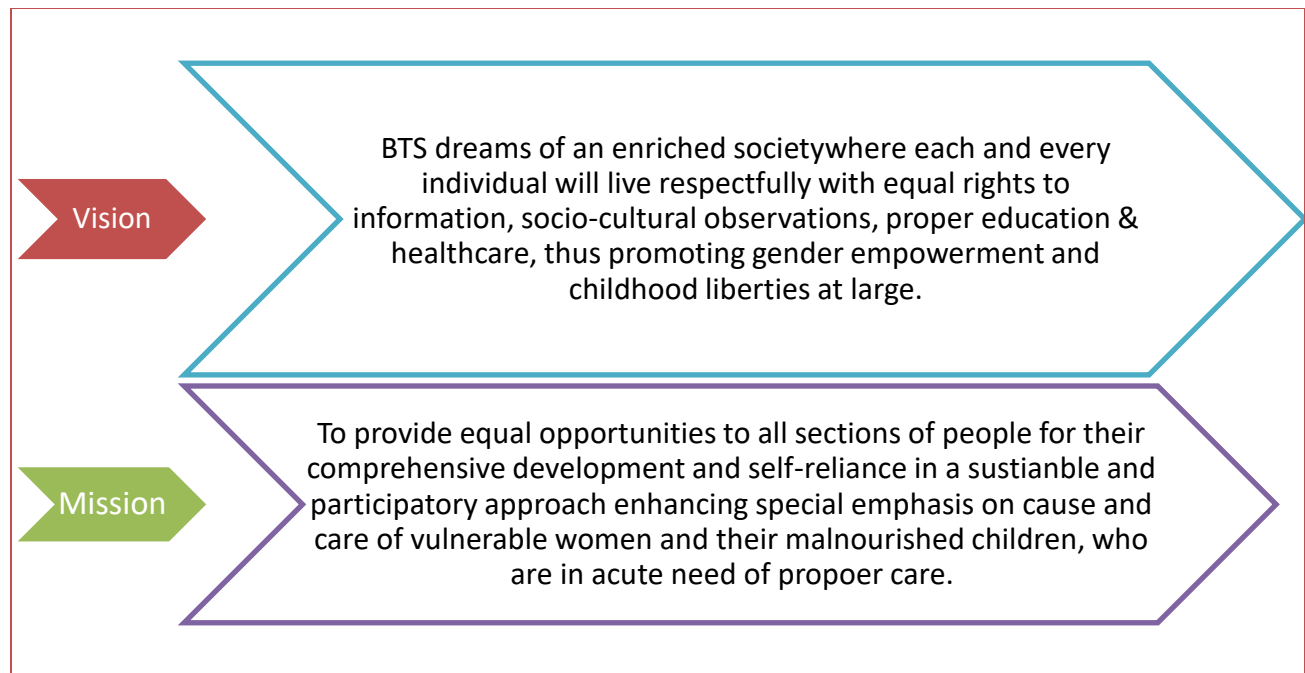
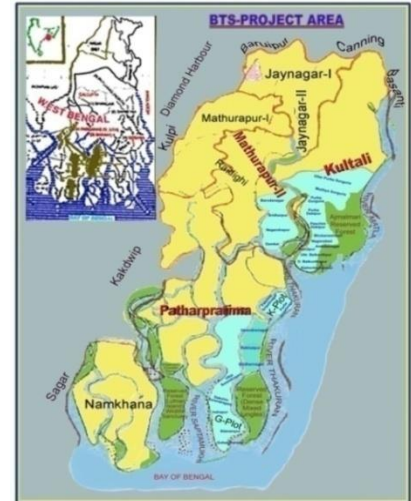
1. ABOUT US

BaikunthapurTarunSangha (BTS) is a grassroots-level Community Based Organisation (CBO) Working in the riverine Coastal areas of Sunderban under Bio-sphere Reserve and the World Heritage Site as declared by UNESCO.

It is geographically located in a hard-to-reach remote rural Indian village Baikunthapur under the Community Development Block Kultali, 120 KM away from Kolkata and 25 KM away from the Bay of Bengal.

It is a not-for-profit; non-religious and non-political humanitarian organization to make a difference and scoring against malnutrition, women & Child Abuse.

BTS is a registered charity under the West Bengal Societies Registration Act. 1961 (Registration No.S/39842) and the Foreign Contribution Regulation Act.1976, Ministry of Foreign affairs, Govt.Of India. BTS also has the U/s 12A & 80G (exemption) of Income Tax Act. 1961.





2. Problem analysis

Natural Disaster

Cyclone & Flood, Water-Logging due to Ecological Fragilities

Natural Resources Exploitation

Destruction of Mangroves, rare species nature-friendly sects/worms

Livelihood

Massive out-migration of youths, women in search of alternative livelihoods

Malnutrition & Sanitation

Acute Poverty Lack of nutritional diets & wash initiatives

Chemical Farming

Depletion of rare species of fish, birds, indigenous veg/crop seeds

Energy

Massive Power-Cuts, Low-Voltage, Electricity/Solar-powered Grid for renewable energy

Basic Health Care

Poor Health Setup, No PHC in BTS functional GP areas of 6 villages, Kultali Hard-to-reach location etc.

