

TRANSFORMING LIVES OF CHILDREN AND WOMEN THROUGH EDUCATION, TRAINING AND CREATING EQUAL OPPORTUNITIES



SABUJ SANGHA ORGANIZATIONAL STRATEGY - 2022-2027

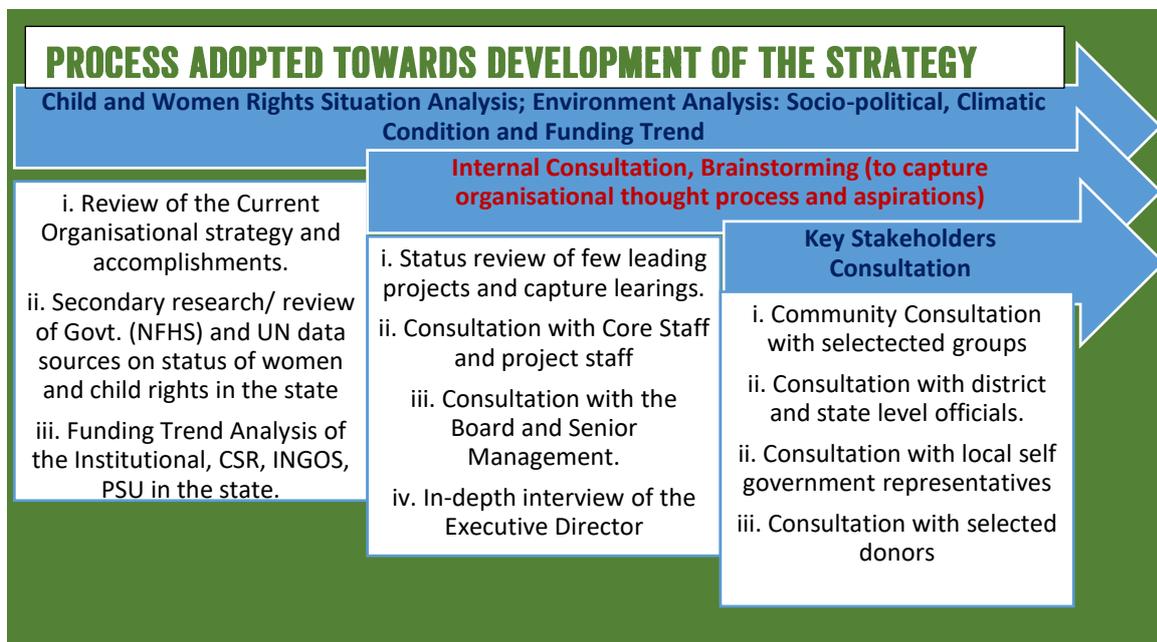
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1. INTRODUCTION: WHAT IS A STRATEGY? THE NEED TO HAVE AN ORGANISATIONAL STRATEGY:

In the current era of business, operational and management excellence, the need to have a Strategy is of paramount importance for an organisation. The essence of strategy for any business organisation is to perform differently than its rivals do. In general, it means a well-defined roadmap of an organization which is developed in alignment to the organisational vision, mission and objectives. It helps to provide a direction of an organization, helps to excel the organization's strengths and to maximise impacts through its work within a given time-frame. In a country like India, there is no dearth of options for a development organisation to work due to persistent rights violations, deprivation, countless social issues, economic constraints, cultural stereotypes, attitudinal problems and environmental threats. In such situation, it is critical for any organisation to de-prioritise things and make informed choices based on people's needs, organisational expertise, and likelihood of resource availability and organisations ability to manage and deliver them at the best interest of the people who need it most.

This Strategy Document capture the organisational ambition and aspirations for next five years, i.e. April 2022 – March 2027 which is derived through an extensive consultative and academic process. The outline of the process adopted towards development of the strategy is outlined below:



This Strategy Document for 2022 – 27 capture following aspects:

- Well-defined program focus areas for next five years aligned to organisational ambition.
- Defined thematic program priorities aligned to Rights' and Funding Situation Analysis.
- Selection of Program Priorities and Geography done in alignment to organisational presence, capability and management bandwidth.
- Emphasized achievement of results for the most deprived through defined indicators.
- Strong humanitarian capacity and experience of the organization taken into consideration.
- Considered Management Efficiency, Leadership and Structural Reorganisation for future programs, advocacy, networking and resource mobilization.

2. ABOUT SABUJ SANGHA:

2..A. WHO ARE WE?

Sabuj Sangha emerged from a village level organization founded in 1954 in Nandakumarpur village or Mathurapur -II block of South 24 Pargana, West Bengal. The organization got its legal status after getting registered under West Bengal Societies Registration Act in 1975. Since its beginning, the primary focus of the organization is to improve the lives of the people, especially women and children

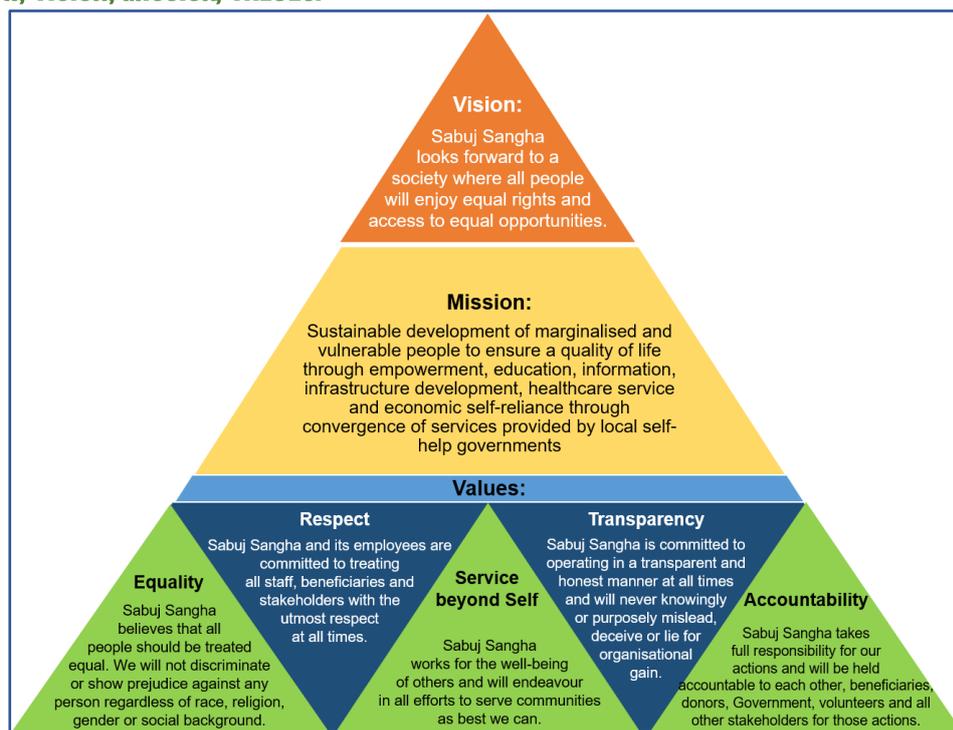
from the disadvantaged communities in West Bengal through integrated, sustainable development approach by ensuring participation of the communities that we work with.

