

STRATEGIC PLAN

Period: 2015 to 2020

North East Diocesan Social Service Society (NEDSSS)



North East Diocesan Social Service Society (NEDSSS)

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Introduction

The Strategic Plan marks a new era with the third phase in the evolution of this organisation. The first phase marked from 2003 to 2009, the second phase from 2009 to 2014 and now the third phase from 2015 to 2020. This event gives birth to a new outlook with greater focus to future signaling a deeper commitment and determination in the social interventions.

It was developed collectively by the staff of NEDSSS along with the stakeholders the Regional, Diocesan Directors and the General Body Members of the Organization keeping in mind the present demands within the changing scenario. The Region is on the process of transition as it is in the verge of serving as a corridor for South Asian Market with its advantages and disadvantages affecting the social, political, economic and natural environment of the Region.

This plan is a response to the changing world scenario, religious values and more profoundly to the social teachings of the church (*"Caritas in Veritate"* the social encyclical of Pope Benedict, XVI)

It focuses on capacity building activities that will empower and enable partner Organisations by developing capacities and strengthening collaboration and networking with various stakeholders involved as per the emerging needs.

This plan will enable NEDSSS to design multi-prong interventions and will give a greater impetus to its activities. We envisage that this document will give clarity to the vision and mission of the Organisation and bring greater impact to its initiatives.

Need and purpose

- 1) **To set direction and priorities:** First and foremost, to set the direction and establish priorities for the organization. It defines the organization's view of success and prioritizes its programmes that will make this view our reality.
- 2) **To get everyone on the same page:** To guide and give clarity to all departments towards achieving the organization's goals.
- 3) **To simplify decision-making:** The strategic document will supplement the decision making process in the organisation at all levels.
- 4) **To drive alignment:** The strategic document will serve as the vehicle for ensuring that organisation is directed towards areas that are aligned with the priorities.

5) To serve as a roadmap: The document will serve as a roadmap for all the planning process of the organisation and streamlining to all its partners.

Process Followed

NEDSSS had initiated a plan to conduct a workshop 'A Way Forward' on 20th and 21st January 2014 held at Social Forum as part of Silver Jubilee Preparation of NEDSSS. The focal point was to reflect on the contribution of Social Forum since its existence for the past 25 years in social development field in the North East Region. The outcome of the workshop was that NEDSSS should emerge and excel in the development field at par with other Regions of India.

Therefore, it was realised that NEDSSS and its partner organizations can respond to the emerging needs of the region if the current status is known. Hence the "*Organizational Assessment*" with the objective to have an in-depth knowledge of the status of organization both in term of strengths and weaknesses to pave the way and give new insight with clear road ahead for both NEDSSS and DSSSSs to make its developmental initiatives more efficient and effective in changing the life of the under-privileged and marginalized people of North East. The process will be beneficial of not only the DSSSSs but also a blue print for NEDSSS to customize its handholding support and capacity building initiatives according to the emerging needs of the DSSSSs. In addition, this exercise is also a preliminary step which will facilitate the Organization Development Process in the near future. Hence, a Committee was set up on 21st January 2014 to carry on the process of assessment constituted of Fr. Varghese Director NEDSSS, Sr. Prema Chief Coordinator NEDSSS, Fr. Sebastian Director DAN, Fr. Richard Director NSSS, Fr. Jeevan Director JUST and Mr. Lukose Quality Manager, Caritas India.

With technical support from Mr. Lukose Quality Manager, Caritas India a scientific tool was developed by Social Forum Capacity Building Team comprising of Ms. Genavafa Befphat and Sr. Prema Chowallur for carrying out the assessment processes in all the DSSSSs. Furthermore a larger level consultation was carried out in each diocese consisted of Archbishop/Bishop, Governing Board members of DSSSS, Vicar General, Administrator, Heads of various Commissions in the Diocese, specially invited guests professionals and staff of DSSSS by the Core Team comprising of Director of NEDSSS, DAN-Nagaland, Manager - Quality Control and Zonal Manager of Caritas India. Validation reports of the findings were made by the core committee on 21 June 2014 in the Annual General Body Meeting.

The findings of the first Assessment report of the 15 DSSSs were analyzed and presented on 21st June 2014 and the final report was presented during the Silver Jubilee Workshop held on 21 Nov 2014. It was during this workshop that the need to revisit the Strategic Plan of the DSSSs and emerging role of Social Forum clearly pointed out.

Hence, as part of the NEDSSS Jubilee follow up, workshops for revisiting the strategic plans were carried out in the DSSSs facilitated by Mr. Kushal Neogy, Catholic Relief Services (CRS), Lucknow. For NEDSSS, the workshop was held on 16 & 17 Dec 2014. This strategic document is the outcome of the process.

Expectation from this exercise

NEDSSS will use this document as a guide in fulfilling its vision and mission. It is expected that this document will help in stream lining the various activities of the organisation in line with its long term goal.

Acknowledgement

Special thanks to Kushal Neogy, CRS, Bhopal for accompanying NEDSSS and its diocesan partners in formulating the strategic plan for the next five years and Caritas Denmark for financial support for the exercise.

NEDSSS is grateful to its 16 diocesan partners for their contribution and cooperation in helping shape its strategic plan.

I. About the Agency

Historical Background

North East Diocesan Social Service Society whose secretariat is known as North East Diocesan Social Forum came into existence in 1986 with the initiative taken by Fr. P. Remegius, the then director of Caritas India & Fr. Sebastian Ousepparampil, the then Convenor Secretary for social work in North East India. It was registered as voluntary non-governmental organisation under the societies Registration Act of 1860 in June 1989.

A plot of land at Guwahati was allotted by Archbishop Hubert D’Rosario SDB, Archdiocese of Shillong. Consecutively, the project for construction of Regional Forum of Diocesan Directors of NE was approved by CEBEMO (Now CORDAID).

On 23rd March 1994, NEDSF in its new permanent site at Guwahati was inaugurated by Late Shri Hiteshwar Saikia, the chief minister of Assam. The number of staff at the centre also increased to 1 director, 2 animators, 2 office staff, 1 driver & 2 supporting staff at the end of December 1996. In December 1996, staff quarters added to the Forum complex were inaugurated by Archbishop Joseph Mittathany and Fr Jacob Alluckal, the then Director.

North East Diocesan Social Service Society in its capacity as a non profit organisation has been working in many areas of development and tries its best to reach all corners of the region in order to achieve its vision of “a society where people in diversity live in unity and dignity based on gospel values of justice and love”.

The objective of Forum is to provide a platform to Diocesan Social Service Societies for sharing, reflecting and unite to face problems and find solutions as one entity. In other words, it is a vibrant centre for all the Dioceses. The primary function of Forum is to play the role of a facilitator at different levels of programme planning, management and evaluation. At the initial stage, Forum was actively supported by Caritas India in all its intervention, human resources and also providing accompaniment support to the NEDSSS team in implementation of the programmes.

NEDSSS started its development initiative with Animation Programme which was a major thrust at that point of time which was carried out in all the dioceses. At present, NEDSSS is involved with Capacity Building, Peace, Education, Health, Disaster, Natural Resource Management, Resource Mobilisation, Advocacy and Lobby and Gender.

NEDSSS was registered with No RS/529 under the Societies Registration Act, XXI of 1860 on the 7th June 1989-1990. It is also registered with the Ministry of Home Affairs under FCRA 1976 vide FCRA No. 020780045, has 12 (A) registration for tax exemption vide Registration No. 493/CIT/Tech/GHY/12A/98-99/935, dated 01.06.1999 and also has PAN (AAATN4552E) and TAN No SHLN01328F as per Income Tax Act 1961.

Diocesan Mandate

North East Diocesan Social Service Society is the official social wing of the Catholic Church mandated by the Regional Catholic Bishops' Council of North East India. It collaborates and looks after the development needs of all the 15 dioceses of North East Region through the social wing of the dioceses.

- **Principles and Philosophy**

NEDSSS believes that human life is invaluable and therefore promotes human rights, non-violence, non-discrimination, ethnic harmony and universal brotherhood and inculcates the same in line with the inclusive policy of Caritas India within the organization. We believe in success through hard work, dedication and commitment and therefore expect that each member of the organization should practice the same to achieve success. We encourage gender equality and promote the same at the organization as well as in the community. We believe in change and thus are open to new ideas, challenges and feedback.

We appreciate the efforts and achievements of our employees and foster in them respect for each other, willingness to learn and contribute individual skills, knowledge and attitudes towards the betterment of community. We encourage freedom of self-expression, a sense of cooperation, participation and self-confidence, to help in the growth and development of our employees. We promote team spirit to enable the sharing and exchange of ideas and learning and strengthen sense of belongingness and accountability towards the organisation and community.

- **The priorities of the Agency**

NEDSSS started its development initiative with Animation Programme in 1989. Besides carrying out the animation programme, NEDSSS also prepared the diocesan team, trained them on the concept and different approaches to development. It was at this juncture of time that women empowerment programmes were introduced with the

theme 'Women Awake'. During the animation programmes, the issues and problem of societies was studied and analyzed and the common problems that emerged from social analysis during this period were poverty, illiteracy, ill health and corruption. In some states there were other issues that cropped up like drug addiction, alcoholism, gambling and other social evils and this was partly due to unequal distribution of resources, injustice and exploitation.

By 1992, the Forum started outsourcing its infrastructure to Church Institutions. At this juncture, Social Forum started conducting programmes in collaboration with Church Institutions- CBCI Commission and also started participating in the programmes organized by other institutions (AFPRO, CASA, IGSSS, etc). There was also certain amount of incentives to NEDSSS from the Church authorities to organise pastoral and culture related programmes.

Between 1996 and 2005 inter-ethnic violence broke out in the districts of Kokrajhar, Karbi Anglong, North Cachar Hills (NC Hills) and Churachandpur in North Eastern India. In addition there were tensions between Nagaland and its neighbouring states of Arunachal, Assam and Manipur over perceived and actual territory issues. Factional fights continued to be a major concern for civil society in Nagaland and its adjoining areas. The Joint Peace Mission Team (JPMT), an ecumenical peace building body that emerged at the regional level in June 1996 in the midst of the violence spearheaded by Thomas Menampampil, Archbishop of Guwahati met with other leaders of different denominations and religious congregations to coordinate their emergency humanitarian response for victims of violence between Bodo and Adivasi (Santhal) tribes in Kokrajhar, Assam.

The Regional Perspective Plan initiated in July 1999 with the support of Caritas India led to the emergence of NEDSSS in its present form. Simultaneously, the Diocesan Perspective Plan (DPP) was formulated in the 10 Dioceses between February to September 2000. The problems and issues of Northeast were identified in six heads namely, Socio-Political, Environmental, Cultural, Poor Economy, Education and Health Amenities. At this juncture, the Food Programme and Save Mother and Child Programme (SMCH) were in full swing in all the dioceses. During that period, there were no long term programmes and activities were implemented as and when need arises.

The Evaluation of NEDSSS initiated by CORDAID brought a major breakthrough in the life of NEDSSS. As a result, the Strategic Plan was carried out from 24th to 27th March 2003 with the support of CORDAID and facilitated by ASK (Association for Stimulating Knowhow), Delhi. This was the time when the NEDSSS's vision, mission and logo of the organization were developed. Similar processes were carried out in all the 11 Dioceses. Gradually, NEDSSS started implementing its programmes based on thematic areas. Consequently, many Donor Agencies like Caritas Denmark, DKA Austria, and UNICEF came into the scene.