Ground Water Lifting

Scarcity of safe drinking Water, Lack of Sustainable Water Resource

3. The Context of Local /Operational Area (South 24 Parganas) :

a. Poverty:

About 39% of people are living under Below Poverty Line (BPL) in the district. Most of BPL families are living in Sundarbans where BTS is operating their programs. The district is on track to achieve MDGs including having absolute poverty by 2020. However, this is driven, not by sustainable economic growth, but by climate change, series of cyclones, inadequate worker remittances, migration, etc. and declining family size. In the district, low income is exacerbated by limited opportunities and participation. Severe constraints in fishing, processing and agriculture (land ownership and size, technology and inputs) mean poverty is primarily rural and linked with subsistence farmers.

Major regional and social disparities persist, due to geographic barriers, lack of basic infrastructure and services, and a discriminatory social structure. The 08 blocks under Sundarbans deltaic regions are the most disadvantaged due to lack of alternative opportunities, natural disasters like; floods, cyclones, inundation of saline water, etc. the poorest segment.



b. Gender and social exclusion:

The caste-based ideology, hierarchical and patriarchal social structure that underpin most rural cultures reinforce discriminatory socio-cultural practices such as un-touchability of Dalits and discrimination against women and hence their exclusion from decision-making structures. Human development indices in the area is vary more widely by caste and ethnicity than by region, with lower HDI rankings for Dalits, and other minorities, including Muslims.

Women lag behind in most development indicators. Cultural norms limit women's mobility in public spaces, their participation in the formal employment and the public domain, while their economic contribution is very poor. Girl child trafficking, early aged marriage and domestic violence against women and girl children are the major social issues in the sundarbans due to high expectations among poverty stricken families.

In compare, the poor people in Sundarbans region typically have more children and larger household size, are illiterate or have low literacy, and are landless or have less than 0.5 acre of land. They suffer discrimination and exclusion. The incidence of disability is also higher among the poor and minorities and people with disability tend to be stigmatized.

c. Limited alternative employment opportunities:

Land fragmentation and the lack of local job opportunities encourage young men into wage labour and migration to cities in country. An estimated one-third of working-age men are in outsides, sending remittances to about 60% of all households, which constitutes 40 to 50% of total family income. Labour migrants also bring back social remittances such as knowledge, skills and social capital, but opportunities to use them, or to invest savings, are very limited.

d. Migration and feminisation of agriculture and allied activities:

Women constitute 88% of the agriculture population in employment. Remittances provide cash for household consumption, but women assume the additional burden of running farm and household. Facing labour shortages and rising wages, women have lower access to services and technologies, which have led to agriculture feminisation, and they are grossly underrepresented in development. Additionally, around 90% of women own neither land nor house, denying them access to credit. Women in remoter in coastal regions and from caste/ethnic-based disadvantaged groups face more severe constraints.

e. Disasters and Climate Change:

Sundarbans deltaic region suffers a range of natural hazards, being highly vulnerable to cyclone, flood, saline water inundation, ground water depletion, etc. which threaten life and assets, especially of the marginalized who also suffer most from widespread environmental. Climate change effects are already intensifying the impacts of disasters. Sundarbans is a most climate-vulnerable region in the state as well as internationally declared - highly exposed to a range of water-related hazards such as floods and cyclones and now a day drought also, changing weather patterns, shifting corridors, species migration and changes in pest dynamics.



f. Political situation:

Sundarbans underwent major political upheaval in recent times. The collapse of the political willingness by the multi-colour political parties led to the destroying democracy which is challenging a corrupt political culture and peace. Local government institutions have not functioned well either disrupted and absent or captured by rival political parties and corruption has been spreading.

Given the current socio-economic context of poverty, climate change, increasing climate refugees, inequality, gender disparity, social exclusion and inequity, BTS's new strategy proposes to apply a pro-poor, gender-responsive, inclusive and conflict-sensitive amplifying community voices approach to contribute to social empowerment and poverty reduction amongst the most disadvantaged. The international development partners have also recognized the need to have short, medium and long-term actions for promoting inclusion, better livelihoods, youth employment through employability skill development, and inclusive economic growth to consolidate peace as well as to make development peace-sensitive.

BTS's strategic plan 2021-2025 seeks to make a positive difference in addressing, at modest scale, these deep-rooted issues of poverty, inequality and injustice suffered by the most disadvantaged and marginalized groups.

4. CORE COMMITMENTS AND STRATEGIC APPROACHES

4.1 Core Commitments

4.1.1 Human Rights and Amplifying Community Voices:

Human rights are at the core of all that BTS stands for, its actions and operations. The realization of human rights is fundamental in order to move people out of poverty, to bring about justice and peace and for sustainable development. We strive to enable the excluded and disadvantaged populations which are our priority to attain their fundamental rights especially to citizenship, land, food, basic services and information. Correspondingly we are committed to enable migrant labourers, fishermen, disadvantaged indigenous, old aged and other marginalized groups, and landless to escape deep-rooted oppression in order to exercise those rights. As a development organization, Baikunthapur Tarun Sangha (BTS) promotes and adheres to national and international humanitarian law in its work for the benefit of the populations with whom we work through capacity building and amplifying community voices strategies.

4.1.2 Impartiality:

BTS assists and support marginalized people, irrespective of caste and ethnicity, gender, age, religion, race or political conviction. Assistance is provided in response and relative to need, without discrimination or favouritism.



4.1.3 Inclusion and Participation:

BTS acknowledges structural causes of injustice and that disadvantaged groups suffer from multiple forms of oppression. BTS is committed to be inclusive and enable the full and equitable participation of women and men, old aged, people with disabilities, indigenous and minority communities and Dalits in all programs and decision- making processes.