The Organisation got registered under West Bengal Society Registration Act 1961 in the year 1975. We are also registered under the 'Foreign Contribution (Regulation) Act, 1976'; registered under the Section 12A of Income Tax Act, 1961. Sabuj Sangha is empanelled under NITI – Aayog (erstwhile Planning Commission of India); National CSR Hub, West Bengal State AIDS Prevention and Control Society and is also accredited by the Credibility Alliance.

Starting its journey as a village club in Nandakumarpur village of Mathurapur - II Block, over the years of dedication and sincerity, passion and commitment we could ensure the confidence and support of common people, acquired the credibility and successfully expanded its programmatic presence in five districts of West Bengal. Currently we are present in Mathurapur I & II block, Patharpratima, Sagar, Baruipur, Sonarpur, Canning- I, Jaynagar I and Kulpi Block of South 24 Parganas district. We are currently present in Kumargram Block of Alipurduar district, in Nine Blocks of East Midnapore District. Sabuj Sangha also has a strong presence in the city of Kolkata, in the different municipal wards of Bidhannagar Municipality and Kolkata Municipal Corporation.

From a humble beginning as a small development initiative, the organisation has grown as a vibrant development organization working on myriad issues and challenges faced by the people especially in the state of West Bengal. Sabuj Sangha undertake long-term development intervention to address the vulnerabilities and challenges faced by the people, especially from disadvantaged and marginalised communities; enhance their capacities and empower them to be able to withstand the challenges, overcome them and live a life with dignity. Sabuj Sangha is also known for its incredible work on responding to emergencies, especially for the people of Sundarbans and East Midnapore who are prone to natural calamities and often get affected by cyclonic storms, floods etc. Over the last few decades the organisation has undertaken several emergency response operations, helped the people in the time of crisis by providing basic service and then helped in their process of recovery, resettlement and to prepare them from the threats of future emergencies and the potential threats of climate change in Sundarban Sub-region.

2.B. OUR APPROACH; VISION, MISSION, VALUES:



3. OUR APPROACH AND KEY ACHIEVEMENTS DURING PREVIOUS STRATEGY PERIOD:

Over the years of experience of working with the communities and with the governance system at different level, the organization do not believe in providing simple solutions to eradicate the social and cultural issues, economic adversities, gendered poverty and its manifestations. It aims at improving the quality of life of the people, especially the women and children from vulnerable communities by addressing their short and longer term needs in order to overcome the poverty and the range of issues that the people have been facing on a regular basis over the years.

Based on an extensive need assessment and as recommended in its previous five year strategy, Sabuj Sangha has undertaken and implemented different projects under different themes. However, Sabuj Sangha prefers to take an integrated approach of implementation for its projects or programs. It has acquired knowledge and gained the expertise to implement the longer term projects that can create lasting and sustainable impacts in the lives of the people it work with and can break the cycle of intergenerational poverty by giving them access to quality education, healthcare and livelihoods. The main thrust areas of Sabuj Sangha during the previous strategy period was:

- Health and Nutrition
- Water, Sanitation and Hygiene
- Education and Protection
- Livelihood and Women's Empowerment, and
- Environment and Disaster Response

Target Group	Health and Nutrition	Water, Sanitation and Hygiene	Education and Child Protection	Livelihood and Women's Empowerment	Environment and Disaster Response
Women	80074	15500		81034	21371
Children	18523	30000	46761	450	81034
Male Members	107209	10000		21371	442027
PRI and ULB Representatives	276	132	69	110	392
Total:	206082	55632	46830	102965	544824

4. LESSONS LEARNT FROM THE PREVIOUS STRATEGY (2017-2022):

The 2017-22 Strategy Period was very important and critical for Sabuj Sangha. The organization has gone through a notable and significant growth during the previous strategy period in terms of expansion of its projects and program in different geographies, large scale CSR funding from private and institutional donors, have acquired a greater visibility within the state, importantly with the state Government. The organisation has grown in size with more qualified and technical human resources coming on board and some structural adjustments to enable the delivery of the projects. The period has also brought some very important pieces of learnings; some of which we must take along with us during the next strategy period and at the same time our experience prompted us to de-learn and get away with few things to make us more organised, to improve organisational governance and program excellence. Some quick reflections and lessons learnt during 2017 -22 strategy period are:

- ✚ **Improving our Program Designs:** Each project should include a well thought-through “Logical Framework” which should include SMART indicators, defined time-line and a clearly laid out plan. These will guide the accomplishment of planned activities on a timely manner. Indicators will help to measure the progress and document them accordingly.

- ✚ **Setting up a good Monitoring and Evaluation System within the organisation:** A Program/ Project Management vertical need to be created which will extend support to the program implementation team to capture learnings, document project progress and good practices. It is critical to have a repository of knowledge within the organisation for future references, advocacy and campaign designs and also to furnish to the relevant authorities (Government, Donors, and Supporters etc.) as evidences and proof of concept.
- ✚ **Consolidate program areas, avoid implementing programs in a scattered geography:** Simultaneous to the organisational growth in its size and funding, its area of operation has also grown exponentially over last five years. At times, it appeared challenging to be able to deliver and manage all the programs with uniform rigour and pace. Projects in distant, faraway locations caused difficulties in undertaking regular supervision visits, providing guidance and supervision support to the implementation team on the ground.
- ✚ **Short term funding and community obligations:** The funding environment in the country has changed drastically in last few years. The organisation had to accept small scale funding' of shorter durations due to the interest of different donors and their approaches. Organisation had to invest time and energy to set up such projects and by the time, such projects started yielding results, we had to stop the work due to lack of continuity in funding. Such projects has raised community expectations and brought certain obligations to the organisation.
- ✚ **Disaster Response Vs Disaster Preparedness:** During the previous strategy period, the organisation had to respond to a number of natural disasters and public health emergency like COVID-19. There were time when the organisation had to respond to more than one emergency response in a year. These were mainly the cyclonic threats and flooding in the Sundarbans and coastal parts of Bengal. Undoubtedly, some of these were very satisfying experience, as we were able to provide relief and recovery support to the affected communities to their level of satisfaction. However, in course of responding to these emergencies, the organisation has realised the greater need of investing on disaster preparedness, disaster risk reduction and climate change adaptations. These will facilitate creating resilient community structures and processes, especially for the people of Sundarbans who are living in an extremely fragile eco-system.
- ✚ **Bottom up planning:** The often reactive, donor driven funding environment has not really allowed us to engage the communities, women and children in the planning processes. Internal review and reflections, community consultations reminded us on the need of bottom up planning, to design projects aligned to their contexts on the ground and help the disadvantaged communities to address their challenges better through spontaneous participation.
- ✚ **Use of technology:** We are in the era of technology and artificial intelligence. Coincidentally it is a great learning experience for us to be able to implement few projects which has strong technology components in the designs. There are visible impacts in the lives of people in the communities and among the staff members through their improved capacities. Going forward, we would like to embed user-friendly and cost effective technology components in as many projects as we can.
- ✚ **Thematic convergence vs independent theme:** A good number of the projects Sabuj Sangha has implemented during previous strategy period were focussed on specific themes however there were inter-dependencies convergence required with other themes. The organisation had done required modifications within the projects to bring cross-thematic convergence so as to get the greater benefits and larger impacts. The organisation has decided to factor the cross thematic convergence and inter-dependencies at the design stage of the projects in the next strategy period.
- ✚ **Community partnership and ownership:** The partnership and collaboration with the local self-government structures and representatives is a strength to Sabuj Sangha's programs. This has helped to have the buy-in at the local level, to ensure community participation and ownership in the projects and programs that we implement. Sabuj Sangha would like to continue this model in more structured manner throughout the project cycle and create good practice models of sustainable development interventions.
- ✚ **Increased accountability, decentralised planning, program management and decision making:** The organisation has experienced a tremendous growth in last five years. However we realised