From 1999 to 2005, with the promotion of strengthening of SHGs in dioceses, the ownership towards NEDSSS increased and stimulated the social wing of dioceses to work on sustaining the interventions. In the process, many of the dioceses started mobilizing resources and getting their projects sanctioned to carry out the development initiatives. It was at this period, that Capacity Building and Women Empowerment got shaped into long term programmes. Other pilot projects such as Polio Eradication programme by UNICEF, Disaster Preparedness Intervention supported by Caritas India were launched.

During July 2005 - June 2011, the Programmes of NEDSSS in Thematic areas were well set. Along with the continuation of Capacity Building Project and Women Empowerment, other projects were implemented namely Peace Initiative co-funded by Misereor and Cordaid, Community Health Programme co-funded by Misereor and Manos Unidas Spain, Human Rights Education supported by CORDAID, Behaviour Change Communication (BCC) and Children Development and Nutrition supported by UNICEF and Community Based Disaster Preparedness funded by Caritas India and DIPECHO.

With the changing trends and emerging needs in the development sector, NEDSSS also strive towards improving organization structures, policies and systems both at the regional and diocese levels. As a result, NEDSSS began introducing different systems and policies - PME & MIS, HR, Finance, HIV/AIDS work place and Gender Policies to enable the organization to function effectively.

During the last strategic plan workshop 2009-2014, the following major issues were identified:

1. CBDP/Disaster Risk reduction
2. Gender development
3. Peace building
4. Strengthening village governance / People's organization
5. Health
6. Lobby and Advocacy

Other Capacity Building Needs:

Capacity building (for the new dioceses and old dioceses according to their specific needs and their levels)

A proper follow up mechanism will come under place for all the dioceses to assess the results of capacity building project.

Another major need in the context of the North East is to promote development within the region as a whole. The task is to lobby and influence the policy makers and planners

to frame and execute policies favourable to the regions development pertaining to issues such as Governance, Disaster Management, Natural Resource Management, Marketing Facilities, Infrastructure development and create public opinion on issues such as peace building.

In the strategic planning process, NEDSSS and DSSSSs put emphasis on the need of systemized planning, monitoring and evaluation along with Documentation needs.

Geographical coverage

North East Diocesan Social Service Society works in the 15 dioceses of the seven states of North East Region namely Manipur, Assam, Tripura, Nagaland, Arunachal Pradesh, Mizoram and Meghalaya.

Target coverage

The primary partners of NEDSSS are the Diocesan Social Service Societies. However, it also serves other social work initiatives of the religious congregations of Catholic Church and other likeminded NGOs in the region.

Interventions of the Society

Peace Building

Peace Initiatives in North East India

The '*Peace Building through a Concerted Response of Organizations in North East Region*' started from December 2008 to December 2011 and further continued from 2012 till date with the support of MISEREOR & CORDAID. The project was implemented in three states of Tripura, Assam and Nagaland and included Manipur from 2012. The specific issues addressed by the project are Ethnic Conflicts, Land Alienation, Corruption, Atrocities and Human Rights Violations by the state and non state actors. The current project is further strengthening and increasing the resilience of communities through greater understanding and interaction of co inhabiting tribes. The strategies used are mobilization and sensitization, research, advocacy and lobbying. The different stakeholders of the project are Faith Based Organisations, Civil Society Organisations, Ethnic Groups, Religious Communities, Government Departments, Law Enforcing Agencies, Media, Institutions, Schools and Universities, Youth clubs, Student Bodies and Community Based Organisations (SHGs, Farmers Groups, Co operatives).

Capacity Building

1. Capacity Building of DSSSs and other likeminded NGOs in NE Region

The Capacity Building project started since 2000 with the support of CORDAID and it was co-funded by MISEREOR in the beginning of 2003. The Project is operational in all the Diocesan Social Service Organizations covering the seven states of North East India. The phase I & II of the Project comprised of Animation Programme, Formation and strengthening Community Based Organization and capacity building of the Directors and staff of the organization through trainings and exposure programmes. It also involved the orientation on the Organization Development and Management. The current *Phase III & IV (from 2009 to 2015)* are focussed on two important aspects namely at the institutional level and at the individual level/ human resource of the organization.

2. Capacity Building of Diocesan Social Service Society on Resource Mobilization

The Resource Mobilization is a pilot project of Caritas India implemented by NEDSSS since 2013 through its diocesan partners. The main focus of the project is to mobilise and tap the available resources from various governments departments, agencies and institutions by the 5 implementing diocesan partners of Guwahati Gana Seva Society (GGSS) Guwahati, Tezpur Social Service Society (TSSS), Tezpur, Seva Kendra (SKD) Dibrugarh, Social Service Centre (SSC) Shillong and Nongstoin Social Service Society (NSSS) Nongstoin respectively. Besides, the project also looks into streamlining with the existing diocesan projects as well as ensuring efficient and effective documentation systems in place by the implementing diocesan partners.

3. Capacity Building, Coordination and Advocacy for CSOs in NEI (CCA)

The Programme '*Improved Livelihoods through Capacity Development*' of CSOs in North East India supported by Caritas Denmark resulted to the emergence of people led livelihood initiatives through people led platforms such as Self Help Groups, Farmers Clubs and Joint Liability Groups in 321 Villages in Assam, Arunachal Pradesh and Manipur. Partners of Caritas Denmark in North East India commenced its new development framework introduced from 1 January 2014 with main focus given to Food and Livelihood Security.

Gender

Women Empowerment

The project started from 2003 till date with the support of DKA/KFB - Austria. This project addresses the gender related issues through creating awareness, increase self esteem of girls/ women, equip them with knowledge and skills, empower them on Acts, Rights and Entitlements. It also encourages and motivates women to increase participation in decision making both in private and public sphere. Different strategies

have been employed to achieve the goal of gender equality. It is implemented in all the 15 dioceses of the region.

Disaster Management

Community Based Disaster Preparedness (CBDP)

NEDSSS has been instrumental in reducing impact of disaster since 2004. The need for preparedness was strongly felt as relief and rehabilitation does not provide sustainable solution. Hence, in 2004 NEDSSS planned to work for the protection of the villagers through a Community Based Disaster Preparedness Programme. To begin with, a pilot project was launched in 45 villages in the districts of Dibrugarh, Sonitpur, Lakhimpur, Kamrup, Morigaon and Dhubri of Assam. The project was supported by Caritas India, and was implemented by the Diocesan Social Service Societies. The project involved community mobilization, training and capacity building for the community to equip them with necessary knowledge and skills to be better prepared to face any disaster.

The first phase of the CBDP pilot project was implemented during June 2004 to June 2005. The pilot project was evaluated jointly by CRS and Caritas India in 2006 and the evaluation led to new project. The 8 implementing partners were GGSS, BGSS, SKD, JUST, SSC, TSSS, BAKDIL and WDC. The project began in April 2007 and continued till March 2008. The second phase was implemented from April 2008 to March 2009 with the same partners. The project covered flood and cyclone affected 75 villages in 8 districts of Assam, Meghalaya and Tripura. There was paradigm shift in the Disaster project of NEDSSS from July 2009. CRS implemented directly with TSSS, SKD and BGSS. NEDSSS continued with WDC, GGSS, SSC, BAKDIL and JUST. The project was for 15 months from July 2009 to September 2010. During this phase WDC and GGSS were supported by DIPECHO through Caritas India and SSC, BAKDIL and JUST were supported by Caritas Germany through Caritas India. The project was named as Community and Family Based Disaster Preparedness (CFDP). It was implemented in 65 villages (30 villages under DIPECHO and 35 villages under Caritas India) of 5 districts of Assam, Meghalaya and Tripura. From April 2011 to March 2012 Caritas India launched Community Managed Disaster Risk Reduction (CMDRR) programmes in 7 partners namely NEDSSS, Guwahati Gana Seva Society, Women Development Centre, Jana Unnayan Samiti, Tripura, BAKDIL, Tura, Social Service Centre, Shillong, Seva Kendra Silchar.

Health

1. Preventive and Curative Community Health Care in North East India

With the support of MISEREOR and Manos Unidas Spain, the project has been initiated since April 2010 in 4 States of North East Region i.e. Meghalaya, Assam, Manipur and Arunachal Pradesh and have added Mizoram since 2013 (under Phase II of the Project). The project aims to reduce the occurrence of Malaria and Tuberculosis, Maternal, Infant Mortality and Morbidity rate; Increase institutional delivery and immunization; improve care and support programme for PLHIV in Mizoram and strengthen the

existing Health Dispensaries as Facilitation Centre to provide outpatient care (OPD) and delivery services. The project covers 18 districts, 41 Health Centres, 301 Villages and 21098 Families of 5 States of North East Region.

2. Child Development & Nutrition

The Project started in 2008 in 3 districts - Barpeta, Bongaigoan and Goalpara of Assam in selected blocks; from 2010 March to 2012 it was implemented in 5 Districts of Assam namely Goalpara, Darrang, Morigaon, Kamrup (R) and Barpeta and from 2013 till date the project is implemented in 5 Districts of Assam i.e. Goalpara, Morigaon, Kamrup (R), Nagoan and Golaghat. Since 2008, various strategies were adopted to bring community awareness on child development & nutrition and capacity building of frontline workers and enhance the coordination among the different stakeholders of the project. Some of the major activities carried out were sensitization of field functionaries on child development at the block. There was also a regular handholding and facilitation of ANMs by Animators during Routine Immunization (RI) sessions or during VHND (Village Health and Nutrition Day). In order to make effective contribution to survival, growth and development of children, the project also promoted hygiene and cleanliness behaviour which includes dissemination on the key behavioural changes such as cleaning the hands before and after food and also after defecation.

3. CHARM (Community Health in Assam and Rural Meghalaya)

The project started from July 2013 with the support of World Bank. The project is implemented in Assam and Meghalaya covering 3 Health Dispensaries i.e. St. Thomas Health Dispensary, Mallang Khona, West Khasi Hills District (Meghalaya), Fernando Health Centre Panishali, Lokhipur Block, Goalpara District (Assam) and St. Joseph Health Centre, Mariampur, Rongjuli, Goalpara District (Assam). The three centres are being strengthened with facilities such as ambulance, ante - natal and post - natal services, medicines, refrigerator, beds and other equipments.

4. National Medical Service Consortium (NMSC)

National Medical Service Consortium (NMSC) is a new initiative started by NEDSSS on 1st November 2013 with the aim to help the Healthcare Organizations to purchase quality goods and services from the right sources at a reasonable price. This intervention will reduce the disparity between urban and rural, and trim down the difficulty faced by the healthcare organization especially in the rural set up. NMSC is identifying the cost saving opportunities and providing expert services in purchasing medical goods.

Education

1. Human Rights Education

The project was introduced from October 2010 to December 2014 with the aims to promote human right culture through introduction of human rights education in

schools and by training the school teachers. At the initial stage, the aim was to introduce HRE Modules in 10 schools in 5 dioceses with the target number of 100 schools. However, the project had made a great impact with the successful introduction of HRE module in 281 schools.

2. Nursery Teacher's Training (E.C.C.E)

NEDSSS introduced the Nursery Teacher's Training (NTT) in 2012 with the objective to prepare teachers for pre - primary school so that they are able to develop and understanding of principles and process of various aspects of child's growth and plan educational activities accordingly.