4.1.4 Accountability:

As guided by the donor agencies and their Accountability Framework, we are committed to maintaining high levels of staff competence and professionalism, and continued affirmation and adherence to all national and international standards in program operations as well as being accountable to the populations and communities our programs assist for maintaining the highest standards. We strive to achieve a culture of accountability at all levels - through leadership, policies, management systems and field practices. In coming years, we will continue to strengthen accountability practice, particularly in the areas of information sharing, participation and complaints handling mechanisms both in our own organization and program. We shall also strive to promote accountability including accountability mechanisms among local partners, SPHERE standards and institutions (including government) as well as other national institutions and networks with which we collaborate (including the I/NGO sector and clusters).

4.1.5 Gender Justice:

Unequal power relations between women and men result in the unequal distribution of wealth and unequal access to resources and opportunities. The human rights of women and girls must be fully implemented (as must those of men and boys). Since the role of women is central to development, the equal participation of women must be ensured. BTS includes gender perspectives in all aspects of its work and undertakes specific advocacy and awareness raising initiatives to change attitudes and practices as well as to institutionalize gender justice. BTS emphasizes gender mainstreaming in all its programs. Moreover, we support the empowerment of women by creating specific opportunities and projects for women particularly those from socially and economically disadvantaged groups.

4.1.6 Climate Justice and Environmental Sustainability:

The escalating effects of climate change and increasing frequency, scale and impact of disasters and emergencies undermine the human rights of those affected, especially the poor and marginalized who are more vulnerable. To tackle this injustice and their exclusion, BTS prioritizes adaptation actions and promotes mitigation initiatives in our works. We are committed to incorporating environmental concerns into all development decisions and operations aiming at behavioural change, increased resilience and reduced vulnerability and shall apply the Climate Adaptation Framework Tool across all programs to bring a Climate-Smart Community in Sunderban and in our Country, India.



4.2 Strategic approaches

The strategic approaches of Baikunthapur Tarun Sangha (BTS) mentioned below are intrinsically linked and mutually reinforcing.

4.2.1 Community-based empowerment approach:

Empowerment is both a means and an end in BTS's works with communities. This implies consulting the people first, in particular the poor and the oppressed, considering the impact of decisions and activities on them and enabling them fully to participate in and own these activities. BTS engages with communities in ways that enhance and build on competencies and capacities of people, particularly the poor and the oppressed so that they can direct their own development, both as individuals and as active members of families, groups and communities.

4.2.2 Rights-based approach (RBA):

There are two stakeholder groups in rights-based approach: (i) the rights holders (who do not experience full rights) and (ii) the duty bearers (the institutions obligated to fulfil the rights holders' rights). Rights-based approach aims at strengthening the capacity of duty bearers and empowers the rights holders. All the people have the right to live with dignity and enjoy the human rights. People who are poor, excluded, oppressed and vulnerable are not objects of charity but rights holders. The structural causes of inequalities, oppression and subjugation that cause poverty and exclusion in communities are to be eliminated. BTS applies special focus on empowering those poor and oppressed communities so that they can claim their rights in a responsible manner. At the same time, assisting communities acquire knowledge and skills that lead to changed attitudes and transforming people into informed decision makers and active citizens. Active citizens are able to challenge policies or actions and existing structures on the basis of principles such as equality, inclusiveness, diversity and social justice.

4.2.3 Integrated program approach:

Baikunthapur Tarun Sangha (BTS) provides highest priority to those programs that are aligned with government programs and also targeted to poor and oppressed communities. Understanding the holistic needs of the rights holders and marginalized families, BTS makes its maximum effort to involve all stakeholders and to create synergy with existing programs, projects and also utilize local capacities and resources.

4.2.4 Participatory and inclusive approach:

Baikunthapur Tarun Sangha (BTS) is accountable to work for the poor, oppressed and climate change affected communities. It develops its plan, program; implement; monitor and evaluate all of its programs in participation with its target group communities. While aligning its program goal and objectives with government it will include goals and objectives set forth for the target groups communities that are developed through participatory approach. To transform the oppressed condition of the



group into the desired level and to provide justice to those groups, BTS support local government bodies to include those poor and oppressed communities in their formal and informal institutions and also support them to develop capacity of those community members for effective participation in local bodies and institutions. Efforts will be made to sensitize the elites of the society about the oppression and deprivation that the priority population suffers from, so that they empathize and actively participate in the development programs which are mainly targeted towards the poor and oppressed. Do No Harm principles shall be applied in all programs of BTS.

5. STRATEGIC PROGRAM FOCUS

5.1 Priority populations

BTS works with needy school students, disaster-affected, marginalized and vulnerable people who are socio-economically disadvantaged. The main categories are:

5.1.1 Disaster and Climate Change-affected people:

People in communities which are at risk or have suffered from disasters and emergencies, specifically: Communities and individuals which are most vulnerable to natural disaster including climate change effects; and

5.1.2 Marginalized and vulnerable people:

Marginalized, vulnerable and socio-economically disadvantaged people, from deprived, oppressed or discriminated-against rural communities, especially.

