

Women's March for Development

STRATEGIC PLAN - 2023-2027



Institute for Social Development

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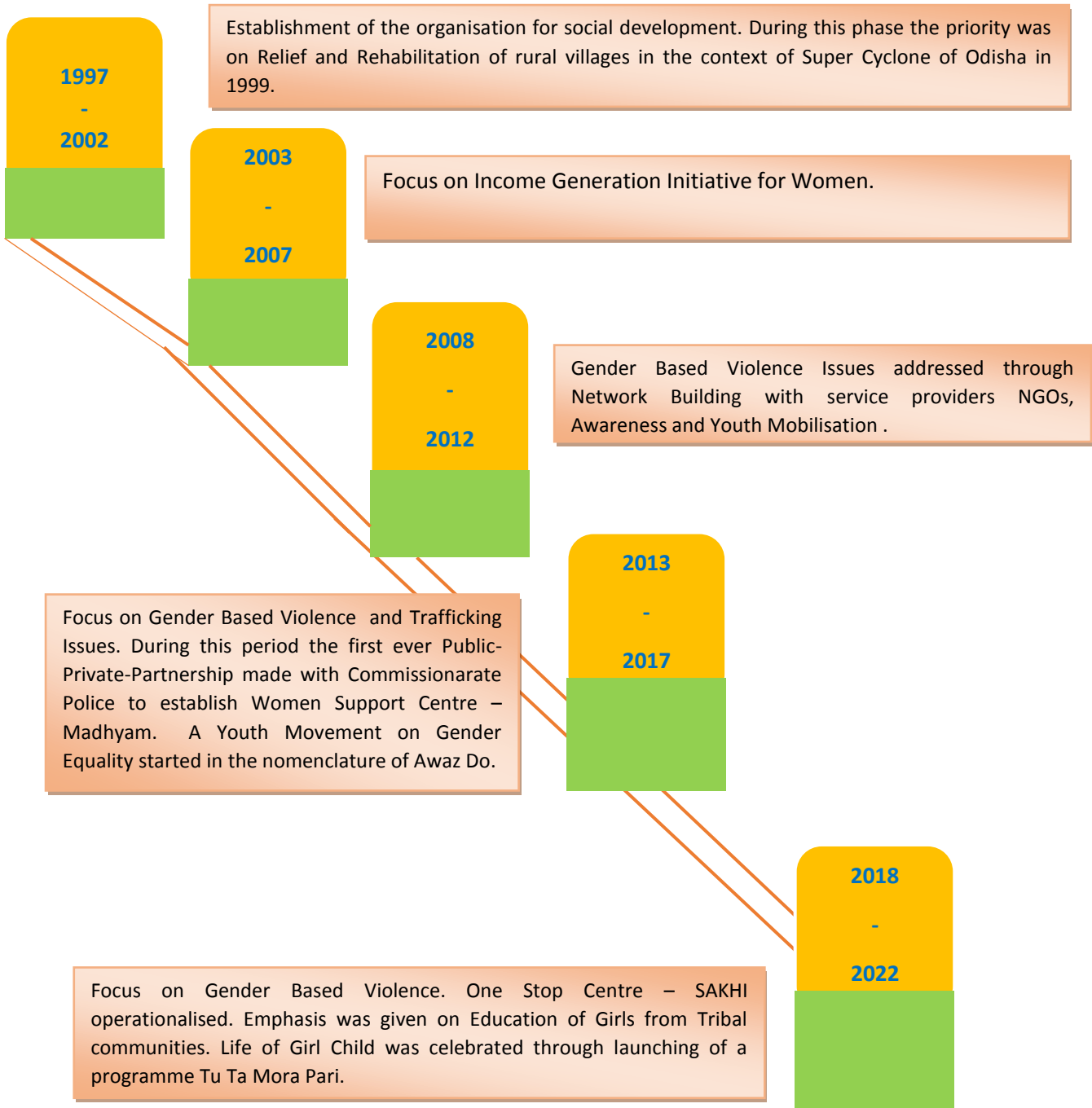
Section-I: Introduction