3. Promoting Education Culture among Children

The Bridge School Programme envisages inculcating education culture among tribal children. In this village level school the children especially school dropout will be motivated to join towards formal education and will be linked to the regular school. The objective of the bridge school programme is that the children will have accessed to formal education by encouraging and motivating them to become aware of their rights and responsibility. The programme will help them become a more responsible citizen by inculcating value based and right based education which in turn will help them in advocating for their rights. Currently, the Bridge School is running in four village school centres in 10 villages under Narengi Parish in Chandrapur Block and Sonapur Parish in Demoria Block in Kamrup District. A total of 120 children are enrolled with 51 boys and 61 girls.

Livelihood

Strengthening SHGs for Improved Livelihood

A short term project on strengthening livelihood was started from April 2013 to September 2014 and implemented in Kamrup Metro, Kamrup rural, Chandrapur and Morigaon Districts of Assam. The project was funded by RASCOB Foundation and implemented by GGSS and FASCE (Fransalian Agencies for Social Care and Education India). This was the first intervention which was extended to other NGOs besides DSSSs. The major activities conducted were Participatory Learning Action in all the 30 targeted villages, enhancing the skills of SHGs on book keeping, SHGs Management and linkage with Government Departments.

Urban Intervention

SHELTER (Sustaining Health, Education, Livelihood through Entitlement and Rights)

North East Diocesan Social Service Society (NEDSSS), in collaboration with Indo-Global Social Service Society (IGSSS) has successfully implemented a project **SHELTER** (Sustaining Housing, Health, Education and Livelihoods through Entitlement and Rights) for the Rickshaw pullers. The pilot phase of the Project commenced from November 2013 to October 2014 directly targeting 500 Cycle Rickshaw Pullers in the city with the objective to build their capacities on their rights and basic entitlements. Key achievements of the project are: Study report on the socio –demographic profiles of the target groups, 5 Rickshaw Puller Collectives (RPCs) formed who are responsible for advocacy activities with government and other stakeholders through democratic tools such as PIL, RTI and signature campaign, support and cooperation from likeminded NGOs like sSTEP, Centre for Development Initiatives (CDI), Centre for Rural Development (CRD), Maitri Foundation, Social Actors, Community Leaders, Media personal, lawyers, etc. A regular follow up are being carried out NEDSSS SHELTER team along with the Rickshaw Puller Collectives with the government department.

Significant Achievements (last five years 2010 - 2014)

- ▶ Through the peace project, 75230 persons including school children, teachers, and parents, local, civil and church leaders, youths, SHG and other group members were reached. 80 peace clubs were formed and functioning in Nagaland and Tripura. Numbers of peace dialogues were initiated between conflicting groups like Muslim and Bodo in Kokrajhar, Dimasa and Hmar and Dimasa and Zeme in Dimahasao, Hmar and Paite in Churachandpur, Karbi and Rengma in Karbi Anglong and between Lotha and Adivasis along Assam-Nagaland border.
- ▶ Drafting and Developing of Gender Policies in 9 partners
- ▶ Improved Representation of Women at Diocesan and Parish Councils and in Local Governing Bodies (PRI.VDC)
- ▶ 179 women are now in Local Governance like PRI, VEC (Village Employment Council), Municipal Council and District Autonomous Council
- ▶ Human Rights in North East India (Human Rights Education) Book for class VI, VII and VIII was introduced and implemented at 218 schools within North eastern States of India.
- ▶ 283 Teachers trained for Human Rights Education in Schools and 70 teachers will be train by March 2015 from different Schools.
- ▶ 1293 school children from 15 schools were sensitized on human right issues like that of child labour, Women Rights, environmental Rights, drug abused and illicit trafficking.
- ▶ More than 5000 families are taking benefits from seed bank started in the CMDRR operational villages. TFGs in 30 villages linked the seed bank with NABARD. TFGs in 75 villages increased their house plinth level and they lift the tube well in order to prevent the water contamination and submerging of the tube well. 3648 families in the 75 villages accessed various kinds of schemes from

Horticulture Board, Agriculture Department, Krishi Vigyan Kendra, Veterinary department etc. Kitchen Garden was promoted in more than 5000 families in the CMDRR operational villages.

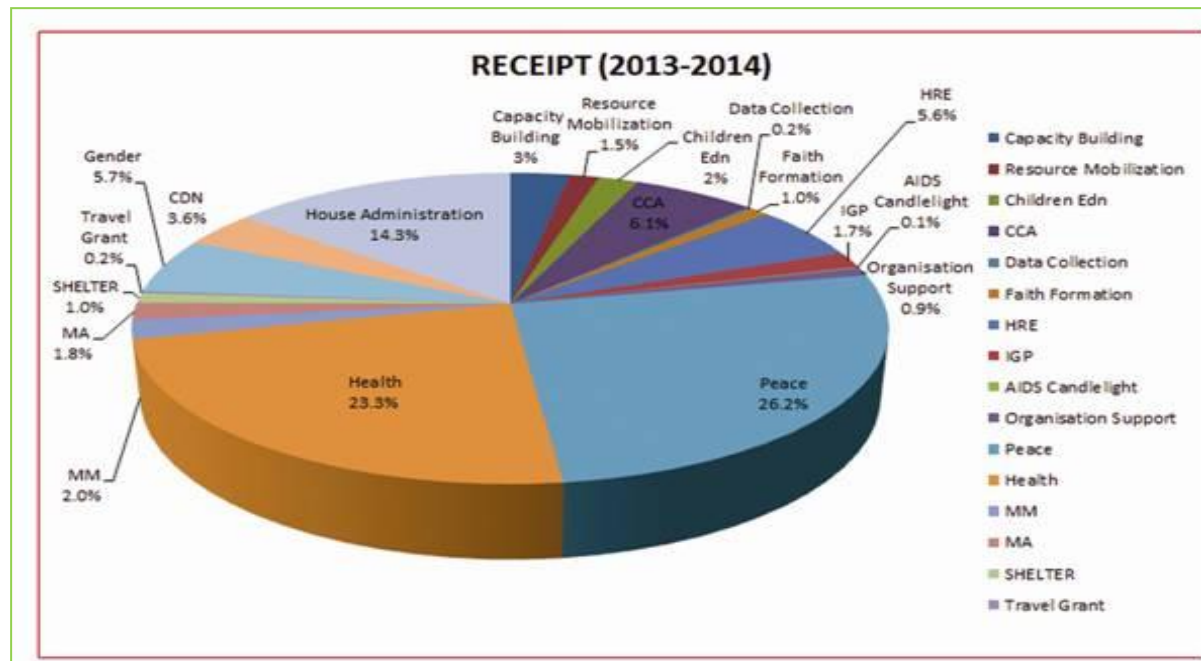
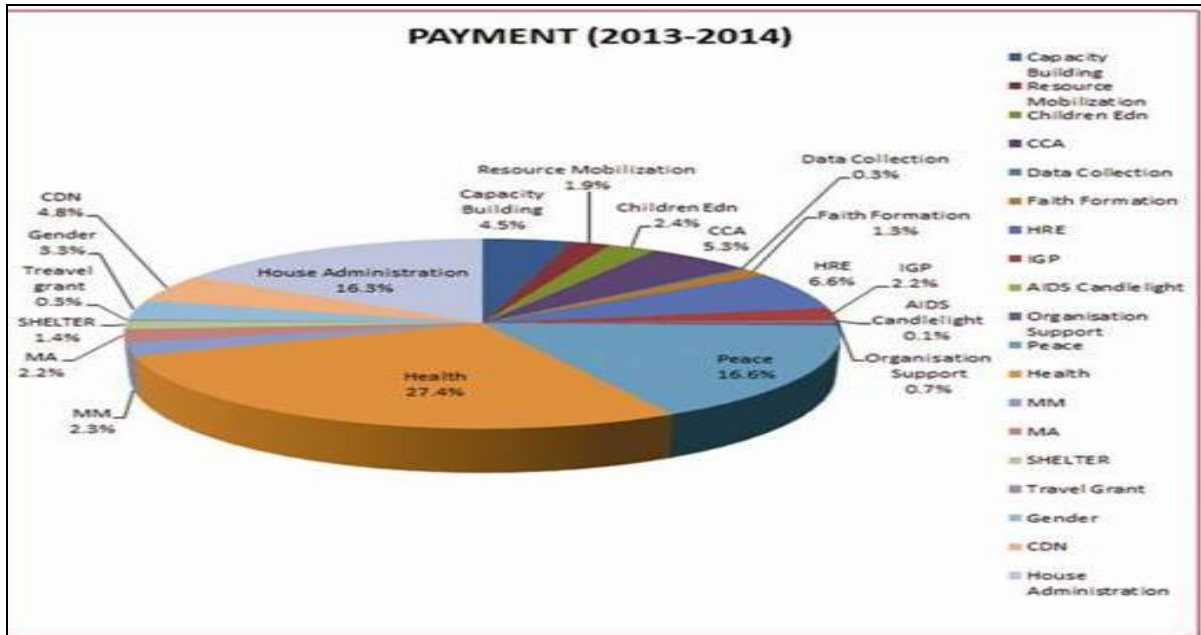
- ▶ Out of 16 students so far, 13 have passed their exams under Nursery Teacher's Training programme enabling young girls to teach in schools with greater confidence and self esteem.
- ▶ DDC has been able to reach out to more than 250 participants ranging from the grass-root worker to Coordinators, Managers, Directors from DSSSs as well as other likeminded organization of the region.
- ▶ Development of 10 HR policy for DSSSs Human Resource Policy and systems are now in place in 4 DSSS namely Silchar, Imphal, Diphu and DAN. In all these four DSSS, the policy formulation and institutionalization was supported and facilitated by the Forum. In some of the DSSS the HR provisions are being implemented.
- ▶ Development of 7 PME systems for DSSSs.
- ▶ Baseline Data of 500 Rickshaw pullers on Socio Demographic profiles collected for publication.
- ▶ Identified 26 Rickshaw pullers as Leaders and capacity building trainings imparted with regular follow up; they are aware on their Rights and entitlements and accessing government schemes like National Pension Schemes of government.
- ▶ 5 Rickshaw Puller Collectives (RPCs) are taking up advocacy activities with government and other stakeholders through democratic process such as filing of Right to Information Tool (RTI) and Public Interest Litigation (PIL) as well as carrying out signature campaign and regular follow up visits to government offices by RPC leaders.
- ▶ Mobilized and tapped project on Coir Making and Value Addition Training for SHGs from Coir Board, Guwahati and Coordinating and facilitating agency under Assam State Disaster management Authority (ASDMA) for Earthquake Awareness and preparedness programme. Project tapped on Panchayati Raj Institution from UNICEF and Adolescent project (Sukhi Saheli) from Social Welfare Department, Dibrugarh. Enrolled all the 149 SHGS and 10 Federations in 3 blocks under said SRLM programme. Tapped and mobilized from the NRLM programme an amount of Rs. 40,000/- by the 40 SHGs and Rs. 25,000/- by Federations. Accessed project on Strengthening of Self Help Institutions (SHPI) from NABARD and MOU signed with Christian Medical Association of India (CMAI) for Tuberculosis intervention programme in East Khasi Hills and Ribhoi district successfully. Mobilized and Accessed and two wheelers Repair and Maintenance for 300 hrs (13 days) and Food processing on for 150 hrs (6 days) under Micro Small & Medium Enterprise (MSME), Meghalaya. MOU signed with Christian Medical Association of India (CMAI) for Tuberculosis Intervention programme in West Khasi Hills and Social audit for MNREGS and NSAP in West Khasi Hills and got approved for E-marketing programme from NABARD.