- Needy and deprived school children
- Fishing Communities
- Disadvantaged indigenous and minority groups
- Migrant Labourers
- Dalits/Tribal Communities
- Landless
- Small and Marginal Farmers
- Old aged
- Women
- Tiger and Crocodile affected widow families

It should be noted that these categories are not mutually exclusive. Within these priority populations, Baikunthapur Tarun Sangha gives priority to women, people with disabilities and children. The intensive development program working according to a cluster approach allows scope to work simultaneously with several focus categories in any geographic area.



5.2 Geographic focus

Baikunthapur Tarun Sangha will focus its program geographically on:

- Areas with the highest concentrations of the priority populations. These tend to be on Communities, Panchayats, Blocks and districts with high vulnerability to disaster and climate change effects; and although also with severely disadvantaged and excluded groups in districts with relatively poor.
- Where feasible, BTS will rationalize intensive development interventions in a limited number of operation communities in the districts to maximize impact and program efficiency.

5.3 Operational modalities

BTS manages its programs in coordination and collaboration with the government agencies at the local as well as national levels. Implementation of BTS's projects are carried out by the selected strategic partners and civil societies (e.g. NGOs, CBOs, Schools, Cooperatives/FPOs), and private sectors that are interested in uplifting the lives of the priority population.

5.4 Partnerships and collaboration(Convergence)

5.1.1 Government:

BTS works as alignment partner of government's periodic plan, programs and projects. BTS designs its five years Operation Program Plan and annual Program Document to contribute to Sustainable Development Goals (SDGs) and government's national goals and objectives in the related sectors. In doing so, BTS engages with government in a systematic manner to assist government by contributing to state and national objectives and also engage critically with it to make its policies and mechanisms accountable and pro-poor. BTS researches and brings innovation in policies through field testing and makes advocacy tools for policy changes at local, state and if, possible at national level. BTS also engages with local government, and emphasizes on strengthening local governance systems, by facilitating for inclusive Local Self Governance (LSG), Panchayats, SHGs, CBOs, Cooperatives and district planning.

5.1.2 Community-based organizations (CBOs):

BTS primarily implements all programs at the community level with local Implementing Partners mainly with people's organizations like; SHGs, School Managing Committees, Community Based Organization, Cooperatives and local NGOs. BTS will assume a stronger



role by providing more conceptual support and guidance to these organizations in order to increase quality of projects on the ground.

5.1.3 Other NGOs/Youth Clubs/ CBOs/Mahila Mandals:

BTS is planned to work in future with local level civil society organizations that are prominent in their respective thematic area and can contribute to excel the effectiveness of BTS's programs by providing expert services in research and development, capacity building, advocacy and to implement regional or national level programs.

5.1.4 Private /Corporate Sector:

BTS may act as facilitator and implement of Corporate Social Responsibility (CSR) programs towards greater impacts and results in the operational communities. It will strengthen linkages between private sector for increasing access to technology, market and information.

5.1.5 Donor -Partners:

BTS focuses on gaining a better understanding of the priorities of funding agencies in India and in International agencies. It also emphasizes on being strategic for exploring other potential new funding sources both inside and outside of India. BTS building better relationships with Corporate are also a better funding source now a day towards implementation of CSR programs. BTS strengthens its relation with diplomatic missions in India and explores possibility of partnership.

5.1.6 United Nations:

BTS has planned to join and strengthen its partnership with UN Agencies such as UNESCO, UNHCR, UNFP, WFP, etc. and explore new partnerships with other UN agencies.

6. PROGRAM DIRECTIONS AND INTERVENTIONS

Baikunthapur Tarun Sangha will **focus on SIX Broad Thematic Areas** in its interventions

- i. Community-Based Disaster Risk Reduction(CBDRR), Climate Resilience and Ecological Resoration.
- ii. Climate-Adaptive Sustainable Livelihoods & Social Entrepreneurships of Marginalized Families, Migrant, Widows, Differently Abled and Brackish Fishing & Forest-fringe Communities.
- iii. Sustainable Water Resource Management (SWRM), Sanitation and Hygiene (WASH) promotion in schools and communities.
- iv. Natural Farming & Natural Resource Management(NFNRM)



- v. Child Protection & Value Education(Community Schooling) for children in need
- vi. Maternal Child Health & Malnutrition

BTS supports its priority populations by integrating above mentioned Six thematic program areas as far as possible.

6.1.1 Community-Based Disaster Risk Reduction, Climate Resilience and Ecological Restoration

6.1.1.1 Strategic objective:

People and communities are better prepared for, able to effectively respond to disasters, climate change and environment protection & regenerations.

6.1.1.2 Priority

BTS aims to develop resilient communities, reduce vulnerability, protect assets in the events of crisis and enhance capacity in preparedness and response to climate change and able to live in healthy environment.

a) **Priority Populations:**

Priority is given to those populations which are more vulnerable and possess inadequate coping capacity, primarily

- At-risk populations
- Disaster and Climate Change - affected populations
- People living in Sundarbans deltas.

Among those categories, priority is given to vulnerable groups (women, children, and people with disability)

b) **Focus geographic areas, disaster types:**

In terms of geographical focus and disaster type, priority is given to:

- Sundarbans Areas (Floods & Cyclone affected communities)

Among those categories, priority is given to those areas where BTS operates a development program.

c) **Principles and Standards:**

BTS adheres to the relevant principles and policies of the state and central government as well as the standards set by the Inter Agency Group (IAG), SPHERE Standards and other national and international agencies.



d) Integration and mainstreaming approach:

BTS advocates for increased participation of vulnerable community members and enhances their capacities. There is a need of mainstreaming disaster risk reduction, climate change adaptation and livelihoods to convert 'vulnerability to resilience' so that the targeted communities have better capacity to adapt to change, cope and timely recover from shocks, secure sufficient food and move out of poverty.

e) Cooperation with other actors:

At state and national level, recognizing the necessity of effective collaboration in disaster risk reduction and response, BTS will continue and strengthen its involvement with key networks and selected humanitarian clusters. BTS will continue to make a contribution to Government efforts to develop laws, policies and guidelines in this field as well as holding it accountable.