1. This Strategic Plan 2023-2027 for 5-years visualises and articulates ISD's Strategic directions and approaches to address Gender Inequality and Gender Based Violence in its manifold manifestation and work towards mainstreaming Women's Empowerment and Development, so as to achieve in due course Women's Human Right. This Strategic Plan 2023-2027 (5-years) outlines the organisation's goal that can be achieved in an integrated manner for transformative results. In the Strategy Plan some key choices have been made such as (i) Thematic Focus, (ii) Outcome Orientation and (iii) Impact.
2. While developing this Strategic Plan the ISD has considered the lessons learnt over last 25-years since its inception in 1997 as a registered entity. It also considers the Strength, Weakness, Opportunity and Threat (SWOT) through a meticulous exercise to build on past experiences. The contribution of ISD as a Women's Organisation to the field of Women's Empowerment and Development has been critically examined to formulate this Strategic Plan for a period of 5-years. This strategic plan spells out how ISD intends to leverage its expertise and resources as an advantage to accelerate development of Women and Girl and achieving gender equality in the process of overall social development.
3. While formulating the Strategic Plan 2023-2027, the ISD was considerate about the recent engagements and the thematic focus of the organisation to maintain a continuum of present activities until reaching at a logical conclusion. Accordingly, the priorities of the organisation has been rationalised looking at the past programme measures that the organisation has been conducting in various spheres for ending violence and securing gender equality.
4. The Strategic Plan 2023-2027 has also reviewed the present context and the environment in which the activities of the organisation are going to be implemented. In this regard a systemic analysis of situation of women has been made with involvement of a wide range of actors to make a strategic choice with regard to the priorities of the organisation for next 5-years, so that, in a broader contextual approach can be adopted while addressing issues of girls and women.
5. As ISD has originated with a larger vision of seeking social development in its broader context, this Strategic Plan seeks to streamline its strategic plans so that the outcome of the organisation's endeavour contributes significantly to the realisation of social development as a comprehensive concept which implies major structural changes to create a new society where the living conditions of the people are improved.

Section-II: Glimpses about ISD

1. Institute for Social Development (ISD) was initiated with a mission to bring positive change in the lives of people in social, economic and political scenario. A journey that began in the year 1997 has been continuing since then in the development scenario with the vision to build violence free, gender sensitive society with active participation of poorest of the poor women in decision making process. ISD stands committed to the issues of empowerment of women in Odisha.
2. The Institute for Social Development (ISD) is a women's organization led by women. Its mandate is violence-free lives of women as it is a precondition in securing gender equality in the process of development. In this regard, the ISD is presently engaged in addressing issues of violence on women in its manifold manifestation. The ISD with the support of OXFAM initiated Women Support Centre in the Commissionerate of Police of Bhubaneswar and Cuttack locality. The Women Support Centre provides six kinds of services such as Counselling, Legal Service, Short-term Shelter Facility, Medical Assistance and Vocational Training for long term rehabilitation of Women who are subjected to violence. Annually it supports 500-600 cases of women through Women Support Centre. The Women Support Centre is now located in the premises of Police Administrative Building with a formal agreement with Commissionerate of Police. The ISD is also running a One Stop Centre in the SCB Medical College and Hospital for victims of Gender Based Violence. The One Stop Centre provides a package of services like medical assistance, legal service, counselling and rehabilitation of women. The Centre is being supported by Government of India. Besides, the ISD is extensively engage in addressing the issue of trafficking and sexual and reproductive health and right as a human right.
3. Historically, since its inception in 1997, the Institute for Social Development promotes violence free lives of women and gender equality. This organisational goal is being accomplished through strategic intervention mostly by empowering women in the communities and institutional support. As a result of our efforts the organisation could reach approximately 50,000 women to enable them to lead their life with dignity. Various kinds of services like medical assistance, counselling, legal services, vocational training and rehabilitation are being offered to survivors of violence.
4. The ISD has completed a long journey of 25-years working for gender equality and violence free lives of women in the year 2022. On this occasion a meticulous exercise was made by the organisation to contemplate its strategic priorities over next 5-years based on past experiences. Accordingly, the present Strategic Plan has been formulated after an extensive effort over a year.