that, there is a need of consolidation. Simultaneous to organisational growth, we realised to institutionalise the need of decentralized planning, management and decision making process among the organisational leadership. This is likely to expedite actions, manage delays, improve delivery of programs on a timely manner and would also help to evolve next line of leadership with increased accountability.

5. THE CONTEXT: MACRO AND MICRO SITUATION ANALYSIS:

West Bengal, India's sixth largest state in terms of economic size, had its Gross State Domestic Product (GSDP) is expected to reach Rs. 14.44 trillion (US\$ 206.64 billion) in 2020-21. Average annual GSDP growth rate is about 12.62% between 2015-16 and 2020-21.

West Bengal is the largest producer of rice in India. Rice production for the state totalled 14.99 million tonnes in 2017-18. West Bengal is also a major producer of fish. During 2018-19, the state produced a total of 1.85 million tonnes of fish.

With regard to many human development indicators, West Bengal is above the national average and also above in comparison to many of the developed states in India. The 15th Finance Commission's [report](#), submitted to the central government 2020 November has highlighted Bengal's social indicators, but also said the state has a lot to catch up to do on the fiscal front. Due to high past debt, the report says, West Bengal is fiscally stressed and interest payments are a huge liability on the state government. It has one of the highest interest burdens in the country, along with Punjab. Between 2012-13 and 2018-19, interest payment as a percentage of total revenue expenditure has been in the range of 18-23 per cent.

While the state is quite well placed on overall Development Indexes, there are areas and issues which requires some serious attention and longer term development investments. It is one *among the eight poorest states, which reflect high deprivation levels across social indicators such as health, education and standard of living. However, historically, the state has had a strong Panchayati Raj system, which provides an opportunity to influence the realization of children's rights at the grass roots level.* Although poverty reduction in the state has been faster, there are pockets of high poverty still persist within the State. Despite re-distributive land reform measures, weak socio-economic and industrial policies impede development, particularly relating to children.

As per the Sample Registration System (SRS) 2015 neonatal mortality is at 18 per 1,000 live births. Stunting among children under age five is at 32.5 per cent and wasting is at 20.3 per cent (National Family Health Survey NFHS 4). Only 47.5 per cent of children are breast fed within the first hour of birth. The State has a high prevalence of childhood anaemia at 54.2 per cent.

The average gross state domestic product growth rate from 2005-06 to 2015-16 has been 10.42 per cent. Despite a consistent increased investment in the social sector, West Bengal continues to show wide variations in human development indicators along the rural-urban divide and by social groups.

West Bengal's performance in closing gender gaps is mixed. Schooling and maternal health have improved, yet the child sex ratio is declining, and secondary school completion rates are lower than in many other states. *Scheduled Tribes record higher levels of poverty than others, and both Scheduled Tribes and Scheduled Castes lag behind other groups in schooling and access to basic services.*

An estimated 41.6 per cent of women aged 20-24 years are married before 18 years of age and 18.3 per cent women aged 15-19 years have started childbearing. Over 70 per cent of children in the age group of 3-6 years attend preschool (Source: Rapid Survey on Children 2013-14, UNICEF). A large proportion of maternal deaths still occur among Muslim, tribal and Scheduled Caste populations. Over the past decade, West Bengal has seen an expansion of the health infrastructure, however, the distribution of health facilities is skewed, and hard-to-reach areas often do not have functional primary health

centres. Gender discrimination is not seen in immunization coverage among boys and girls but is reflected in the care of new-borns' with only 42% girls being admitted to special new-born care units.

Overall the state has made good progress in reducing maternal, child and infant deaths as compared to the national average. However, geographical disparities along rural-urban and inter-district and gender inequities still exist. There are different districts and specific pockets within the districts which are characterised with very poor Human Development Indices. As a part of this strategy development process, we have done a secondary review and research, peeped into the District Human Development Indicators which unveil several interesting facts and realities. Glancing through the critical indicators, especially on women and children reinforces our thoughts, sets the rational of selection of the pockets of disparities where Sabuj Sangha need to continue working and expand its programmatic presence at least for next five to ten years.

Over the last decade, in course of its work, the organisation has been able to earn the credibility amongst the donors and government. There has been a consistent demand from the adjacent states and from the donors to expand its programmatic presence in the adjacent states. Keeping this in view, we have decided to expand the scope of the situational analysis in some districts in two adjoining states of Odisha and Jharkhand. We would like to keep these in our perspective planning and would look for relevant opportunities to undertake programs aligned to organisational strategy in near future.