6.1.2 Right to human security and protection and right to live with dignity during emergencies:

Emergency preparedness and response will continue to be a priority together with continuing assistance to disaster victims, and where need arises, displaced people and others affected by natural disasters, and emergencies. BTS recognizes the importance of linking relief, rehabilitation, development and disaster preparedness in the country in order to maintain a credible presence and capacity in this field.

6.1.3 Disaster risk reduction and emergency preparedness

Disaster risk reduction (DRR) and emergency preparedness work aims to build resilient communities, reduce vulnerability and protect assets in the event of crisis. As part of this, BTS will continue to be active in strengthening local and national actors, building their capacity to prepare for disasters according to their context and environment. BTS focuses on disaster risk reduction and mitigation through various measures such as supporting them to develop contingency plans, establish appropriate early warning and assistance systems, and strengthening food security measures. The main emphasis will be on building the capacities of communities while also reaching out to inform and build capacity of duty-bearers who support communities in preparing for disasters and in managing and mitigating risks.

6.1.4 Intended Outcomes (Results)

The intended outcomes of these various program actions can be summarized in terms of three anticipated results, which can be measured and monitored, namely:

- a. Enhanced capacity of disadvantaged communities to reduce disaster risk and to prepare for, respond to and, when necessary recover from emergencies and disasters
- b. Enhanced capacity, efficiency and co-ordination of local bodies (including Government) in reducing disaster risks and preparing for and responding to emergencies and disasters



c. Disaster affected populations, including refugees, have access to timely and relevant assistance

7. Climate Adaptive Sustainable Livelihoods program interventions

(a) Food security

Strategies for food security will focus on right to food, food production and access to food. Promote community-led strategies that contribute to the development and dissemination of cost-effective and appropriate technologies for increasing food security of priority populations. These may include food production infrastructure such as promotion of environment friendly climate smart organic agricultural practices, micro irrigation, inputs such as seed, tools etc. and skills training.

(b) Economic Reliance

(i) Subsistence production and income generation

Support the poor and small holders for maintaining a subsistence living from their agricultural activities, and move towards obtaining some income from income-generation activities.

Support the ultra poor and landless people in diversifying livelihood strategies, creating alternative income-generating activities such as non-farm activities, providing one-off grant in the form of revolving fund to increase access of ultra-poor and landless people to soft loans, and subsidy in terms of inputs and equipment, and building their linkages with markets.

Asset transfers to ultra-poor, women and the most disadvantaged (e.g. livestock, leased land, tools, seeds) for use in income generating activities, including agriculture activities such as climate resilient vegetable gardening or nursery cultivation.

(ii) Social Enterprise Development

BTS will support the priority population for establishing and developing their enterprises through integrated enterprise development approach. With this, BTS aims to create self-employment and employment within the families.

Integrated enterprise development approach:

This approach includes a number of interrelated components:

- (i) Resource potential and market survey and potential enterprises identification
- (ii) Social mobilization for entrepreneurs
- (iii) Entrepreneurship skill training and business plan preparation,
- (iv) Technology skill training,



- (v) Access to financial services for investment,
- (vi) Access to technologies and equipments,
- (vii) Market linkages, and
- (viii) Business counselling and follow up.

Farm and off-farm-based enterprises will be promoted by adopting environmental-friendly technologies and practices. Utilization of local resources and traditional knowledge and skills will be emphasized. Cooperatives will be promoted for increasing priority population's access to financial services, technologies, information and markets.

Partnering with private sectors:

Private sectors will be engaged for generating employments by creating opportunities for priority population in value chains and marketing channels. BTS will adapt the Participatory Market Chain Approach (PMCA) to foster the market access of focus group members by generating fruitful collaboration among the different market chain actors. This approach will be applied for identifying and developing enterprise and employment opportunities, and help change market systems to work more effectively for the poor. These will include market expansion, increase quality and quantity of production as per market demand, improved postharvest, packaging, branding, market promotion.

Participatory Action Research:

Participatory action research will cover piloting of initiatives with the leadership of communities. BTS will emphasize on gathering information on appropriate low cost technologies and equipments particularly for priority population (e.g. technologies that are women friendly, suitable for Fishermen, Dalits and people with disability, and are environment friendly) and systematically share with the priority populations. Demonstration and dissemination of the successful technologies will be done through different mechanisms. Coordination and collaboration with relevant government agencies and private sectors will be done for technical expertise and other resources required for development of technologies and their commercialization.

Graduation of entrepreneurs:

Entrepreneurs that are developed through the Integrated Approach will go through two stages to become resilient.

Start-up stage:

Entrepreneurs establish their businesses or enterprises but their net income is lower than their opportunity costs (the daily wage of an alternative employment). They need on average 1 year to start-up businesses, but starting up is not sufficient to guarantee resilience, as most



start-ups require further support to access input, financial and sale markets to become profitable.