Section-III: Journey over 25-Years.



Section-IV: Strategic Priorities

1. The following Strategic Priorities have been identified for this Strategic Plan Period 2023-2027 based on learning and past experiences. The ISD has also identified What Works and What Does Not Work in the field to shape its Strategic Priorities.

The following Themes have been identified to be addressed during the plan period 2023-2027:

- A. Ending Gender Based Violence.
 - B. Gender Equality.
 - C. Safe Migration and Anti-Trafficking.
 - D. Girl's Education.
 - E. Right to Health of Girls and Women.
 - F. Political Participation of Women.
 - G. Climate Change and Women.
 - H. Rights of Women over Natural Resource.
 - I. Economic Participation of Women.
3. Based on the 9-thematic choices made above, the following 5-Strategic Outcomes have been designed to be accomplished:
 - I. Violence Free Lives of Girls and Women.
 - II. Girls and Women have Greater Facilities, Opportunities, Access and Control along with change of societal perception, attitude, behaviour and social norms for Gender Equality.
 - III. Political Representation of Women for participation in decision making.
 - IV. Safe and Informed Migration:
 - V. Building Climate Change Resilience and Adaptation:

These 5-Outcome areas are vividly discussed below to shape the strategies to be followed to accomplish the outcomes:

I. Violence Free Lives of Girls and Women:

1. In the process of social development one of the major obstacles is Gender Based Violence which is all pervasive. Girls and Women continue to face various forms of violence in the form of sexual, physical, emotional and economic violence both in private and public places. As a result empowerment and development of Girls and Women are largely affected.

2. In spite of presence of several legislative measures to prevent Gender Based Violence Girls and Women continue to suffer one or other forms of Gender Based Violence in their life time. In India the following laws exclusively dealing with protection of women are in place:

- a) The Protection of Women from Domestic Violence Act,2005.
- b) Dowry Prohibition Act, 1961.
- c) Immoral Traffic Prevention Act, 1986.
- d) The Indecent Representation of Women (Prohibition) Act 1986.
- e) The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.
- f) Protection of Children from Sexual Offences Act,

Most of the Acts are more than a decade old since its enactment. However, poor implementation of laws and inadequate opportunity for easy Access to Justice prevents Girls and Women from seeking intervention of judicial and other institutional mechanisms for exercising their rights.

3. The best way to stop violence against Girls and Women is to prevent it from happening in the first place. The ISD places emphasis on the prevention of violence against girls and women in domestic and public places notable through challenging and transforming negative social norms, attitude and behaviour. In this regard the ISD will build capacity of women and other institutions that are in place for women. The major thrust of this strategic plan would be on Engaging Men and Boys for upholding dignity of women. It will also explore possibility for economic security of women through skill and vocational training and organising women in various locations.
4. While ISD recognises that at the first place violence in any form must be prevented, it also feels that apart from changing social norms, behaviour and attitude there is a need to make available a package of services like counselling, medical assistance, legal services and rehabilitation measures for survivors of gender-based violence. Keeping this in view the ISD shall undertake services that are essential for addressing gender based violence. Thus, ISD will make arrangement for strengthening availability of services to victims and survivors.It will be done through strengthening the existing works like Madhyam-Women Support Centre and SAKHI-One Stop Centre.

II. Girls and Women have Greater Facilities, Opportunities, Access and Control along with change of societal perception, attitude, behaviour and social norms for Gender Equality.