TOP-LINE FINDINGS FROM THE SITUATION ANALYSIS IN THE SELECTED DISTRICTS OF WEST BENGAL:

Health and Nutrition	Water, Sanitation and Hygiene	Education and Child Protection	Livelihood & Women Empowerment	Climate Justice & Disaster Response
<ol style="list-style-type: none"> About 219,996 and 149,753 under 5 year's children are under-weight in South and North 24 Pargana respectively. About 2,106,259 and 1,571,494 women aged 15-49 years are anaemic in North and South 24 Parganas respectively. Two in every three children under 5 years are anaemic in East Medinipur, North 24 Parganas, South 24 Parganas, Kolkata and Jalpaiguri. 	<ol style="list-style-type: none"> WB has the second highest (next to Rajasthan in India) number of villagers who do not have access to safe drinking water. Issues of arsenic, fluoride, high doses of iron and salinity continues to prevail. On average, one-fifth of the people can't access improved sanitation facilities at their households in the districts of East Medinipur, North 24 	<ol style="list-style-type: none"> One-third of women have completed 10 years of schooling. School drop-out rate at the secondary level is more than 10% in the districts of North & South 24 Parganas, East Medinipur, Jalpaiguri. 71% of kids have no access to digital education in Bengal. Girls performed poor in learning level assessments in the selected districts. 	<ol style="list-style-type: none"> Although work force participation rate is about 50% in the districts of North 24 Parganas, South 24 Parganas, East Medinipur, Kolkata and Jalpaiguri, female participation in the work force is about 20% only. Agriculture is the main source of income in the rural areas The Equal wages and remuneration is yet to be institutionalised in the selected districts. 	<ol style="list-style-type: none"> Coastal areas of North 24 Parganas and South 24 Parganas are cyclone and flood prone. South 24 Parganas, Kolkata, Jalpaiguri and most of the areas of North 24 Parganas fall under Earthquake Zone - IV and East Medinipur falls under Earthquake Zone - III.

<p>4. Early pregnancy load is more than 10% in these districts.</p> <p>5. Large proportion of maternal deaths still occur among Muslim, tribal and Scheduled Caste populations in these districts.</p>	<p>Parganas, South 24 Parganas and Jalpaiguri.</p>	<p>5. More than 1 in every 3 girls get married before their 18th birthday in East Medinipur, North & South 24 Parganas.</p> <p>6. Along with Kolkata, target districts have a very high Crime Rate against children and women.</p>	<p>Alipurduar, Jalpaiguri tea gardens employs high number of women and girls who are victims of wage disparity, deprived of “Employees State Insurance Act” and other form of exploitations as well.</p>	
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MACRO SITUATION ANALYSIS (THE EXTERNAL ENVIRONMENT):

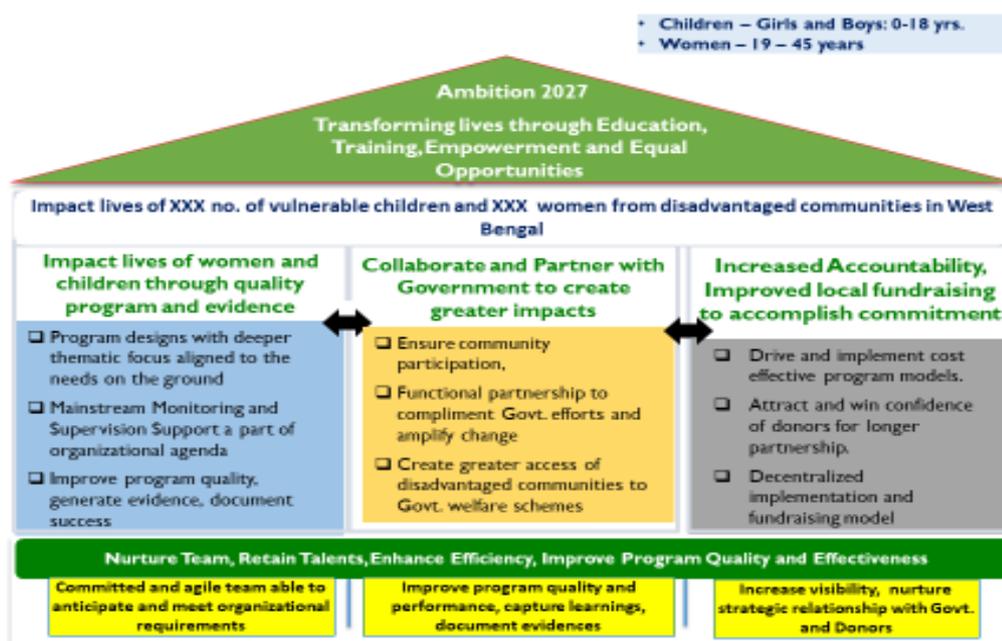
THE CHANGING SOCIO-ECONOMIC AND POLITICAL LANDSCAPES - CHALLENGES AND OPPORTUNITIES

Category	Status at a Glance	Implications
<p>Economic</p> 	<ul style="list-style-type: none"> <input type="checkbox"/> Unstable economic growth, Increased poverty as an impact of the pandemic 	<ul style="list-style-type: none"> <input type="checkbox"/> Increasing inequity – Inequitable distribution and low access to Govt. Welfare schemes. <input type="checkbox"/> Declining foreign aid, Govt. regulations lower scope of CSO led development initiatives <input type="checkbox"/> Larger private sector role in social impact
<p>Socio-cultural</p> 	<ul style="list-style-type: none"> <input type="checkbox"/> Continued gender disparity, low participation of women in workforce, governance and in decision making 	<ul style="list-style-type: none"> <input type="checkbox"/> Increased gender based discrimination <input type="checkbox"/> Increased scope to work on women's empowerment; facilitate greater participation in local governance and decision making
<p>Political</p> 	<ul style="list-style-type: none"> <input type="checkbox"/> Lack of Political will to nurture civil society and sustainable development 	<ul style="list-style-type: none"> <input type="checkbox"/> Limited confidence in the non-profit sector <input type="checkbox"/> Restrict people's participation in the process of sustainable development
<p>Environment</p> 	<ul style="list-style-type: none"> <input type="checkbox"/> Food insecurity, increasing threats of climate change <input type="checkbox"/> Pandemic and increasing risk of infectious diseases 	<ul style="list-style-type: none"> <input type="checkbox"/> Increase in natural disasters: Impact health, education, livelihood, lead distress migration <input type="checkbox"/> Need more investment and work on climate change adaptation, disaster risk reduction
<p>Digital and technology</p> 	<ul style="list-style-type: none"> <input type="checkbox"/> Digital divide – low access of women, poor & marginalized to digital technology 	<ul style="list-style-type: none"> <input type="checkbox"/> Children need access to digital technology, new skills to succeed <input type="checkbox"/> Embed technology in programs, provide access, skill to succeed, expedite learning