Graduation:

Entrepreneurs recover initial investment and their profits from enterprises are higher than opportunity costs. Support to start-ups to *graduate* into profitable businesses will require in the areas with targeted technical support in the form of higher levels of entrepreneurship trainings, linkage with financial service providers and linkage with markets, business counselling, branding, packaging, and other services. Start-ups may take up to a maximum of 2 years to graduate for those who are highly resource-poor and have least livelihood assets.

Resilience:

Resilient entrepreneurs have market linkages and are able to innovate and grow their businesses and overcome economic shocks.

(c) Human development

Livelihood strategies do not only emphasize on food security and income, but also health, shelter, drinking water, sanitation, hygiene, education and other tangible benefits, such as comfort, safety, respect and fulfilment.

Literacy:

Focus on literacy of the priority populations especially women and people with disability through Empowerment Education Program approach that includes participatory sessions on civic education, and facilitate and coordinate with the district-level and relevant stakeholders for improving access of the priority populations, in particular girls and children from disadvantaged castes/ethnicities, to formal education.

Capacity Building of Young Farmers:

Priority population, in particular poor young people, will be provided with technical and vocational skills that have market demand and employment opportunities. This will include two different levels of skills:

- (i) **Level 1** for developing resource farmers or entrepreneurs who will be eligible to transfer skills through practical trainings to other farmers and potential entrepreneurs, and
- (ii) **Level 2** for developing local resource persons or local enterprise development facilitators who will be employed by business development organizations or private sectors or NGOs/CBOs. BTS will use systematic methods for labour market assessments ahead of skills training activities.

(d) Environmental sustainability and climate change adaptation



BTS supports communities that are extremely vulnerable to the impact of climate change. We assist communities to assess environmental implications and climate change risk.

We integrate ecological considerations into the identification and design of programs in the areas of: promoting technologies and practices for increasing agricultural food production and food security in the context of climate change; land use management; soil conservation; alternative or green energy use etc. Adaptation strategies as part of disaster risk management and sustainable livelihoods are inextricably linked to the protection and management of natural resources and will be a core aspect of this work in the years ahead. The affected communities have to decide and take responsibility for environmental conservation and sustainable use of natural resources for the strategies adopted.

8. Intended Outcomes (Results)

The intended outcomes of these various program actions can be summarized in terms of three anticipated results, which can be measured and monitored, namely:

- a. Increased food security attained by all members within disadvantaged households
- b. Increase in income earned by disadvantaged households
- c. Increased capacity of cooperatives in enhancing the sustainable livelihoods of their membership, with particular focus on the poorer segments

9. Promotion of Sustainable Water Resource Management(SWRM), Sanitation & Hygiene (WaSH) practices in Schools and Communities.

9.1 Strategic objective:

People live with clean and healthy environment with adaptation of good practices.

9.2 Strategic Approaches

Based on the last more than one decade of experiences on implementation of BTS on WASH programs in communities and schools, it has been planned to accelerate and expand the program in collaboration with local government, authorities, panchayats and corporate to make clean villages and schools with the creation of infrastructures on WASH.

9.3 Inclusive participation and engagement in local institutions

BTS programs engage in a range of enabling strategies to help priority populations and communities achieve greater involvement in decision-making, improved and accountable governance and practice.



9.4 Good governance:

BTS will work at local level to promote good governance in local institutions like; Schools authorities, Panchayat, SHGs, Cooperatives.

10. Strengthening local institutions' governance and democratic practices:

BTS also focuses on supporting local institutions like; schools, panchayats, as well as groups/CBOs to be more inclusive, democratic and transparent in their functioning so that poor and oppressed groups will have a proper voice and an equitable share of resources. Greater participation by disadvantaged groups has an important role to play in ensuring clean sanitation and hygienic practices and equitable treatment by these decision-making bodies. Other tools can also be readily applied including simplified code of conduct, complaints mechanism, policies compliances as well as ensuring the governance basics of record keeping, and attendance.

11. Accountability:

Promoting accountability among elected or representatives' bodies are central to ensuring good governance. From CBO level upwards, and including other local structures such as cooperatives, users groups, and local government structures, BTS will actively promote the tools and mechanisms such as social audits, public hearings, gender and inclusion-responsive participatory planning, monitoring and evaluation, budget and expenditure tracking, entitlement monitoring to enhance good governance among local bodies - both private and public. This process of transparency and information sharing also facilitate equitable access and increased access to basic services and rights (human rights, health, education, etc.), and contribute to reduction of the risk of corruption and misuse of resources.

12. Monitoring

Monitoring is a necessary and complementary dimension of BTS to implement programs on Water, Sanitation and Hygiene practices among school students and community people in BTS's work at all levels. Selective issues related to the key program themes need to be taken up not only at local but also at higher levels.

13. Intended Outcomes (Results)

The intended outcomes of these various program actions can be summarized in terms of three anticipated results, which can be measured and monitored, namely:

a. Increasing participation, practices and maintenance and influence of priority populations in local institutions and decision-making processes.



- b. Equitable access to use and maintenance by priority populations.
- c. Good governance and accountability practiced in and by local institutions.

14. Child Protection & Value Education for Children in need

14.1 Strategic Objective:

All school going aged children have access and to continue their value based education in schools.