1. Persistent and entrenched gender inequalities mean that women often experience lower human development outcomes than men. There are strong pressures on both men and women to behave in certain ways, and clear structural inequalities based on sex. A gender perspective on human development helps address the underlying social factors perpetuating gender inequality. These factors result in women's disproportionate ill health, lower education levels and poor access to services.
2. Equal opportunities in all spheres, for all people, women and men alike, are at the heart of the human development. However, those options remain unequally distributed within and across societies and unfortunately many are still largely unavailable to women. In many developing countries, inequality in access to quality education between girls and boys adversely impacts girls' ability to build human and social capital, lowering their job opportunities and wage in labour markets.
3. Gender inequity has serious and long-lasting consequences for women and other marginalized genders. Exposure to violence, objectification, discrimination, and socioeconomic inequality can lead to anxiety, depression and low self-esteem along with low status in the society. Closing the gap in well-being between males and females is as much a part of development as is reducing income poverty. Greater gender equality also enhances economic efficiency and improves other development outcomes.
4. Over the years the ISD has developed various innovative solutions to change the societal norms. There is always a need for transforming negative social norms in order to leverage the action pertaining to Gender Equality. Through its Signature Activity AWAZ DO the ISD has been making an effort to engage Boys and Girls to be the catalysts for change. Similarly, in another Signature Activity title Too Ta Mora Pari (You are my Angle) the ISD fosters those families having only a single Girl child, so that, the family celebrates the life of their daughter with all possible opportunities. These efforts contribute to the creation of a society based on Gender Equality. ISD will continue to engage various actors during the strategic plan period for change of attitude, behaviour, practices and social norms through above two activities.

5. ISD believes that by way of creation of facilities and opportunities for Girls and Women, there can be gender equality in the society. This can be achieved through extensive social activism where women lead and own the process. Similarly, creating an enabling environment for greater access and control over natural resources vis-a-vis enhanced skill and income security would help reduce gender inequality. In this regard ISD will undertake girl's education, right to health of girls and women and economic participation of women.

III. Political Representation of Women for participation in decision making.

1. Women's political participation is a fundamental prerequisite for gender equality and genuine democracy. It facilitates women's direct engagement in public decision-making and is a means of ensuring better accountability to women. As per the data compiled by the IPU, of which India is a member, women represent 14.44% of the total members of the Lok Sabha. As per the latest Election Commission of India (ECI) data: As of October 2021, Women represent 10.5% of the total members of the Parliament.
2. While there is a need for demanding 33% reservation of seats in Parliament and State Assemblies which is not yet received support from political parties, representation at various levels particularly in grassroots democracy bears immense significance. The reservation of seat in 3-tier rural local bodies starting from Gram Panchayat at the bottom, Panchayat Samiti at middle and Zilla Parishad at the apex level resulted in creation of opportunity for women elected representatives in the process of decision making at the level of local self government institutions. It has strengthened grassroots democracy across India so far as representation is concerned. However, in practice it is often seen that there is a proxy democracy and these institutions are controlled by male members.
3. The ISD has been involved for a long time in strengthening grassroots democracy by empowering women elected representatives for development of gender planning and budgeting at the level of local self government institutions. It has also contributed significantly for emanating demand for reservation of seats. These perspectives in political participation of women shall be further explored until there are actual realisation of political power through measures like capacity building of women elected representatives in local self government and advocacy for reservation of seats for women.

IV. Safe and Informed Migration:

1. Migration is a right of an individual. The Constitution of India recognises the freedom to move freely throughout the country. However, migration must be safe. Safe migration means that the migrants are protected from any risks related to their health, legal status or life at all the stages of the migration process (in the countries of origin, transit and destination).
2. There are many instances of distressed migration and seasonal migration due to unemployment and poverty. It has to be addressed through various measures including creation of opportunity for work guarantee. Besides, it has been observed that migration is harboured by interlopers for the purpose of exploitation, false promise of marriage, sex trade and organ business. In most of the situation the worst victims are the people who are vulnerable and living a life in a disadvantaged condition like tribal and caste group people. What is necessary is making migration safe and enabling people for informed choice. Creation of opportunity for employment within the reach of people is a possible solution to the problem of trafficking. The condition of children has to be taken into consideration to make sure that they are not deprived from educational opportunity, health facilities and exploitation.
3. ISD visualises its role to prevent distressed migration in vulnerable areas and strengthen informed choices for migration where it is due. Addressing trafficking particularly at the level of source is more important intervention to prevent trafficking. As the State of Odisha is a major source for trafficking a strategic positioning in the remote invisible pockets is being considered essential. The ISD has a plan to address the issue of trafficking in tribal areas through creation of opportunity at the local level and educate people about safe migration where it is due. Community vigilance through engagement of Anti-Trafficking Monitors (ATM) and strengthening Anti-Trafficking Agencies of the State will be extensively undertaken to prevent trafficking.