- ▶ 43 health nurses are trained in curative and preventive measures so as to deliver productive health care services. Health Centre is functioning as a nucleus of health care activities in the surrounding seven villages.
- ▶ Out of 278 VHWS, more than 150 are Accredited Social Health Activist (ASHA) under the NRHM programme. Partners had established linkage with District level NRHM and they organized more mobile clinics in collaboration with District Medical Office. Herbal medicine and kitchen gardening are being practiced by the community people.
- ▶ Community Owned Producer's Company 'North Eastern Rural Marketing Company PVT Ltd' has established for linking the farmers to the markets. 150 Community Based Trainers/Livelihood Promoters and Federation Leaders were trained on rights and organic farming
- ▶ SHG Federations has initiated advocacy campaign in Tezpur, Longding and Imphal. Partners are linked to Coir Board, National Food Processing Mission and Ministry of Textile. Partner's achievements were given wider visibility through publications (Example: Portraits of Change and Synergy)

PUBLICATIONS

- Case studies on ecumenical and inter religious collaboration
- National workshop on peace and development in north east India (book & CD)
- Building peace through a concerted response in 2011 by Chopfoza Catherine
- Community Based Disaster Preparedness in North-eastern India (A Needs Assessment Report) by Jude Henriques
- Case studies on Community and Family Disaster Preparedness in Northeast
- Coping Practices in North East India by Jude Henriques
- Flame of Hope Amid Floods by Usha Dewani & Thangsha Sebastian Anchong
- Be Prepared by Thangsha Sebastian Anchong
- Human Rights Education for class VI & class VII
- Life.....livelihood.....development; A documentary video
- Portraits of change the case study document published in 2013 by NEDSSS on behalf of CD partners in Northeast India
- Human Rights Education for class VIII, 2013
- The Church in North East India, published in 2014
- Family Health Kit, published in 2014
- The March of seven sisters: 1989-2014 by NEDSSS published in 2014
- The Silver Milestone by Genafava Behpat published in 2014
- Human Rights Manual (An understanding and a guide to Teachers) by Prema Chowallur and published on September 2014.

Budget in Brief of Programmes



II. Context Analysis

Context analysis is a way to study the environment in which an organization operates. It focuses in totality the environment where it operates internally and externally.

Introduction

The North Eastern Region consists of seven states viz., Assam, Arunachal Pradesh, Manipur, Meghalaya, Mizoram, Nagaland and Tripura. The NE Region of India covers an area of 2.62 lakh sq.km. It accounts for 7.9% of total geographical area of the country. With a population of 44.98 million in 2011 which is about 3.7 percent of India's total population. The region has a high concentration of tribal population. The states of Arunachal Pradesh, Manipur, Meghalaya, Mizoram and Nagaland are mostly inhabited by a number of native tribes. Each tribe has its own distinct tradition of art, culture, dance, music and life styles. The North East is one of the most ethnically and linguistically diverse regions in India. Though the region is diverse and heterogeneous, it is also homogeneous in the sense that the social stratification found in other parts of the country is not present in the North East.

Demography

State wise Geographical Area, Population, Growth rate, Density, Sex ratio and Literacy rate:

State	Area Sq.km	Population	Growth Rate	Density	Sex Ratio	Literacy
Arunachal Pradesh	83743	1383727	26.03	17	938	65.38
Assam	78438	31205576	17.07	398	958	72.19
Manipur	22327	2570390	12.05	115	992	79.21
Meghalaya	22429	2966889	27.95	132	989	74.43
Mizoram	21081	1097206	23.48	52	976	91.33
Nagaland	16579	1978502	-0.58	119	931	79.55
Sikkim	7096	610577	12.89	86	890	81.42
Tripura	10486	3673917	14.84	350	960	87.22
India	3287240	1210193422	17.64	382	940	74.04

(2011 census)

Socio-Economic Scenario

The economy of North - East India has got its definite identity due to its peculiar physical, economic and socio-cultural characteristics. There are differences among the seven States in the North Eastern region with respect to their resource endowments, level of industrialization as well as infrastructural facilities. The industrial sector has mainly grown around tea, petroleum (crude), natural gas etc. in Assam and mining,

saw mills and steel fabrication units in other parts of the region. The full potential of the region is yet to be exploited and this has left the economy in a primarily agrarian state.

Industrially, the NE Region continues to be the most backward in the country, and the region hardly have any industrial base, except perhaps Assam, because of its traditional tea, oil and wood based industries. To some extent, Meghalaya has made some headway in setting up of small and medium industries. There are a number of factors contributing to the lack of industrial growth in the region, like:

- Poor infrastructure (transportation, technology, communication)
- Inadequate electricity supply
- Violence and extortion.
- Shyness of capital due to high cost of production
- Lack of entrepreneurial motivation on the part of the local people
- Low level of public sector investment.

In recent years the “Look East Policy” of Government of India has made North East more important and strategic. The region has to gear up to take up more challenges and capitalize on the opportunities thrown open by the huge market in the South East Asian Countries.

Unemployment

The other effect of economic underdevelopment is the high rate of unemployment. It has not been able to tap the human potential that this region has to offer. Thus, we see people migrating to other parts of the country to find employment since there are no industries which can absorb the huge labour force. There is also general lack of entrepreneurship skills among the people and very few educational institutions providing vocational trainings. The other effect of unemployment is on the youth who become prey to antisocial elements and an easy target of the militant group.

Education

State wise Number of Literacy Rate in NE Region:

State	Average Literacy rate (%)								
	Total	Male	Female	Rural			Urban		
				Total	Male	Female	Total	Male	Female
Arunachal Pradesh	65.38	72.55	53.52	59.94	67.44	49.14	82.93	88.45	67.14
Assam	72.19	77.85	63.00	69.34	75.40	60.05	88.47	91.81	79.85
Manipur	79.21	86.06	71.73	76.20	83.39	67.03	85.38	91.68	81.66
Meghalaya	74.43	75.95	71.88	69.92	71.46	67.15	90.79	92.46	89.24
Mizoram	91.33	93.35	86.72	84.10	88.16	75.23	97.63	97.98	97.02
Nagaland	79.55	82.75	70.01	75.35	78.96	66.50	89.62	91.62	78.30

Sikkim	81.42	86.55	66.39	78.95	84.62	62.97	88.71	92.35	76.63
Tripura	87.22	91.53	78.98	84.90	90.07	75.42	93.47	95.51	88.70

Sources: census2011.co.in

Literacy is considered as one of the most basic indicators of educational development of any area. It may, therefore, be appropriate to look at the literacy figures of the various states of the north eastern region and compare these figures with national scenario. The following table presents the literacy rates of the north-eastern states.

Except Arunachal Pradesh and Assam, all the other 6 states of the north-eastern region have better literacy rates than the national average of 74.04 per cent as per 2011 Census. Looking at the overall literacy rates of the 28 states in India, the figure shows that Arunachal Pradesh is placed second from the bottom; and it is above Bihar only. Further, it can also be observed that Mizoram is placed second from the top among 28 states as it is ranked only below Kerala as far as 2011 literacy rates are concerned. It can, therefore, be inferred that the north-eastern states represent the extreme cases as far as literacy rates are concerned.

The position of female literacy in north-eastern states is even better as all the states, except Arunachal Pradesh, have better female literacy than that the national average of 65.46 per cent. In two states of north-eastern region the female literacy is more than 80 per cent and these states are Mizoram and Tripura.

North East India has relatively high literacy rate in comparison with other part of the country especially in female literacy level. Yet the education scenario is in bad shape with poor infrastructure, non functional government schools and non availability of school teachers.

School Dropouts

The problem of dropouts from primary and high schools is a major challenge. Poor transportation and infrastructure facilities, language problems, lower income, ignorance of parents, early marriages, and search for livelihood means are the main blocks to schooling process. The dropout unemployed youths are forced to be members of insurgent groups for quick income as well as get into practices of kidnapping, abduction, alcoholism and drug addictions. Children and Youth also become victims of human trafficking and Child Labour which is rampant in the region.

Health

The major issues with healthcare delivery in NE States are lack of infrastructure and manpower. A consultative Committee of Parliament headed by A Ramdoss, has identified Cancer, Malaria, TB and HIV/AIDS as the major health problems in North-

eastern region of India. According to a 2006 health report, over 54 percent malaria deaths in the country were reported from the northeast region. The region's Maternal Mortality Rate (MMR) and Infant Mortality Rates (IMR) were also higher than the national average.

Health care facilities are also in dismal condition and diseases such as Dysentery, Diarrhoea, Cholera and Anaemia are some of the common diseases in the whole region. The low health consciousness of the people and the geography of the area make the region highly epidemic prone. The need for balanced food and hygienic lifestyles has still to be imbibed by the people. Poor water and sanitation facilities also remain as formidable problem leading to water borne diseases. Anaemia is also another concern for the women especially the pregnant mothers. There is high rate of child mortality due to lack of immunization and malnutrition. Villagers in the remote areas are not in a position to access the health facilities because of poor transportation facilities.

Moreover, drug addiction and HIV/AIDS too are major health issues. States like Manipur and Mizoram have the highest number of people living with HIV/ AIDS and states like Assam, Nagaland and Meghalaya has shown an increase in HIV/AIDS prevalence in the country. Lack of health infrastructures with non-functional government hospitals, non-availability of essential drugs and lack of transport & communication is adding more problems in health care sector.

Gender relations

Women in the region when compared with their counterparts in other parts of the country are often portrayed as enjoying greater freedom with respect to their mobility and the absence of certain practices such as dowry. Even though the discriminatory social practices seem to be absent, yet in reality, there is strong discrimination against women.

Tradition and customary practices among the communities in northeast India are patriarchal where descent is traced from father to son except for the state of Meghalaya, where matrilineal system is followed. Yet, what remains similar is that patriarchal mindset rules in all these societies. Women are not allowed to represent the family or the kin group at the community or social level. Thus, even though women have property rights in the matrilineal society, but when it comes to decision making whether it is in matrilineal or patrilineal societies, it is regarded as the domain of men.

Political Scenario

Plural character of India's North East, with diverse socio-cultural communities, is often not taken into consideration when the region is categorised as one homogenous

administrative, political and geographical entity. There are differences and differentiations on the basis of race, religion, language, political opinions and geographical features - each state having its own characteristics unique to itself. Each ethnic community seems to have its own world-view and have always attempted to be independent from other ethnic communities.

Conflict

The dominant narrative about the north eastern states of the country is about a region torn apart by conflict. There are multiple parties involved in the struggles including different ethnic groups and states. Insurgency in Northeast India involves multiple armed factions; some factions favour a separate state while others seek regional autonomy and greater self-governance. There have been a number of insurgent activities and regional movements in all parts of the northeast, often unique in character to each state.

There are also existing territorial disputes within the north eastern states, including between Manipur and Nagaland, Nagaland and Assam, Meghalaya and Assam, and Mizoram and Assam. These are often based on historical border disputes and differing ethnic, tribal or cultural affinities. These disputes often end up in ethnic clash with devastating affect with lose of life and property. Continuous unrest in the North East is of great concern to all the peace loving people of the region. It is obvious that youths in the region are very much disturbed and de-motivated due to the ethnic conflicts.