14.2 Strategic Approaches

With the theme of Education is the Pillar of Success of all human beings, BTS will planned to extend the education program in interior parts of the target communities. This value based education is a different from the stereotyped school education systems to create real human beings from childhoods. Special classes would be organized in formal schools and special coaching centres would also be opened in the communities to reach more needy students. The Village Education Committee (VEC) will be formed and strengthened to monitor the schools and session.

14.3 Inclusive participation and engagement in local institutions

BTS programs engage in a range of enabling strategies to help priority populations and communities achieve greater involvement in quality education, monitoring, supervision and decision-making practices.

14.4 Good Governance and Monitoring:

BTS will form Village Education Committee (VEC) with involvement of parents and build capacities among members of VEC to operate, manage the education centres and students' attendance and their performance.

14.5 Intended Outcomes (Results)

The intended outcomes of this special education for school going aged children can be summarized in terms of three anticipated results, which can be measured and monitored, namely:

- a. Increasing standards of education among children that influence to create new society in future.
- b. Access to education by all children.



c. Children belongs to needy families are continuing education.

15. Employability Skill Development for youth (women & men)

15.1 Strategic objective:

Un-skilled unemployed youth have access to better employment opportunities after development of skills.

15.2 Strategic Approaches

Country like; India is having huge numbers of unskilled labourers and they have not getting better job. In this situation, Government of India has launched a scheme for skill development among youth (both women & men) under SKILL INDIA. In Skill India scheme, unemployed youths are getting training with free of cost or very minimum cost. BTS is one of the Training Partner (TP) and providing skill based training to youths. This project will continue in next strategic plan also with the support of government and corporate.

15.3 Inclusive participation and engagement in local institutions

The Employability Skill Development program of BTS will involves a long term strategies to cover atleast 4,000 rural youths in next five years in collaboration with state and central government and welcoming corporate to provide support on this program.

15.4 Accountability:

BTS is ready to accountable for providing need based skill training and arrange for the employment in corporate, government and other private agencies. BTS also mobilize necessary resources from various agencies and financial institutions for the trained candidates on self-employment if, necessary.

15.5 Monitoring

Monitoring is a necessary for this program to ensure quality trainings as per the standards of government like; National Skill Development Corporation (NSDC). Besides that, BTS is keeping the relations atleast up to 02 years of completion of training. A monitoring tool will be developed by the team of BTS to maintain the MIS as per the mandate of government.

15.6 Intended Outcomes (Results)

The intended outcomes of this special project can be summarized in terms of two anticipated results, which can be measured and monitored, namely:

- a. Increasing the numbers of youths (women & men) trained in various skills and excess employment.
- b. Increasing numbers of trained youths (women & men) have earned income by involving self-employment opportunities.
- c.



16. ORGANIZATIONAL STRATEGY

Baikunthapur Tarun Sangha (BTS) to be an effective and professional not-for profit, social development organization performing to a high standard. To ensure our program objectives and interventions have a positive and sustainable impact on people's lives requires a proactive and intentional approach to organizational management and development.

16.1 Quality programs and practice

Result based quality development of programs and practice is a continuing commitment, leading to a common understanding and consistent implementation of BTS's program approach and to increased efficiency and effectiveness. It will give priority to:

- (i) Improved results-based PME system
- (ii) Credible results monitoring and measurement system, which link outcomes with output and activities, and
- (iii) Gender-sensitive and inclusive participatory planning, monitoring and evaluation.

BTS shall revise its entire organisational PME system to be more result oriented.

a) Results-based program planning and management by adopting results approach

BTS will consider applying the tool of result chains and other result measurement approaches in project planning, monitoring and management. Under such approach, the individual steps that lead to results are mapped and monitored while verifying the validity of the underlying assumptions. Furthermore, there is a clear link of well-defined results (impacts and outcomes) with the outputs and activities in the results chain approach. The results approach is a good management tool, since interventions can early be adjusted if blockades happen in the early part of the results chain.

b) Strengthening accountability to people of concern and to partners and funders

BTS shall continue strengthening its accountability within the organisation, among its implementing as well as community partners, and in dealings with government, partners, funders and others.

c) Interpreting policies and standards into user-friendly practice guidance and simplified toolkits for field staff

BTS shall ensure that relevant policies, standards and guidelines are simplified so that they will be clearly understood and applied. These meaningful, manageable and simplified tools will be easily accessible to and understood by field staff and partners.



d) Environment and climate change sensitivity

Realising the impacts of climate change on the poor and the impacts of environmental degradation, BTS is committed to reducing its own carbon footprint and encouraging partners to do the same. All our programs and offices will adopt environmentally-friendly practices as far as possible and environmental assessment is carried out where necessary.

e) Synergistic partnerships:

BTS will actively partner, collaborate and coordinate with other organizations that have resources, expertise and programs in relevant themes.

16.2 Resource mobilization and communication

In order to attract the necessary financial resources to support this strategy, BTS will strengthen fundraising and related efforts combined with effective communication including crowd funding, CSR, national and international funding resources.

16.2.1 Fundraising

BTS relies on funds from its resource support agencies like; State and Central government, Corporate, UN and other national and international donors. Resource mobilization to achieve a stable and more diversified funding base is a priority. Beside, BTS will give emphasis on local fund raising (LFR) in various modes.

BTS considers fundraising as a core function of senior staff and therefore includes fundraising as one of the key performance results. A fundraising team works collectively coordinated by the fundraising focal person.