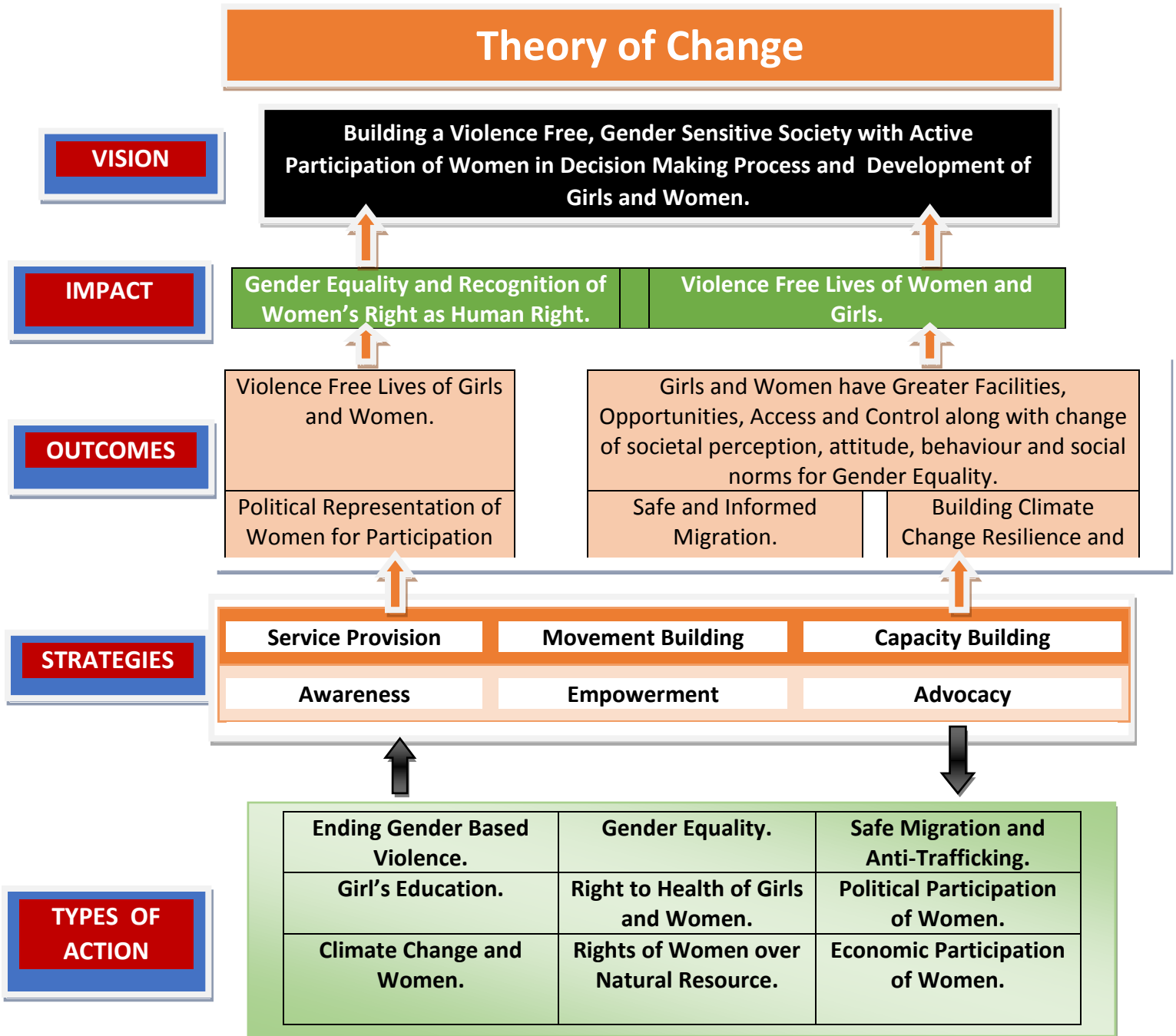
V. Building Climate Change Resilience and Adaptation:

1. At its most basic, adaptation refers to a process or action that changes a living thing so that it is better able to survive in a new environment, whereas resilience describes the capacity or ability to anticipate and cope with shocks, and to recover from their impacts in a timely and efficient manner.
2. Community-based adaptation to climate change is a community-led process, based on communities' priorities, needs, knowledge, and capacities, which should empower people to plan for and cope with the impacts of climate change.