Illegal immigration

Illegal immigration is a reality which has greatly transformed the demographic pattern of states like Assam. There is also similar fear psychosis that if migration is not stopped or reduced especially in the tribal dominated states than their very culture and society is in threat. Thus, issue on illegal migration has taken the form of identity politics. There are interest group seeking implementation of Inner Line Permit in states like Meghalaya and Manipur demanding in favour of it as the case with states like Arunachal Pradesh, Mizoram and Nagaland which already has the law implemented. They all believe that ILP is the only way to stop illegal immigration.

Human Rights Violation

Accusation of Human rights abuses on the part of states and Arm Forces especially in the disturbed areas - Manipur and Assam are frequently in news. This can be traced to immunity granted to Indian security forces under the Armed Forces (Special Powers)

Act, 1958. The act has been criticized by Human Rights activists and citizens as a "tool of state abuse, oppression and discrimination". Moreover, there are cases of human rights violation from the part of common citizens like employing child labour and trafficking which is a gross violation of human rights especially of child rights.

Trafficking

During conflict, the most vulnerable are women and children especially girl child who are traumatised and often become prey to traffickers. There have been many instances where in conflict areas especially in Assam, traffickers are taking advantage of the volatile situation by promising and luring young boys and girls with jobs and better livelihood but often end up working in factories, or as domestic workers in pathetic working condition and in worst case in flesh trade. Thus conflict and violence have become a vicious cycle with detrimental effect on the development of the region.

Corruption

Corruption is one of the root causes of the several problems facing North East. There are resources available but it is not being properly distributed due to corruption. North East today would have been a prominent region with all the modern facilities and its citizens living in harmony had government procedures been honest and not so full of corruption. Corruption at all levels of functioning of governance has deeply affected the development of North eastern states be in social, political and economic spheres.

Environmental Scenario

Northeast India is the bio-geographical gateway to India's richest biodiversity zone and is unique for its genetic resources. Environmental degradation is a major factor in perpetuating poverty, particularly among the rural poor. Experts on matters relating to the environment and ecology point out that environmental degradation has adverse effects on soil fertility, quality of water, forests, wildlife and fisheries and makes the air impure. The dependence of rural poor, particularly the tribal societies on natural resources is self-evident. Women, being directly involved in collecting items of food from nature are more vulnerable to the adverse impacts of degradation of natural resources. The rapid growth in population is creating a number of environmental problems because of uncontrolled urbanization, industrialization and massive intensification of agriculture and destruction of forests. The final outcomes of these are air pollution, global warming, climate change, water scarcity and rise in the level of toxicity in water.

NEDSSS has the following systems and assets in place:

System

Human Resource Policy, Finance Policy, gender policy and HIV/AIDS workplace policy.

Legal Compliances (FCRA, Income Tax and Society Registration, TAN, PAN, Planning, Monitoring and Evaluation (PME) system

Documentation and publication (Strategic documents, IEC materials, Register, participant lists, vehicle Log books, Inventory, Chronicles)

Assets

Physical assets – buildings, solar renewable energy, generators, furniture, laptops, camera, vehicles

Natural assets – water, trees and land

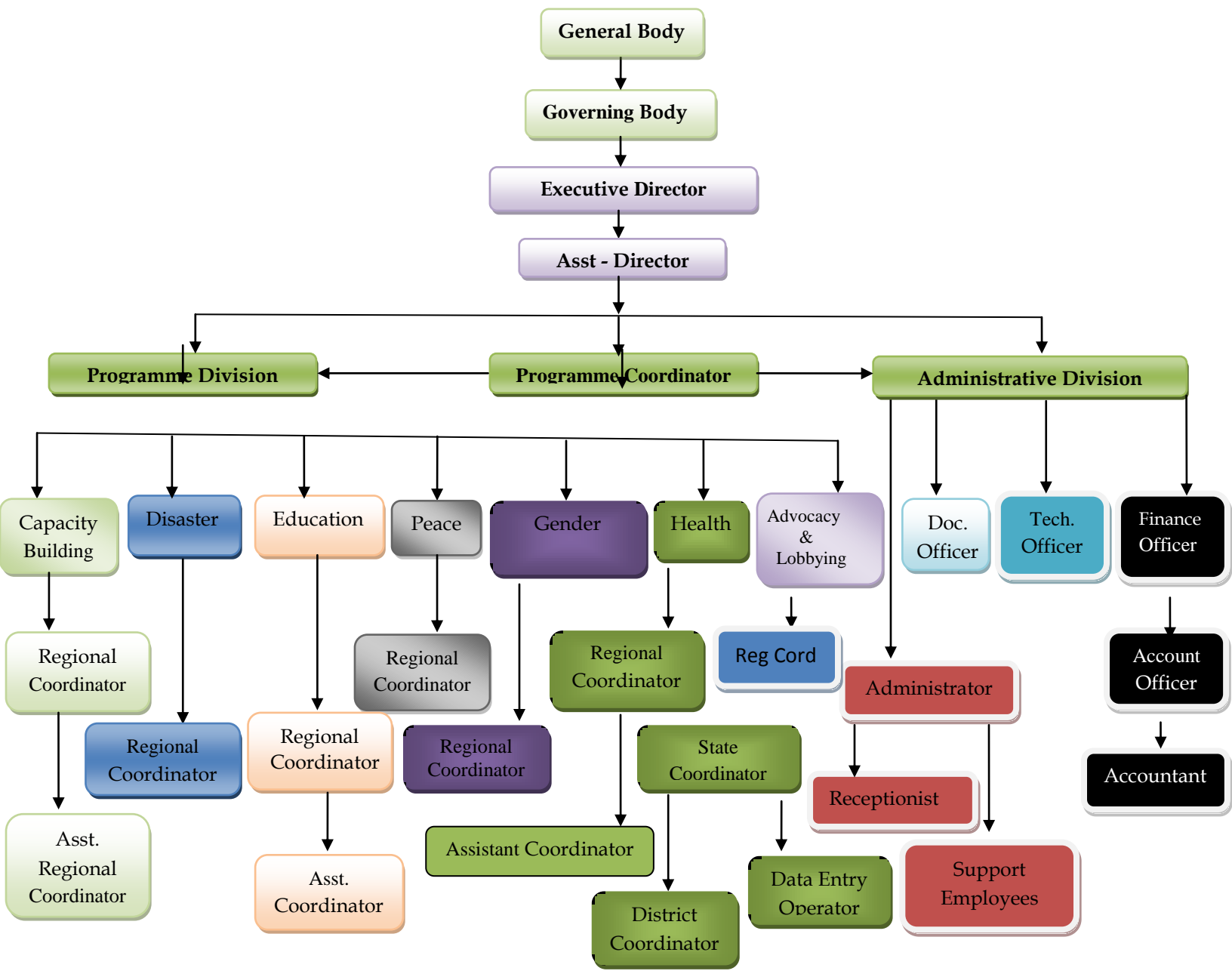
Economic assets – four training halls and accommodation, farm - piggery, staff quarter and consultation services

Political assets – elected ward member

Social assets – 16 DSSs, Media people, SHGs, farmers' club, 5 rickshaw pullers collective, village health task force, peace clubs and Joint Peace Mission Team

Spiritual assets – Archbishops and Bishops, Priests, Nuns, religious groups, and lay people connected with church

STRUCTURE of NEDSSS



Emerging development challenges for the agency

NEDSSS and its partner organizations can respond to the emerging needs of the region if the current status is known. Hence an “Organizational Assessment “was carried out to give new insights with clear road ahead for both NEDSSS and DSSSs to make its developmental initiatives more efficient and effective in the region.

The process of assessment was conducted in a scientific manner with well defined questionnaire appraising the major aspects of the organization’s performance namely, legal compliance, broad perspectives such as clear strategic guidelines, Governance System, Human Resource Management, Organization Systems, Finance Management, Policies and Procedure, Thinking and Learning, Networking and Linkages, Organization’s Visibility and Infrastructure.

The Organizational Assessment began on 23rd April 2014 and ended on 29th May 2014. Validation was done for all 14 DSSSs except Shillong. The following are the outcomes of the assessment.

Strength

- All the DSSSs have the political will to promote development of the poor and the marginalized in their areas.
- There is much more willingness to understand the issues affecting.
- Committed staff in every DSSS.
- Very supportive Governing structures in each DSSS
- Emergence of a thinking process
- Very good infrastructure facilities
- Efforts to mobilize local resources.
- Very open to organizational assessment
- Accessing the capacity building opportunities.

Challenges

- Challenges faced by the DDSW in filing returns and the support received from the diocese
- How do we relocate/ position ourselves in line with legal compliance
- Importance of 80 G and TAN certificate
- Positioning regular post for DSSS like DDSW, Programme coordinator, Women coordinator, Thematic coordinators and consultants as per the need
- Possibilities of enrolling Volunteers for the organization
- Adopting minimum wage policy in the diocese -with all the accessories heads included.
- Identification of the gaps in the geographical coverage and target group
- Functioning of Governing Board and General Body- documentation

- Representation of women, lay professionals and people from the target groups in these bodies
- Vulnerability analysis of the areas covered by the diocese and data collection
- DPP: periodicity and adherence
- CST principles to be captured in the DPP
- DSSS activities to be integrated into the overall development plan of the diocese (Diocesan Pastoral Plan)
- Application of HR and Finance polices in the organisation
- Promote Social auditing
- Human Resource succession plans to be initiated
- Systems to be developed for handing over documents/offices
- Conducting critical evaluation of the core problems and competencies, strategies and developing innovations
- Taking up action researches and identifying the key learning to be replicated
- Develop projects cycle management systems (Planning, deciding, implementing, monitoring, evaluating, documenting, reporting- digital-, giving feedback and integrating successful learning into the new programme) in the organisation with a focus on sustainability.- PME manual
- Need to develop networks based on geography and issue based: Land Alienation, migration, children education, unemployment
- Health and sanitation issues among target community (tea garden labourers).
- Image building measures to be promoted like website, publishing of case studies, annual reports with quality, newsletters etc. (Annual report and audit report/annual turnover published for public domain)
- Developing systems for Local resource mobilisation for the self sustaining of the organisation.
- Systems developed for maintaining the assets and repair of buildings of the organisation- how to make use of them for LRM
- Policy workshops to Customize, adapt and Integration of all the Polices in the organization.
- Need of coordination mechanism and integration Diocesan core development team to reflect and suggest involving all the stakeholders (religious, diocesan) -of the diocese.(Pastoral Council?)
- Value addition in marketing our products/programme results
- Re-looking SHG/cluster level leadership
- Vocational/Job oriented training for the youth
- Some of the old DSSSSs need a change of mind set which will promote social work.