BTS will establish a strategic mechanism of having an unrestricted fund for investing, among others, in activities required for fundraising e.g. needs assessment and baseline data collection for designing needs-based concept notes and proposals, organizing meetings/workshops with relevant stakeholders and consortium partners for preparing joint proposals, bidding and for keeping provisions for co-financing. It invests in staff capacity building on high quality proposal writing, donor relations, and marketing. It provides additional motivation and incentives to those staff who mobilize funds through their competency and capacity.

BTS strengthens its accountability to people of concern and to partners and funders. More explicitly the following are key priorities for fundraising:



- i. **Donor confidence:** Ensuring high quality, well managed programs and effective leadership and well developed staff capacity, strong financial management, transparency and accountability. Demonstrating impact and results in the communities we serve and thereby reinforcing increased donor confidence.
- ii. **Donor co-operation and consortium approach:** Maintaining and managing strong relationships with and meeting expectations of existing donors and partners, underpinned by strategic and effective communication with the aim of retaining and increasing funding from traditional and new sources. The consortium approach helps avoid or reduce overlapping and duplication of programs.
- iii. **Donor diversification:** Seeking new opportunities for funding at international and national levels with potential donors and partners including corporate under CSR.
- iv. **BTS** builds capacity of staff to help programs access direct funding from institutions, governments, corporate and others.

16.2.2 Communication

BTS communicates clearly that it is a mission driven; relevant, and community-focused organization. **BTS** gives the message that it upholds the lives and livelihoods of the poor and marginalized people; it is locally rooted and globally connected; it reaches its target groups with relevant and timely information. To shape these three messages, **BTS** will further improve its communication policy and strategy and will produce powerful messages, news features and stories to reach a range of target audiences from local to global levels. Communication and visibility will be further strengthened to serve the needs of the organization and partners.

BTS will focus on more strategic communication planning. It will build and enhance capacity of staff and partners and develop them as focal points to operate as more effective communicators.

16.3 Financial Resource Management

Effective financial management is complementary to fundraising. **BTS** ensures that the resources are used in the most efficient and effective manner and that there is strong adherence to national and international financial management norms, principles and guidelines. The following are the main priorities:

- i. **Strong stewardship:** Promoting good stewardship of resources which encompasses more effective, efficient and different ways of working. This includes both measures of control and ongoing efforts to reduce costs incurred in program implementation and administration.



- ii. **Continuous improvement in financial management and accountability:** Adhering to national and international standards, investing in improved financial controls and systems and recruiting and developing qualified staff.
- iii. **Meeting core costs:** To enable proper planning and program continuity, BTS will seek to grow unrestricted funding and pursue other means of covering core costs.
- iv. **Building adequate reserves:** After covering core costs, additional unrestricted funding will enable to build reserves that will allow us to invest in new programming and where possible to use those funds to leverage funding from other donors.

16.4 Human resources and organizational structure

Recognizing the importance of qualified, skilled and competent staff for program, the organization's performance and quality, BTS strengthens its human resource planning, recruitment and development policies and procedures.

BTS will develop strategies to support the development of a diverse team (with regard to caste, ethnicity and gender) and apply learning from other development organisations in India. These include a transparent recruitment and promotion process, offering a secure and conducive working environment, providing equitable opportunities for staff development (including training and exposure).

In terms of organizational structure, BTS envisages continuing and strengthening the basic program structure of:

- a) Head office with responsible for strategic and system development, program direction and oversight, and liaison and co-operation with national and international-level actors;
- b) Zone/Block /Project offices staffed by committed and competent professional staff responsible for direct oversight of the program including field operations, dealing with implementing and other partners, and liaison and co-operation with district and block level actors.

16.5 Learning and knowledge management

BTS establishes itself as learning organization by promoting innovation, research, providing open environment for staff to bring new ideas and program approaches. It promotes various learning forums from the community to state and national levels. **BTS** shall focus on maximizing opportunities for learning and sharing lessons from practice and analyzing and using the outcomes of project interventions, evaluations and program reviews.



16.6 Risks Management

External risks

The on-going political, socio-economic and cultural transformation process may pose several risks to design, implement, and monitor and evaluate the program activities. BTS is aiming to contribute in formulating and reforming number of schemes at the grass root levels as well as district levels. Considering the current political situation, frequent changing the methodologies of implementation of government sponsored schemes may take more time in reaching the outcomes.

Severe climate change consequences (flood, cyclone and seasonal drought) leading to community displacement and disruption and beyond the coping capacity of the community may threaten program results and outcomes.

Internal risks

BTS's planned strategy also faces internal risks relating to its own role and operations. These include the future priorities and role of donor agencies, including in relation to the wider changing the priorities of core funding partners, and is own adjustment to new challenges and approaches in terms of organizational and staff capacity. Issues of funding for the program will continue to be significant, especially due to the changed policies of the supporting funding agencies.

Although BTS will intensify efforts to strengthen links with the existing partners to diversify funding, heavy competition for alternative funding sources makes the future uncertain.

The scaling down of core integrated program in line with reduced core funding will also bring challenges and risks in terms of scale and continuity of such programs.

BTS faces certain risks arising from its change in strategic approach. The shift to intensive emphasis on integrated DRR, climate change, sustainable livelihoods, WASH and employability skill development, and care of old aged and orphanage in homes will impose new demands on the organization and how it operates. New ways of working will bring in risks in terms of competence.

Internal risks can be addressed, but they do require active commitment and adaptability to ensure that the necessary adjustments are made to enable the program to evolve.