Communities that are resilient to climate change are able to effectively to prepare for and recover from its effects, and continue to thrive.

3. Communities become more resilient through a combination of nature-based solutions and building improvements, like planting street trees and installing green roofs, can help mitigate extreme heat. Actions like these are especially important in historically marginalized communities, where climate impacts can exacerbate existing inequalities.
4. Some examples of Community Based Adaptation may be local adaptive planning around changing rainy seasons with modified agricultural planting seasons as well as adjusted crop choice, sometimes termed climate-smart food production; community disaster risk trainings to store water and food stuffs on high-and-dry lands to cope with increase of floods; local redesign of building structures to mitigate losses from high-intensity cyclones, floods, or soil erosion; community cooperation on mangrove and native biodiversity restoration, increasing resilience to coastal erosion while creating local sustainable livelihoods. CBA can be locally derived or managed, reflective of local cultures / eco-cultures / bio-cultures (perceptions of, and relationships to, humans and non-humans and nature) and societal functions. This offers an opportunity for sustainable *and* sustaining, self-organising and evolving local engagement on climate change adaptation, guided by local knowledge and wisdom, including Indigenous and other forms of traditional ecological knowledge (TEK) relating to adaptive management of complex social-ecologies of specific populations.
5. In this context, a climate resilient society is one that is: reflective (learns from experiences); robust (both people and infrastructure can withstand the impacts of extreme conditions); forward-thinking (with plans made to ensure systems function during extreme events); flexible (so systems and plans can change, evolve or adopt alternative strategies); resourceful (to respond quickly to extreme events); inclusive (so all communities including the vulnerable are involved in planning); and integrated (so people, systems, decision-making and investments are mutually supportive of common goals).
6. Building climate change resilience and adaptation shall be duly addressed by ISD in the strategic plan period as it is evidently clear that women are the worst sufferer of climate change. In view of it women focused community resilience and adaptation model shall be undertaken to address the environmental dangers on the humanity and nature.