6. STRENGTH, WEAKNESS, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS:

STRENGTHS	WEAKNESS
Internal to the Organization	
<ul style="list-style-type: none"> Partnerships with the local governance, Government structures, NGO's and networks. Trust and relationship with the local communities, women & children and families. Longer term programmatic presence Good subject knowledge and thematic expertise Evidence based programing Partner of choice for many of the private and international donors. Good visibility among donors, Government 	<ul style="list-style-type: none"> Retention of talents, trained staffs. Internal Capacity of staff at different levels Gaps in ensuring quality in programs and ability to sustain the impacts of programs Ways of working: Distribution of responsibilities and avoiding duplications Internal communications Data analytics and donor behavior Design and development of quality projects and programs
OPPORTUNITIES	THREATS
External to the Organization	
<ul style="list-style-type: none"> Directly reaching out to the international donors. Attract more Private and Corporate) donors Build stronger relationship with the Government at the state level Develop innovative, issue based proposals Develop mechanisms and tools to track and measure progress for outcome based reporting Improve quality of documentation and reporting Explore opportunities of collaboration and Technical Assistance to the Government Create innovative models of Climate Change Adaptation, Resilience and Livelihoods. 	<ul style="list-style-type: none"> Remoteness of the operational area, accessibility to the islands Centralized decision making that induce delay in the taking actions on program and governance matters. Shrinking and changing funding scenario from international donors. Political landscape and interference of vested interest groups. Weakened credibility among donors

7. WHAT WE WILL DO – THE STRATEGIC FRAMEWORK?



8. WHAT WE WILL DO (THE THEMATIC PROGRAM PRIORITIES):

MATERNAL & CHILD HEALTH AND NUTRITION

Thematic Objective: To ensure optimal health, nutrition and well-being through equal access to affordable healthcare and government services for all children and women from disadvantaged communities.

Sub thematic priorities:

1. Maternal and Child Health and Nutrition
2. Ensure access of every women and children from disadvantaged communities to Govt. sponsored initiatives like supplementary nutrition (ICDS), Health Check up, Mid-Day Meal etc.
3. Reduce Adolescent Anaemia and improve Reproductive and Sexual Health through education, information and training.
4. Health and Nutrition Education for all women within 18 – 45 years . .
5. Hygiene and safety measures

Target Group:

1. Mothers and primary caregivers
2. Frontline workers e.g. Anganwadi Workers, ASHA, ANM
3. Local self-governance representative (PRI, ULB)
4. Religious leaders
5. Community Based Organisations (SHG, Women's Groups)
6. Government duty bearers (CDPO, BMOH, CMOH, DPO)

Key Activities:

- i. Collaborate with Govt. Health system to ensure full ANC & PNC check up for pregnant and lactating women.
- ii. Work with ICDS system for universal coverage to supplementary nutrition and growth monitoring
- iii. Community education for increased institutional delivery and full immunization coverage
- iv. Reduction in adolescent and maternal anaemia and under-nutrition through ARSH Sessions and training on MHM.
- v. Ensure Health Insurance and access to quality health services through Sabuj Sangha run Health Centre (Hospital)

QUALITY EDUCATION AND CHILD PROTECTION

Thematic Objective: Ensure completion of school education of every child from poor and disadvantaged families from the intervention areas through access to quality, free and compulsory education so as to prevent them from early marriage, trafficking or entering into exploitative form of labour.

Sub thematic priorities:

1. Ensure 100 percent retention and successful transition of all children from primary to secondary level
2. Improved scholastic performance in Primary and Secondary education
3. Model Creation of 'Smart Classes' – Use of technology
4. Inclusive, joyful school environment to
5. Make Child Labour and Child Marriage Socially and Culturally unacceptable
6. Protect and safeguard every child through strong community level vigilance system

Target Group:

1. School teachers
2. Parents and Caregivers
3. School Management Committees
4. Government Administration: SSM/ SCERT
5. ICPS Structure – Child Protection Committees, District Child Protection Unit, Child Welfare Committees, Juvenile Welfare Board etc.
6. Training Organisations

Key Activities:

1. Bridge course education for school drop outs
2. Remedial coaching support to improve scholastic performance
3. Teachers Training/ Workshops, TLM Development
4. Sensitize School Management Committees, Child Protection Committees, PRI, ULB, Police and Judiciary on Child Rights and Protection
5. Collaborate with Block and District Education and Child Protection Officials

LIVELIHOOD & WOMEN EMPOWERMENT

Thematic Objective: Young people, especially women from disadvantaged communities can make their own career choices and engage in decent work, be it waged or self-employed after completing job oriented vocational training or accessing government sponsored welfare schemes.

Sub thematic priorities:

1. Empowering women through Digital Financial Inclusion
2. Provide decent work opportunities (wage or self-employment) to women (18 – 45 years) from disadvantage communities
3. Develop good practice models of climate adaptable sustainable agriculture (farm and non-farm)
4. Research, explore and pilot on gender responsive, market oriented skill training opportunities for youth in urban and rural areas.

Target Group:

1. Adolescents girls & boys and Young women & men
2. Migrant / Reverse Migrant Labour, COVID-19 Survivors
3. Parents and care givers
4. Community leaders
5. Employers and Livelihoods Service Providers
6. Corporate
7. Government Departments for Education and Skills Development.

Key Activities:

- i. Financial Inclusion of young women through awareness, training and providing access to digital technology.
- ii. Conduct feasibility study to identify viable, context specific income generating trades and vocations
- iii. Test and implement gender responsive, market oriented skill training for youth in urban and rural areas.
- iv. Pilot, implement, document good practices on Climate Adaptable Diversified Livelihoods. Advocate with Govt./ donors for replication
- v. Work with PRI/ ULB to facilitate improved access of women/ youth from underprivileged communities to Govt. sponsored Poverty Alleviation (social protection) schemes and programs
- vi. Provide 'Career counselling' to Adolescent and Youth for their successful transition in life through Higher Education or Skill Trainings.

WATER, SANITATION AND HYGIENE

Thematic Objective: Reduce incidence of water borne diseases among the people affected by natural disasters, people living in unorganised urban settlements by creating their access to safe drinking water and sanitation facilities. Also prevent school dropout of girls by improving WASH facilities in schools in SS intervention areas.

Sub thematic priorities:

1. School WASH facilities at every schools to prevent girls drop out
2. Girls practice MHM with dignity.
3. Prevention of Reproductive Tract Infections among women and girls
4. Access to safe drinking water in areas affected by frequent disasters

Target Group:

1. Girls and women
2. Frontline Workers
3. Local Self Government Representatives
4. Community-Based Organisations
5. School Teachers/ Authorities
6. Government duty bearers

Key Activities:

- i. Awareness and sensitization of water, sanitation and hygiene for every family in the target area
- ii. Link families with Govt. schemes on Water, Sanitation
- iii. Renovate, reinstall, purify drinking water sources affected by cyclone, flooding and saline water inundation
- iv. Create Models of School WASH in selected Government Schools in collaboration with School Authorities in underserved areas

RESILIENCE: DISASTER RISK REDUCTION AND CLIMATE CHANGE ADAPTATION

Thematic Objective: Protect vulnerable communities, especially women and children in living in fragile environments from disaster risks and extreme climate events ensuring disaster preparedness plan in for every village, practice of climate adaptable livelihoods and promotion of resilient infrastructures

Sub thematic priorities:

1. Risk Reduction, minimize loss of life and livelihoods through community level Disaster Preparedness Plans
2. Household and public infrastructures with resilient features
3. Increased Resilience, Climate Change Adaptation
4. Ensure uninterrupted basic services at the time of emergencies

Target Group:

1. Girls, boys, young women
2. Civil Society Organizations
3. Community Based Organisations
4. District and State Disaster Management Department
5. Sundarban Development Board
6. Local Self Governance Representatives
7. Inter Agency Group on Humanitarian Response
8. INGOs and Corporate/ Private Donors

Key Activities:

- i. Respond to emergencies to address the Survival needs like ECCD, Education, Protection, WASH, Health and Nutrition at the time of crisis.
- ii. Research, pilot and create models of climate resilient infrastructures. Collaborate with Government/ donors for wider implementation.
- iii. Test and implement agriculture based (farm and non-farm) Climate Adaptable Diversified Livelihoods.
- iv. Advocate with the Government, private donors, relevant institutions for financial and technical support for wider implementation
- v. Work together with Disaster Management Dept. to ensure Disaster Preparedness Plans at the district and local levels

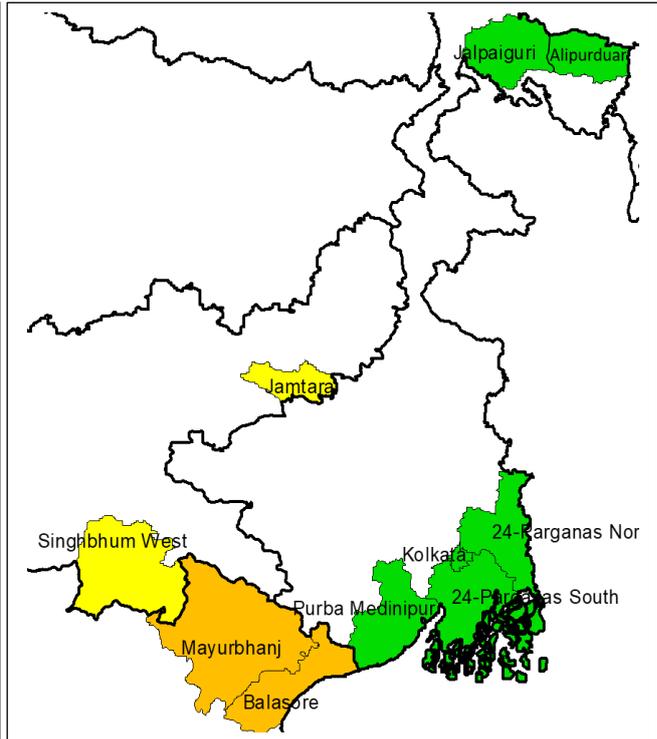
9. WITH WHOM WE WILL WORK (OUR TARGET POPULATION)?

State	District	Population 2022
WEST BENGAL	Alipurduar	13,57,561
	Jalpaiguri	41,24,464
	Kolkata	47,88,843
	Purban Medinipur	54,26,953
	South 24 Parganas	86,92,242
	North 24 Parganas	1,06,60,115
JHARKHAND	Paschimi Singhbhum	16,77,044
	Jamtara	8,83,032
ODISHA	Balsore	22,91,933
	Mayurbhanj	24,88,687
	Total Population:	4,23,90,874
Targeting Marginalized / Disadvantaged Population	Poorest segment (i.e. 22% of overall population)	93,25,992
	19-45 yrs. female (20.3% of the poorest segment)	18,95,974
	0-18 yrs. children (38.9% of the poorest segment)	36,36,204
	5% of the 0-18 yrs. children and 19-45 yrs. women from the poorest segment (Proposed Direct Reach)	280,000 (276609)
	10% of the 0-18 yrs. children and 19-45 yrs. women from the poorest segment (Proposed Indirect Reach)	550000 (553218)
Total	Direct plus Indirect Reach:	830000 (829827)

10. WHERE WE WILL WORK (TARGET GEOGRAPHY)?

An extensive primary and research and rounds of stakeholder consultation was facilitated by Sabuj Sangha as a part of this e organisational strategy development. The consolidation of recommendations contemplated through different lenses reveals that, while the need is immense, there are limitations and practical considerations from the point of funding availability and ability to manage a program portfolio in a vast geography. It has also been recommended to consolidate the work that is already done, to make logical conclusions to them as much as possible and to ensure the investment wiser. Taking the inputs into consideration, it is recommended that, Sabuj Sangha will continue to work in its current operational areas however will keep the expansion to new locations into adjacent states and other district of the states into its perspective plan at least for the 2022-27 strategy period. So, the primary intervention areas would continue to be:

- South Bengal:** The districts of South and North 24 Parganas and East Midnapore.
- North Bengal:** (Alipurduar and Jalpaiguri) and
- Urban Programming:** (Kolkata and suburbs)



11. HOW WE WILL MEASURE OUR SUCCESS (MONITORING AND EVALUATION STRATEGY):

Monitoring & Evaluation has been found an area that requires strengthening so that, it can play a key complimentary role in the organisational growth through measurement of progress, documenting successes and developing outcome based reporting system to the best of satisfaction of the donors.

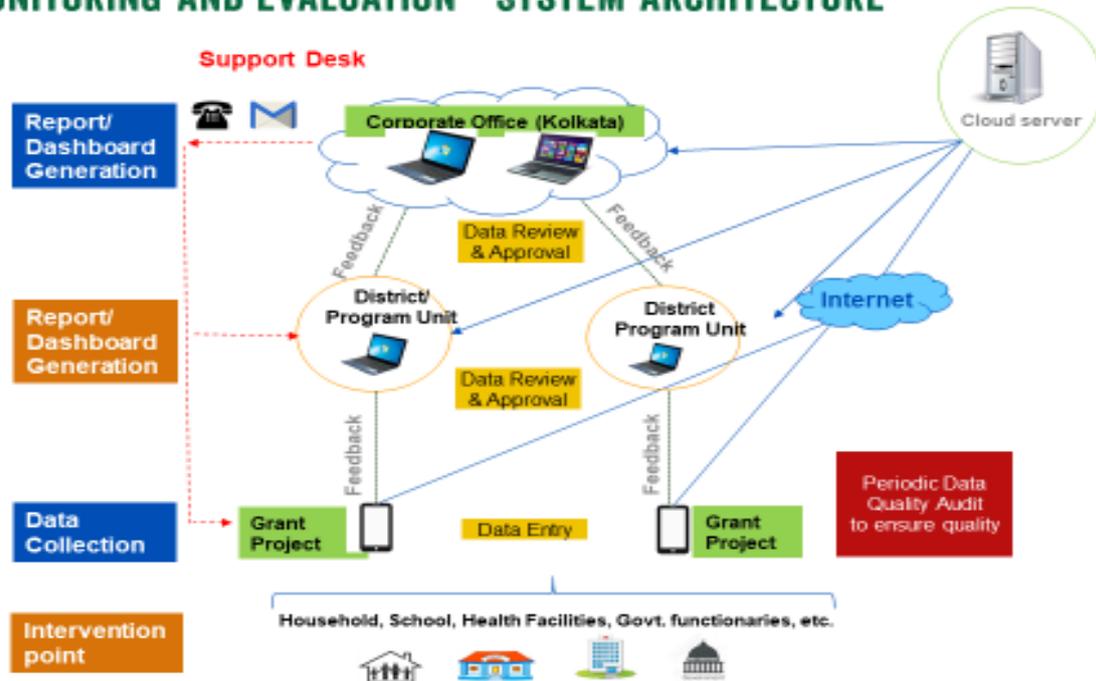
Objectives of Monitoring & Evaluation System:

1. Create a user-friendly, real-time management and information system to expedite decision making at implementation and project management level.
2. Develop dashboards and database to measure progress and outcomes against plans, commitments and resources invested. Ensure organizational efficiency by identifying challenges in a particular project and to address them on a timely manner.
3. Establish a system of complete program cycle management system from program design, implementation, review and analytical reporting and evaluation system; demonstrate program impacts and accountability to primary and secondary stakeholders.

Supervision support and result based monitoring of projects is proposed to be a key role of the organisation's senior management. Sabuj Sangha Management, Unit Managers will develop unit specific "Dash Board" which in course will contribute an "Organisational Dashboard". This process need to be supported by tech-enabled monitoring and evaluation (M & E) system. A strong M & E vertical to be created within the organizational structure to facilitate a better program design and planning process, expedite quality implementation, and continued improvements through quarterly reviews. The program and organizational performance indicators would be developed aligning to the thematic priorities as outlined in the 2022-27 strategy document. Quarterly organizational and project review system would is proposed to be institutionalized to ensure course correction needed for any particular project. Organizational Dash

Board will indicate overall progress, highlight areas of improvements and changes that may be required in its operations and project cycle management system.

MONITORING AND EVALUATION - SYSTEM ARCHITECTURE



12. HOW WE WILL FUND OUR STRATEGY (RESOURCE MOBILIZATION)?

The trend of funding through Civil Society Organizations (CSO) for undertaking various socio-economic, cultural and other development initiatives in India has changed significantly over the last decade. The recent amendment on the Foreign Contribution Regulation Act (FCRA) has aggravated the situation further. There is a steep decline of traditional funding to CSOs for development initiatives despite of India being miles ahead from other countries globally for having the most matured CSOs and philanthropy sector.

Because of its longstanding presence over last four decades and the reputation it has earned, Sabuj Sangha could establish a reasonable visibility and presence in the Indian market, especially among the private/corporate donors. In last 2-3 years there is some good breakthroughs due to strong affinity with some corporate. West Bengal as a state, doesn't fall within the top 10 CSR spent states (Maharashtra being the highest with 2646 Cr)¹. However the state has witnessed a growth in CSR funding by 88 % over last 5 years, just a little above the country's national average of CSR fund growth. According to available data with the Ministry of Corporate Affairs (MCA), the total CSR funding to the state was close to Rs. 367 Cr in 2018-19 as compared to Rs. 195 Cr in 2014-15. Further, a few additional districts of WB came under the ambit of CSR activities during this period. With more companies undertaking CSR activities in the state and the funding is also increasing above the national average, the state witnessed key sector like Education getting major boost with a jump of nearly 120 crore in five years' time (43 crores to 161 crore between 2014-15 to 2018-19). The companies have also increased their activities in healthcare besides education in the state and Sabuj Sangha we successful to capitalize this lead very well.

Snapshot of the CSR spent in 2020-21 in the Sabuj Sangha Priority Districts²:

¹ <https://www.csr.gov.in/content/csr/global/master/home/home.html>

² <https://www.csr.gov.in/content/csr/global/master/home/home/csr-expenditure--geographical-distribution/state.html?West%20Bengal=FY%202020-21>

District	CSR Investment in INR
East Medinipur	588.45 lakhs
South 24 Parganas	1551.38 lakhs
North 24 Parganas	525.18 lakhs
Kolkata	10042.58 lakhs
Jalpaiguri	39.93 lakhs
Alipurduar	Data not available

Despite of the decline of funding from international philanthropies and institutional donors, Sabuj Sangha strongly feels to be able to improve its market presence in India. Over last few years, especially during handling some large scale emergencies including COVID-19, the organization has realized the strength of individual giving and would like to strengthen it further. The organization is collaborating with some international group of volunteers and universities and would like to expand its individual donor base for higher contribution. This will help the organization to develop a pool of unrestricted funding which could be flexibly used to respond to an emergency or any other unforeseen crises situations. Sabuj Sangha's focus will be on diverse but sustainable resourcing model to maintain the financial/ budgetary strength of the organization with an expected compound annual growth from external, local, corporate, institution and individual sources of funding.

SABUJ SANGHA BUSINESS PROJECTION - 2022 – 27:

Through primary and secondary research, program & organizational review and reflections, stakeholder consultations, the organization could build a consensus on the organizational purpose, program objectives and priority interventions for 2022-27. We have also agreed on the geography and prioritized the target group that we will work in next five years. The exercise helped to do come up with a realistic projection or to estimate the budgetary requirements to achieve the strategic ambition. The projected budget for the Strategy 2022-27 is developed based on the most realistic calculation from the previous strategy, the projected Reach Target (based on the situation analysis) and the aspirational expansion and growth plan of the organization. The thematic program wise projection is shared in the table below:

A. YEAR-WISE PROJECTION FOR THEMATIC PROGRAMS:

Thematic Area wise Resource Projection	2022-23	2023-24	2024-25	2025-26	2026-27
	(in INR)				
Health & Nutrition	18,136,965	19,497,237	20,959,530	22,531,495	24,784,644
Water, Sanitation & Hygiene	11,235,000	12,077,625	12,983,447	13,957,205	15,352,926
Education & Protection	11,398,700	12,253,603	13,172,623	14,160,570	15,576,627
Livelihood and Women's Empowerment	51,387,000	55,241,025	59,384,102	63,837,910	70,221,700
Environment, Climate Justice & Disaster Response	10,605,000	11,400,375	12,255,403	13,174,558	14,492,014
Organization's Core Cost	3,822,000	4,108,650	4,416,799	4,748,059	5,222,865
Total	106,584,665	114,578,515	123,171,904	132,409,797	145,650,776