Categorization of the Dioceses

1. Who can share their human resources and technical know-how with others and take leadership roles:

- Agartala, Tura, Kohima and Imphal

2. Who needs more programmatic Support?
- Miao, Itanagar, Guwahati, Nongstoin and Diphu

3. To be accompanied closely (hand holding for programmes and governance):
- Tezpur, Jowai, Shillong, Bongaigaon, Silchar and Dibrugarh

Emerging Role of the Forum

- Enable the DSSSs for Vulnerability Analysis and develop a data base for each Society
- Identifying Core Problems of the diocese/state and enabling the Diocesan Social Service Societies to move on from project mode to program mode to address the core problems in the diocesan level in an integrated mode.
- Organize review of DPPs in each diocese based on the vulnerability analysis and enable them to develop thematic interventions.
- Enable the DSSSs to have capacitated human resource base as per their core problems and competencies
- Capacity Building for programme cycle management systems (Planning, deciding, implementing, monitoring, evaluating, documenting, reporting-digital-, giving feedback and integrating successful learning into the new programme) in the organisation with a focus on sustainability.- PME manual
- Handholding of all the DSSSs with a special focus on Tezpur, Jowai, Shillong, Bongaigaon, Silchar and Dibrugarh.
- Programmatic support mainly for human resources to all the DSSSs with focus on the second and third category.
- Network with International and National donor agencies for these thematic issues and link the DSSSs to them
- Collate available government programmes of each state and disseminate information to the DSSSs or enable the DSSSs to get it by themselves.
- Facilitate those DSSSs who are able to mobilize government resources to provide their service to other DSSSs in the region. E.g. Badkil
- CST principles to be captured in the DPP
- Education and Assistance to DDSWs in filing returns for legal compliance and documentation systems.
- Take up promotion of LRM
- Develop a Volunteer base for Forum
- Develop Systems for handing over documents/offices in the region
- Enable DSSSs to take up action researches and identifying the key learning to be replicated
- Develop networks based on geography and issue based in the Region
- Organize Policy workshops to Customize, adapt and Integration of all the Policies in the DSSSs.
- Re-looking SHG/cluster level leadership- Animation process in the region

Critical Issues and their Prioritization

During the Workshop on Strategic Planning held in December 2014, an exercise was carried out to find out the critical issues faced by the community and organisation. The issues were divided into Shock, Cycles and Trends which could be both internal as well as external factors. Issues that emerged are:

Migration

The big problem of migration in NE has been persisting for a long time with the region being the international border. The influx of migrants into NE has been occurring because people are in search of livelihood therefore, it would not be possible to stop migrants coming from other part of the country, but it can be minimized by providing the required infrastructural and technical skills with scope for employment.

Conflicts

Conflict in Northeast India involves multiple armed factions operating; some factions favour a separate state while others seek regional autonomy and greater self-governance. There are also existing territorial disputes within the North-eastern states, these are often based on historical border disputes and differing ethnic, tribal or cultural affinities. These disputes often end up in ethnic clash with devastating effect on life and property.

Human Rights Violations

Accusations of Human rights violation are on the rise which is perpetuated by the states, arm forces and people at large. There is a growing need to address the issue of human rights and create awareness, so that people can live in just and peaceful society where there no threat to an individual rights.

Disasters

Disaster both manmade and natural is frequent in the region like flood in the Brahmaputra valley and landslides during the monsoon in the hills. Then, there are also manmade disasters like ethnic conflict, act of violent committed by insurgency groups.

Corruption

Corruption is rampant in all work of life; it has become an epidemic which cripples the growth of society. The worst affected are the poor and marginalised as welfare measures meant for them never reach.

Unemployment

The North East Region is facing the problem of unemployment at a very high rate. Without much economic development people are forced to migrate to other part of the country for work. Unemployment and lack of opportunities also creates the issue of

youth straying away from mainstream society to engage in unlawful activities and becomes easy prey for the insurgent groups.

Gender relations

As the economic, political, social and cultural institutions are by and large controlled by men, gender inequalities and subordination of women continue to exist. In the name of preserving traditional customs and tribal identities, very often individual and gender choices get foreclosed and women are relegated to the lower status. There are very few women who are at the helm of decision making especially in the political and cultural spheres.

Poverty

The North East India is still regarded as a region where people live in poverty. The people of the region are yet to reap the benefit of various social welfare programmes of the government. There are large numbers of people still living below the poverty line.

Climate change

Climate change is a global phenomenon that affects everyone. North East being the ecological hotspot with rich flora and fauna, the effects on its bio-diversity of the region is inevitable.

Health

The major issues with healthcare delivery in NE States are lack of infrastructure and manpower. Health care facilities are also in dismal condition and diseases such as Dysentery, Diarrhoea, Cholera and Anaemia are some of the common diseases in the whole region. The low health consciousness of the people and the geography of the area make the region highly epidemic prone. Villagers in the remote areas are not in a position to access the health facilities because of poor transportation facilities. Another major health issue is the problem of drug addictions and HIV/AIDS. Lack of health infrastructures with non-functional government hospitals, non-availability of essential drugs and lack of transport & communication is adding more problems in health care sector.

Strategic action envisaged

Migration

In order to address the issue of migration the interventions area can be research, seminars, trainings and consultation workshops.

Conflicts

Promotion of ethnic harmony and peace education could be a strategy to reduce impact of ethnic clashes and involvement of youth. Some of the interventions that could be taken up in mediation and non-violent approaches, organizing workshops, seminars and trainings on peace building, peace education.

Human Rights Violations

Human rights issue can be done through promoting human rights education, advocacy and lobbying, workshop, interfaith dialogue, peace building campaign, awareness and sensitisation.

Disasters

Dissemination of information on Disaster preparedness, especially preventive role and community involvement. Understanding/facilitating the development of models for disaster preparedness (pre or post disaster), involvement in relief work during disaster either man - made or natural disaster and rehabilitation.

Corruption

To address corruption bring awareness to people on the ills of corruption by conducting anti - corruption campaign, training, workshop, seminar, encourage people to used tools like RTI ,sensitization campaign and rally.

Unemployment

The strategies to be adopted for unemployment can be done through promotion of entrepreneurship among youth, market linkages, promotion of vocational training, promote on income generation activities.

Gender relations

Facilitate training and capacity building, gender sensitization for both men and women; facilitate incorporation of the gender perspective in all the diocesan programmes, initiate scientific study of gender perspective, develop and strengthen gender policy.

Poverty

Interventions such as promotion of SHGs, Farmer Clubs, Federations, Cooperatives, training on income generation activities, vocational trainings, inter - loaning and bank linkages, market linkages will effectively address in reducing poverty.

Climate change

To tackle climate change, awareness programmes on degradation of environment, seminar, workshop, training on environmental issues, advocacy and lobbying with policy makers, collaborates with school and colleges to conduct rally, awareness programme on important environment day, campaign against deforestation and planting of trees.

Local resource mobilisation

Organise trainings, interface meetings, workshops and orientation programmes of projects, schemes and programmes available with various departments of the government and in the community.

Education

Trainings, Awareness, IEC, networking, lobby and advocate with policy makers, consultations with education departments.

Health

Awareness, IEC, trainings, medical camps, networking and consultations with health departments.

Natural resource management

Promote organic farming, awareness on effects of deforestation, use of non-biodegradable materials, rain water harvesting.

Research

Documentation of success stories and case studies, publications, Rapid Assessment, survey, creation of data bank of Dioceses, dissemination of information

III. New Perspective of the Agency

Since its inception, NEDSSS's growth and social intervention was focused on Animation programmes and infrastructural development. Then it started expanding its intervention to key thematic areas such as Women Empowerment, Peace, Capacity Building, Disaster Intervention, Health, Education and Advocacy & lobbying activities in all the ongoing projects. However, there has been a shift in NEDSSS approach to intervention in development sector to be more programme based than project mode. This shift was necessitated due to sharp decrease in fund from traditional partners to church based organizations and the need to mobilize local resources for sustainability of the organisation.

Theory of change

Core issue	Theory of change
Migration	Develop and create more infrastructures, institutes and markets that will not only impart training to the people of the region and provide scope for absorbing them with sustainable incomes to eventually stop them migrating to other parts of the country (<i>secured life, free from discrimination, etc</i>)
Conflicts	There will be peace, harmony and development in NE India if the different ethnic groups, youth, children, members of civil societies, educational institutions and interreligious organizations are aware, informed and educated on peace, non violence and respect for human rights
Human Rights violations	If the community people are consciously made aware and sensitise on human rights & its violations and the democratic process to undertake and address human rights violations will effectively contribute to securing the dignity and values of human life towards a secured life and society. Therefore, regular interactions between law enforcement agencies - police, armies, government officials; legal personnel, teachers, local leaders and community people should take place in the forms of seminars, workshops and trainings etc.
Disasters	If we develop a resilient community where they are made aware, trained and equipped/prepared for any disaster related calamities, they will be able to effectively mitigate in case of any eventualities with better coping mechanisms
Corruption	Through public forums where people are made aware, conscious and empowered to enable them to take up actions on the ill effects of corruptions through social actions such as rallies, signature campaign,

	posters and media campaigns which hampers social development at all levels will enable in creating a corruption free society.
Unemployment	There should be a facilitating agency or institutions provided both at the government and private levels where educated unemployed citizens are given the opportunity and scope for job absorption; for this will not only provide ready income but check job migration considerably.
Gender relations	Gender sensitivity is the key to achieve proper gender equity for the affects and outcomes of any programmes and projects undertaken will be determined based on it.
Poverty	Social intervention in the community through promotion of SHGs, Farmer Clubs, Federations with required trainings and timely handholding support on income generation activities with follow up; scope for inter-loaning and bank linkages, market linkages will ensure sustainable incomes.
Climate change	Incorporate the component of climate change emphasising on the need, relevance, its contributions and effects on land, water bodies and air will make the community conscious in any undertaking projects and its programmes implementations that is environment friendly.
Health	If people are aware about the causes and effects of various sicknesses and health related problems they will be able to take preventive measures with timely actions as well as access various health services which will eventually lead to improvement in health.
NRM	People are made aware and start practising on various environment friendly methods such as organic farming, preservation of forests, harvest rain water and use biodegradable materials will lead to cleaner and safer environment.
Research	Good documentation of success stories and case studies, publications, creation of data bank of Dioceses and likeminded NGOs, will lead to proper dissemination of knowledge and sharing, replication of good practices and give better visibility to the organisation and the issues of the people.

Paradigm Shift

The earlier Strategic Plan of the agency (2009 and 2014) focused on the following areas

1. CBDP/Disaster Risk reduction
2. Gender development
3. Peace building
4. Strengthening village governance / People's organization
5. Health
6. Lobby and Advocacy

During the new strategic plan period, focus will be on the following areas

1. CBDP/Disaster Risk reduction
2. Gender development
3. Peace building
4. Strengthening village governance / People's organization
5. Health
6. Lobbying and Advocacy
7. Climate change
8. Education
9. Natural Resource Management
10. Research

Core Values

Peace - NEDSSS believes that peace is not just the absence of war, but the absence of violence, including structural or systemic violence (deprivation, social exclusion and oppression) and the presence of justice.

Justice - We believe everyone has a right to the basic goods of the earth. We strive to remove the causes of oppression. We join with others to work for the common good and to advocate for social justice.

Equality - Peace can be achieved through building awareness of people against inherent assumptions of superiority based on categorical differences, such as: religion, gender, class, race, age, etc., and translating the value of equality into actual practice.

Accountability - Acknowledging and assuming responsibility for actions, outcomes, decisions, and policies. It is applied to both individual accountability on the part of employees and accountability of the organisation as a whole.

Integrity - Acting with honesty and honour without compromising the truth

Diversity - Recognise the plurality which is the uniqueness and beauty of the Region. The Organisation respects the diversity of the people while fulfilling its mission and is committed to equal opportunity for all without any difference.