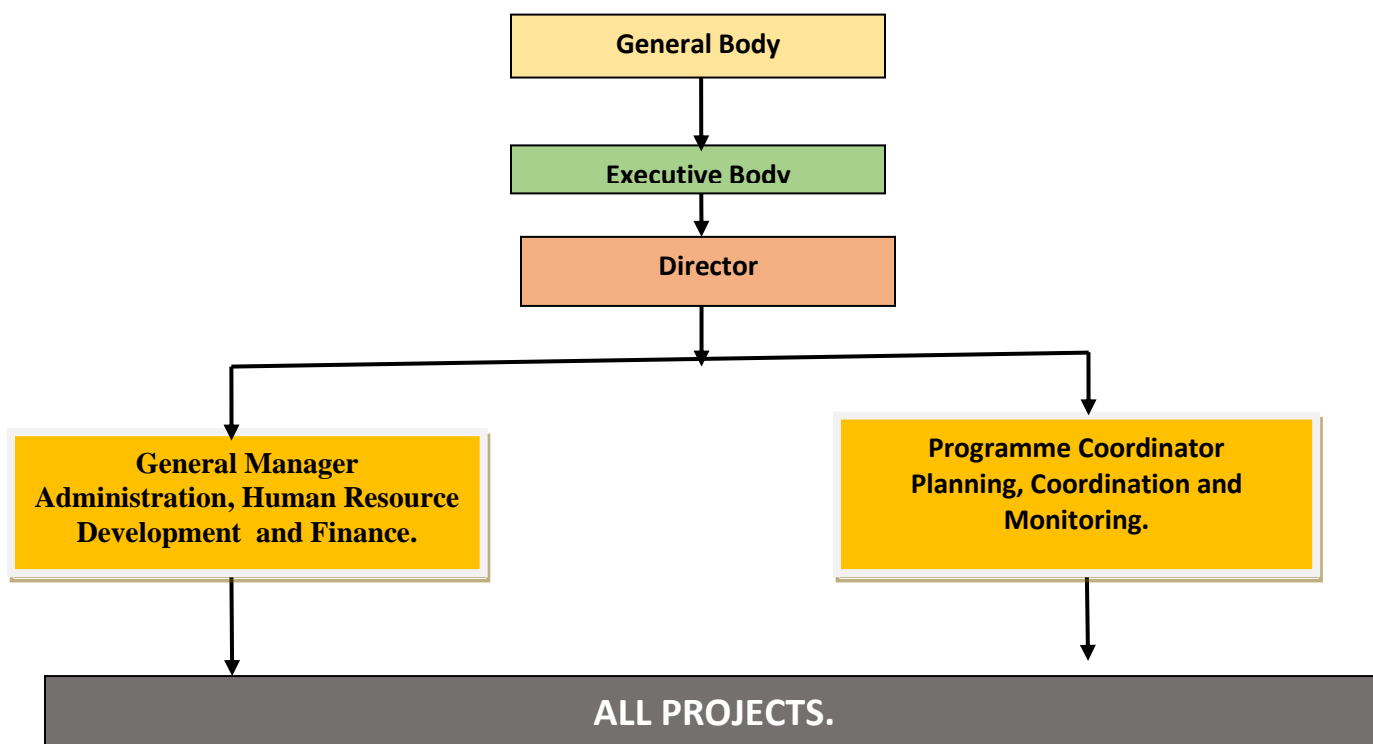
Section-V: Theory of Change



Section-VI: Implementing the Strategic Plan

1. The organisational structure has been carved out and brought in place for effective implementation of the Strategic Plan 2023-2027. Internal arrangements have also been created and strengthened for actual accomplishment of the 5-outcomes that the organisation has planned to achieve. At present the organisation follows democratic principles in its governance. For that purpose it has a General Body which manages the organisation and contemplates organisational policies. It appoints an Executive Body which is responsible for implementation of organisational policies. For the purpose of execution of various programmes an organisational structure has been created in the following manner:

Organizational Structure of Institute for Social Development (ISD)



2. The ISD shall continue to function as a Women's organisation which shall be led by women. There shall be inbuilt arrangement for gender focused planning and budgeting.

Section-VII: Monitoring, Evaluation and Learning

There shall be systems in place for monitoring, evaluation and learning from different projects and the overall approach of the organisation for effective implementation of the Strategic Plan. The organisational effectiveness shall be built through continuous monitoring and documentation of learning. Evaluations shall be conducted to measure impact of our actions. The following specific steps shall be undertaken for the purpose of monitoring, evaluation and learning:

1. The project shall be monitored based on individual project wise milestones and indicators. For each project there shall be a Work Plan and Cash Flow Plans. It will be monitored both regularly by respective project heads and quarterly at the level of Programme Coordinator and Finance Manager. The Director of the organisation shall conduct overall supervision to ensure that the Milestones and Indicators are properly achieved.
2. This Strategic Plan shall be evaluated on two occasions. The Mid-Term Evaluation shall be conducted after completion of 3-years of implementation. The findings from the Mid-Term Evaluation shall be integrated in the remaining part of the Strategic Plan for effectiveness. The End-Term Evaluation shall be taken up at the end of the strategic plan period. The Evaluation shall be conducted by third party having expertise in the field of gender equality. The Evaluation will cover development results and organisational effectiveness. It will provide a coherent framework to understand the impact and sustainability of this Strategic Plan.
3. There shall be an inbuilt provision of continuous documentation of learning. The learning shall be prepared in the form of Lessons Learned Document from different projects and refer it to the Strategic Plan Outcomes so as to build knowledge about the whole process and the nature of changes that could be attempted.