Commitment - NEDSSS is committed to be innovative and adapt relevant modes of activities in and through partner organisations that will bring greater relevance and impact. Besides, a total dedication and commitment to sustainable development in the Region by adopting environment friendly ways.

Collaboration - Collaborative activities will continue to remain as a backbone of the Organisation as the very characteristic is to collaborate with its partner organisations and like-minded Civil Society Organisation.

Safety - Ensuring the health and safety of employees and going beyond the legal requirements to provide a safe and conducive workplace.

Teamwork - Listening to and respecting each other whilst working together to achieve mutually beneficial results. Providing support to one another, working co-operatively, respecting one another's views, and making our work environment fun and enjoyable.

Transparency/ Good Governance - One of the trademarks of the Organisation is transparency and accountability to its stakeholders.

Vision

NEDSSS envisages a society where people live in unity and diversity with dignified life based on gospel values

Mission

Be resourceful to enable the member organisations and other NGOs to be competent for empowering the poor, marginalised, youth and ethnic groups in the region for promotion of a peaceful, just and equitable society through a participatory, inclusive and sustainable development process.

Goal

A resourceful regional centre to build the capacity of its partners, likeminded organizations and civil societies towards self reliance and sustainable society

Objectives

- NEDSSS has an efficient and effective policies and systems in place by 2020
- Staff of NEDSSS (75%) is capacitated in various thematic areas and able to deliver professionally.
- NEDSSS is able to increase its resources by 15% from outsourcing its training centre, income from marketing and farm by 2020.
- NEDSSS is able to identify needs of the DSSSs and provide timely handholding and technical support

- NEDSSS is able to institutionalize its learning by mainstreaming across all projects and programmes.

Strategy

- Capacity Building of staff -NEDSSS, partners, likeminded NGOs and government and private institutes
- Providing handholding support to member organizations
- Dissemination of information and knowledge sharing
- Tapping & mobilizing different resources (CSR fund, Govt resources),
- Advocacy & linkages, networking & collaboration
- Data bank of partners, documentation, publication, research and consultancy
- Promotion of market linkage & services
- Planning, Monitoring & Evaluation of programmes

IV PROGRAMMATIC THRUST

Peace Building

Theory of change	There will be peace, harmony and development in NE India if the different ethnic groups, youth, children, members of civil societies, educational institutions and interreligious organizations are aware, informed and educated on peace, non violence and respect for human rights
Long term objectives	To contribute towards enhancing collaboration of youth and children from different communities and strengthening the participation in promoting peace of civil society, educational institutions and interreligious organizations for the reduction of violence among the target communities and promotion of non violence in the states of Manipur, Nagaland and Tripura in North East India
Short term objectives	<ul style="list-style-type: none"> ▶ In the target area, a joint understanding has developed that violation of land rights is the main cause of conflicts. ▶ Peace-building concepts are known and are being implemented. ▶ The general public is opposed to armed conflict in Manipur State. ▶ The members of the peace committees that were established critically question existing conflict patterns, appreciate each other and deal with conflict constructively. ▶ Local communities in Tripura are enabled to self-reliantly control (the threat of) violence in land and other conflicts.
Strategies for implementation and sustainability	Mobilization, sensitization, capacity and skill building, research & advocacy & lobby
Areas of operation	7 States of North East India with focus on Manipur, Nagaland, and Tripura
Source and resources	Cordaid, Netherlands & Misereor, Germany, JPMT, Ecumenical body of dioceses, Peace & Justice commission, other religious denominations and groups, workshops, seminars, trainings.

Human Rights Education

Theory of change	If the mindset of the children, school teachers, and the immediate community in Northeast region are changed through human rights education, there will be respect for Human Rights.
Long term objectives	To promote human rights culture in the region through introduction of Human Rights Education as a new subject and part of value education in the schools of Northeast India
Short term objectives	<ul style="list-style-type: none"> • Were to develop the HRE Modules for class VI and VII, train the teachers and introduce HRE in 200 schools under 10 dioceses. It aims to introduce HRE in 10 schools in 5 dioceses every year and so at the end of two year shall have 100 schools introduced the new subject. • To promote human rights culture in the region through introduction of a new subject called Human Rights Education as value education in the schools by using channel of teachers to reach out to the children.
Strategies for implementation and sustainability	<ul style="list-style-type: none"> • Capacity Building for students and teachers from various schools in one platform on Human Rights, • Sensitization and Seminar according to the needs of the teachers and students, • Training of Teachers from various schools, • Observing Important Days.
Area of Operation	Seven States of North East India (Assam, Meghalaya, Arunachal Pradesh, Manipur, Nagaland, Mizoram and Tripura).
Source and Resources	<ul style="list-style-type: none"> • CORDAID, the Netherlands. • Personnel Support: Regional Coordinator, Asst. Coordinator, Diocese Coordinator, Documentation and Accountant. • Programme Support: Seminar, Training for Teachers, State level Consultation, and Review Meeting at Diocese Level, Regional Advisory Committee Meeting, and Observation of important days, Curriculum Development Workshop, Publication of Modules and ICE Materials. • Administrative Support: Stationary, Xerox, printing, telephone, internet charge and Audit fees.

Capacity Building of the DSSs Viz Human Resource Development and System and Policies

Theory of change	If DSSSs become efficient and credible organizations in their developmental interventions then it would ultimately bring effective transformation in the society.
Long term objectives	<ul style="list-style-type: none"> To enable 15 DSSS of the region, to carry out development activities effectively. To strengthen the Human Resources and System of the organizations for a better functioning To emerge as one of the best capacity building organization in Northeast India.(NEDSSS)
Short term objectives	<ul style="list-style-type: none"> The Policies and systems will have become functional in 8 Dioceses 10 DSSSs and 3 NGOs will have facilitated capacity building inputs systematically as per the needs of their organization by June 2015 10 DSSSs and 3 NGOs will have been facilitated the community effectively. 7 DSSSs will have been improved documentation system in the organization.
Strategies for implementation and sustainability	Handholding support, conduct need assessment, Training need assessment, follow up and monitoring
Area of Operation	15 dioceses of NE India
Source and resources	Cordaid Netherland and Misereor Germany, DSSS partners, likeminded NGOs, trainings and workshops,

Regional Action for Initiating Safety and Empowerment of Women (RAISE)

Theory of change	If women in NE are empowered, there will be a just and equitable distribution of power and resources among men and women
Long term objectives	Women in North East India will have enjoyed social inclusion through partnership building and advocacy
Short term objectives	<ul style="list-style-type: none"> To institutionalize Gender Concept in all levels of interventions in 15 Diocesan Social Service Societies (DSSSs) of North East India by June 2017

	<ul style="list-style-type: none"> • To form and strengthen Parish, Level Women Advocacy platforms and to federate them at Diocesan and Regional level in order to address the women related issues by June 2017 • To capacitate women led Community Based Organizations(CBOs) coordinated by DSSs to access Projects and Schemes from Government Departments by June 2017
Strategies for implementation and sustainability	<ul style="list-style-type: none"> • TOT for the Gender Coordinators • Issue base trainings/workshops and seminars for both Women, Men and Religious • Training on Income Generation Activities • Leadership training • Capacity Building
Area of Operation	15 dioceses of the North East
Source and resources	DKA/KFB Austria, Women's Commission, Diocesan pastoral council, NABARD, ICAR, State Govt women commission, Various Govt Deptts, other likeminded NGOs like NEN, LCHR etc

Promoting Education Culture among Children

Theory of change	Children will have completed HSLC (High School Leaving Certificate) in ten Tribal villages and advocated for their Rights.
Long term objectives	<p>30 %Tribal Children in 10 Villages will have joined in formal Schools by 2016</p> <p>Tribal Children in 10 Villages will have begun to address the identified issues through Neighbourhood Children Parliament (NCP) by 2016</p>
Short term objectives	<p>Tribal Children in 10 villages will be attending the Village Schools regularly</p> <p>Tribal children and Parents will have understood and inculcated the importance of Education</p> <p>Children in 10 Villages will have been identified and discussed the issues on Health, Peace and Education through Children Parliament.</p> <p>Children in 10 Tribal Villages will have understood their Rights and they will be capacitated in Advocacy Skills</p>

Strategies for implementation and sustainability	<ul style="list-style-type: none"> ▪ The Project Objectives will be achieved through establishing village school, Training programmes, Awareness generation and strengthening of Children Parliament. ▪ Establishing Networks and Linkages with Education and Health Department Departments and local government. ▪ The Children animator cum Teachers of Village Schools will visit the field to create linkages with PRIs, community leaders, CBO leaders and all major governmental Non-governmental institutions, Schools and Religious institutions. ▪ Documentation, Follow-Up and Monitoring will be an on-going process
Areas of operation	<ul style="list-style-type: none"> ▪ 10 villages in Kamrup District of Assam
Source and resources	<ul style="list-style-type: none"> ▪ Kinder mission Germany, community people, teachers and principals, parish priest, local church leaders, parents, children, project coordinator and animators.

Preventive and Curative Community Health Care in North East India

Theory of change	To increase institutional delivery from home deliveries, improve Immunization and reduce malarial death, there is a need to create awareness and preventive measures
Long term objective	Tribal People of North East in India will have better health through taking preventive and curative measures
Short term objective	<p>To reduce the occurrence of Malaria and Tuberculosis (TB in Aizawl) in the project operational villages through preventive and curative measures.</p> <p>To reduce Maternal and Infant Mortality and Morbidity and to increase the institutional delivery and immunization</p> <p>Improve care and support programme for PLHIV in Mizoram and to enhance number of PLHIV/AIDS to comply with regular medication.</p> <p>To strengthen the existing health dispensaries as facilitation centre to</p>

	provide outpatient care (OPD) and delivery services To strengthen Village Health Taskforces (VHTFs) through capacity building activities
Strategies for implementation and sustainability	<ol style="list-style-type: none"> 1. Orientation to all the project staff 2. Training on awareness program to all the field staff 3. Awareness program to all the target groups 4. M & E 5. Periodical Core group meetings & Evaluation 6. MIS 7. Internal & External Evaluation
Area of operation	In 5 Dioceses of Aizawl, Diphu, Imphal, Miao & Shillong
Source and resources	Misereor & Manos Unidas, NEDSSS Director & staff, Partner organization Director & staff, IPH, Bangalore, Capacity building personnel from outside

Project Manthan

Theory of change	To make effective contribution to survival, growth and development of children, there is a need to Community empowerment and initiatives in handling issues affecting children.
Long term objectives	Reduction of malnutrition amongst children from 0-3 years.
Short term objectives	<ul style="list-style-type: none"> • Capacity building of frontline workers on behavior practices • System strengthening for quality of ICDS services promoting accessibility of ICDS services through inclusion programming • Sensitization of communities through programme activities on core issues of child nutrition • To create a coordinating network of stakeholders at all levels
Strategy for implementation and sustainability	System strengthening through capacity building and regular handholding of the AWWs to improve service reach and increase demand through community mobilization.
Area of operation	5 districts of Assam viz. Nagaon, Golaghat, Goalpara, Kamrup (Rural) & Morigaon
Sources and resources	UNICEF, Integrated Child Development Service Scheme, DSW

Capacity Building of DSSSs on Resource Mobilization

Theory of change	Diocesan Social Service Societies have become effective and efficient reliable partners for Government in implementation of different projects and programmes through the Diocesan Social Organization.
Long term objectives	All the 5 Diocesan Social Service Organizations are mobilizing, accessing and implementing government projects and programmes and have a well managed policies and systems in place
Short term objectives	DSSSs have organized various government run programmes and staff of DSSSs are actively involved and engaged through trainings, seminars, workshops,
Strategy for implementation and sustainability	Interface and consultation meetings with government officials of various departments, workshops and awareness seminar, Half Yearly Review meeting at forum level, regular diocesan level review meeting with diocesan directors and coordinators by regional coordinator, community level meeting -PRI, SHGs with project coordinators, diocesan level review and evaluation meetings of DSSS directors, coordinators and staff
Area of operation	3 districts of Guwahati, Tezpur and Dibrugarh in Assam and 2 Districts of East Khasi Hills and West Khasi Hills in Meghalaya
Sources and resources	Caritas India, NEDSSS, Diocesan Directors, Regional coordinators, Diocesan Coordinators, Government Departments, Financial Institutes, local leaders and community, SHGs and Community people

Capacity Building Coordination and Advocacy for Civil Society Organizations in North East India (CCA)

Theory of Change	If NEDSSS facilitate Networking and Advocacy process, CD partner's can ensure the sustainability and livelihood Security of CBO member.
Long term objectives	5 Partner Organizations of Caritas Denmark in North East India will have been strictly practicing revised policies and they have converged the strategic plan in at least two Projects in the Organisation and they will have improved capacity in Project management and Documentation by the end of December 2017. POs will have accessed projects/schemes worth at least INR12,00,000/- and CSOs in the POS will have mobilised atleast

	<p>INR 800,000 and CBTs/PLPs/LPs will be linked to the Government by the end of December 2017.</p> <p>At least 200 CSOs in North East and India will have taken part in addressing at least 5 issues(Higher level) related to Food Security and Peace through the coalition of social actors by the end of December 2017</p>
Short term objectives	<p>To enable the partner to have SMART strategic by the end of December 2014.</p> <p>To improve enhance the capacity of partner's staff on RBM and ensure that partners have updated MIS</p> <p>To ensure the Implementation of organization policies at NEDSS and partner level</p> <p>To improve the skill of the partner's team on Resource Mobilization</p> <p>To form and strengthen the coalition of social actors on Food Security, Human Rights and Peace</p>
Strategy for implementation and sustainability	<p>Build the capacity of the partners in Advocacy and Resource Mobilization through trainings and networking</p> <p>Accompaniment of</p> <p>Coordinate the programs through quarterly Review and Learning Cell (RLC) Meetings</p> <p>Link the CSOs with National Rural Livelihood Mission, NABARD etc</p> <p>Networking and partnership building with Advocacy organizations</p>
Area of operation	<p>4 Partners-TSSS Tezpur, Jirsong Asong-Diphu, AIDA-Dimapur, DSSS-Imphal covering the states of Assam, Arunchal Pradesh and Manipur</p>
Sources and resources	<p>Caritas Denmark, CD Partners, NEDSS, NERM, SHGs, Federations, CBTs (Community Based Trainers)</p>

IV. CAPACITY ASSESSMENT

For an organisation, it is important to know one's surrounding environment from internal and external point of view. Therefore it is important to evaluate environment opportunities in relation to the strengths and weaknesses of the organization's resources, and in relation to the organizational culture. The SWOT analysis is a useful technique for understanding all sorts of situations in an organisation.

SWOT of the agency

Strengths

1. Infrastructure/training accommodation
2. Committed and qualified staff
3. Land, vehicle
4. Qualified and experienced full time director
5. Strong organisational structure
6. Good and strong legal compliance
7. Sixteen DSSS partners
8. Well known in the region as an organisation
9. Multiple donor agencies
10. Resourcefulness in providing capacity needs of the partners
11. Good location and serenity
12. Easy accessibility
13. Credibility

Strength of the organization, lie in its resources it has in term of infrastructure and assets both physical and human resources. The availability of qualified staff to run various projects with a full time director to oversee the functioning of the organisation. There is also clear reporting lines and organizational structure which ensures its smooth functioning.

Availability of systems and policies like HR policy, Finance Policy, Gender Policy, it also has a strong legal compliance like regular filling of income tax, FCRA, TAN etc. The other strength includes sixteen Diocesan partners working on diverse social issues and their cooperation and acceptance of NEDSSS. Being centrally located in Guwahati also has the advantage of bringing people and resource together at one platform since it is easily.

Various Projects are implemented through support from multiple donors like Cordaid, Misereor, Caritas India, IGSSS, CRS, World Bank, Caritas Denmark, Manos Unidas, UNICEF, Kindermission Werk.

NEDSSS has also resources to facilitate the DSSs and provide the capacity building needs of the partners.

Over the past decade, NEDSSS have taken leading role in organizing trainings workshops at regional and national level. It also conducted studies and research which has been published from time to time. The organization has strong documentation system in place. All these ensured in building the credibility of NEDSSS among donors as a capacity building organization in the North East India.

Weaknesses

1. Lack of ownership by Diocesan Partners
2. Need for strengthening in implementation of existing policies

One weakness identified was lack of ownership from the Diocesan partners towards the organization.

Another weakness is the need to strengthen the implementation of policies like HR policy, gender policy, finance policy, HIV/AIDS workplace policy and a monitoring mechanism.

Opportunities

1. Donor interest for North East India
2. Look East Policy
3. Corporate Social Responsibility
4. Community cooperation
5. Different Ethnic groups
6. Rich natural resources
7. Natural and manmade calamities, poverty
8. Climate change
9. Availability of government schemes
10. Different geographical areas

Since North east is still regarded as a region with underdevelopment in almost all the sectors, there is still a huge opportunity available with the donors who are willing to fund developmental projects with aim to bring social transformation. These donor agencies include both national and international that are willing to collaborate.

In recent years, the “Look East Policy” of Government of India has made North East more important and strategic. The region has to gear up to take up more challenges and

capitalize on the opportunities thrown open by the huge market in the South East Asian Countries. Development of transportation and communication links in the Northeast being the gateway to the South East Asian Countries will open up huge opportunities in the field of socio - economic development, agriculture and eco tourism.

Another trend that is emerging in the social sector is the role of cooperates that are coming into the social sector. The government has made it mandatory to all the big cooperates to invest at least 2% of their net profit towards social upliftment be it education, health, community development, environment. There is huge inflow of fund from the corporate sector which can be tapped since the corporates are also looking for right organisation to collaborate who shares the same values with them.

The North East comprised of various ethnic and linguistic group living together in the vast geographical extend hence, there is an opportunity to intervene. The people of the region are cooperative in any social mission. Thus, with the people's mandate, the organization can intervene in wide range of social issues and problems.

The region is blessed with rich natural resources which can be used for the intervention in the areas of organic farming; develop farm and various agriculture activities which will be beneficial for the communities.

NEDSSS can play an active role on environmental issues as climate change poses a big threat to the very survival of life. Natural disasters like flood and landslides are also frequent during the monsoon in the region. Then, there are also manmade disasters like ethnic conflict affecting people especially women and children. Thus, during such calamities it opens the doors for social organization to intervene in relief and rehabilitation work.

There is also availability of government schemes which needs to be mobilised from various department of the government.

Threat

International

1. Financial crunch of international agencies
2. Misconception of India- India shining Campaign
3. Sympathy shift of donor agency

One of the major concerns is the dwindling international fund from traditional donors. This is due to the fact that India is projecting itself as a global leader and taking a leading role in international issues. Due to which, donor priorities towards India has seen a shift. They are diverting their attention to other more deserving countries and region of the world. Recently, India has also become a major donor to other developing countries like African countries, Afghanistan, Bangladesh and Myanmar. India has been making a striking advancement in science and technology which has created an image

shift from that of a borrowing nation towards self reliance nation. This has been viewed by the international community as a nation well equipped to look after its own people.

National

1. Change of Indian Government policies
2. Anti-marginalized mindset of the powerful

Regional

1. Insurgency and militancy threat
2. Influx of Refugees
3. Border conflicts
4. Migration
5. Lack of cooperation from Government departments with Faith based organizations
6. Community mindset - NGO is rich

Strategy to continue with the Strengths and Harvest the Opportunities

The strategy to be adopted to continue with the strengths can be done through staff development, proper implementation of policies and systems, regular staff meetings and trainings, review of project activities on regular basis, timely monitoring and evaluation.

To harvest the various opportunities, identify and build the capacity of the staff in thematic areas through trainings, research, exchange and exposure programmes, networking, advocacy, lobby, collaboration and resource mobilisation.

Strategy to Address the Weaknesses and Threats

This can be done through trainings, workshops, reflective exercises and handholding support to DSSSs and likeminded organisations.

In order to ensure smooth implementation of systems and policies, activities like brainstorming exercises, development of monitoring tools and evaluation exercises can be taken up.

Mobilize resources which are available locally or look for non traditional donors like the corporate funds. Look for government schemes and projects and collaborate with government agencies.

As far as the change in power and policies of the government is concerned, actively collaborate with the government and policy makers; create platforms, advocate and

lobby through consultation meetings, workshops, interfaith dialogues, seminars, campaigns and reflection exercise with likeminded agencies.

Monitoring and Evaluation Plan

This document will be monitored periodically by the Governing Body and a revisit of the Plan will be done every 5 years. Self - assessment will be carried out to assess the Projects and Programmes are on track.

Conclusion

This perspective Plan document will hopefully enable NEDSSS to fulfill its aims and objectives through efficient use of its resources, proper planning and strategic alignments in the existing context and conditions. This revisit has helped the agency realized new challenges which exists and that can be negotiated with changes in strategies, proper planning and improved methods of implementation. It is hoped that the Perspective Plan guides the organisation towards its aim of a “society where people live in unity and diversity with dignified life based on gospel values”



Governing Body Members of NEDSSS, DSSS directors, Zonal Manager of Caritas India and staff of NEDSSS during the Strategic Plan Exercise of NEDSSS on 17 & 18 Dec 2014










Executive Director Fr. Varghese Velickakam, highlights on the importance, need and relevance of Strategic Plan and the role of NEDSSS at regional level for the Diocesan partners



Mr. Kushal Neogy, Director, Partnership & Capacity Building of Catholic Relief Services (CRS) facilitating the Strategic Plan Exercise of NEDSSS on 17 & 18 Dec 2014

V. SUPPORTERS AND COLLABORATORS

SL. No	SUPPORTERS	PROGRAMMES	
1	Caritas India		Capacity Building of DSSSs in Assam & Meghalaya for Resource Mobilisation
2	CORDAID Netherlands		Capacity Building, Human Rights Education & Peace
3	MISEREOR Germany		Health & Peace
4	DKA/KFB, Austria		Women Empowerment
5	Caritas Denmark		Capacity Building, Coordination and Advocacy for CSOs in NEI
4	UNICEF, Guwahati		Manthan, Child Development & Nutrition
5	MISSIO, Munchen Germany		Professionalizing the Social Actors of Church
6	CRS		Organisational Support

7	World Bank		CHARM
8	Manos Unidas		Health
9	The Raskob Foundation		Livelihood
10	St Peter Claver		Children Animation
11	IGSSS		SHELTER -Cycle Rickshaw Pullers
12	Kinder - Missionwerk		Bridge School