The organization will work on attracting more private donors, individual funding and work extensively to ensure direct funding from international philanthropy to address the decline in foreign funding post FCRA amendment. We will also ramp up the local fundraising from corporate and individual donors through promotion of cause related marketing. The new strategy also proposes a new funding model to ensure sustainable funding for different units (e.g. South Bengal, North Bengal, Urban Program etc.) which would be led by the respective Unit Managers (In-charge). The Unit Managers would be encouraged to explore and develop strategic relationship with corporate donors, Government, Social impact investors to ensure required funding for the respective units towards achieving the 2022-27 ambitions. Taking into cognizance the recent funding trend in the state, more in particular the funding trend of Sabuj Sangha' and doing a deep dive into the future potential we have tried to come up with a donor wise aspirational plan for the 2022 – 27 strategy period as below:

B. YEAR-WISE FUNDING PROJECTION FROM TYPES OF DONORS:

Donor wise Projected Targets	2022-23	2023-24	2024-25	2025-26	2026-27
	(in INR)				
Private and Corporate Donors	53292332.6	57289257.6	61585951.9	66204898.3	72825388.1
Institutional Donors	21316933.1	22915703	24634380.8	26481959.3	29130155.2
INGO Funding/ Foreign Contribution	21316933.1	22915703	24634380.8	26481959.3	29130155.2
Individual Donors	10658466.5	11457851.5	12317190.4	13240979.7	14565077.6
Total	106584665	114578515	123171904	132409797	145650776

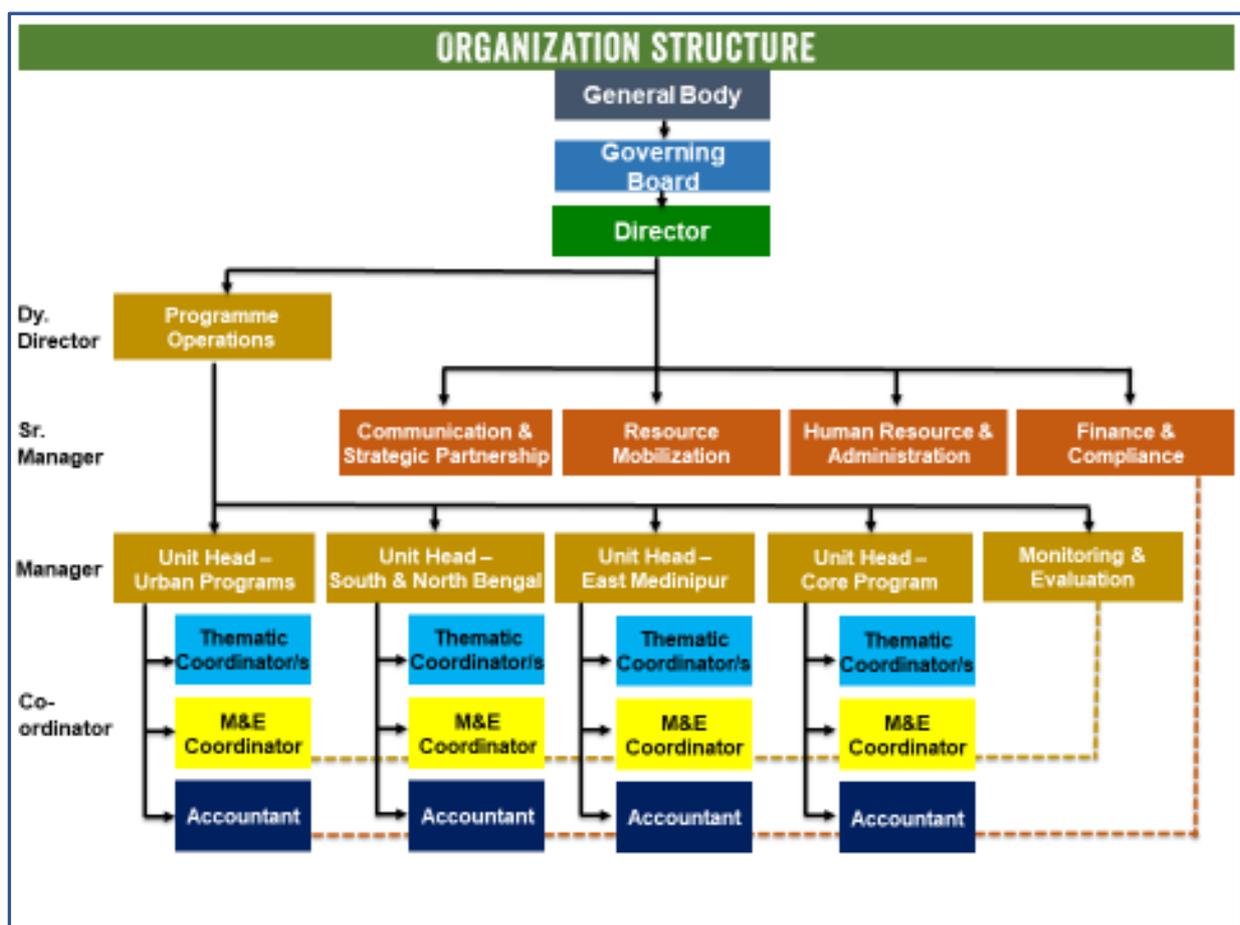
Intensive efforts to be given to invigorate the entire proposal development process. Right convergence mechanism will be set up between M & E, Finance and Programs for an inclusive business development process; a cost recovery mechanism to be set up as a part of the proposal/ business development process which will help to retain the talents and contribute to the organisation development process. This strategy proposes a major shift from a reactive proposal writing to a proactive business development process which should include the following:

- ❖ Improve organisational readiness to pitch/ respond to new funding opportunities by creating a “Proposal Bank” which should contain number of quality proposals aligned to organisation and thematic program priorities. This will increase the chances of winning the opportunities.
- ❖ Improve ‘cost-recovery’ by embedding it in the grants proposals and reduce burden on organisation general fund.
- ❖ Conduct market research and identify like-minded donors (corporate, individual) who may be interested to fund Sabuj Sangha’s work and start reaching out to the specific donors.
- ❖ Explore opportunities of PSU funding for Technical Assistance and collaboration projects with the Government. This will help to strengthen the functional linkage with government and to create a multiplier effect of the Sabuj Sangha does on the ground.

13. HOW DO WE NEED TO BE SET UP - STRUCTURE AND REORGANIZATION?

Through sincerity, dedication, commitment of a passionate team, Sabuj Sangha emerged as a state leader in the field of community development. The organisation has acquired the well-deserved recognition from the Government, donors, communities and other influencers. It is a non-negotiable commitment for the organisation to keep up the momentum, at the same time it is important to build on it further to raise the momentum. The organisation has developed an ambitious and aspirational strategy for next five years and aspires to rise as a national level organisation by making its presence in the neighbouring states through its holistic community development approach. The strategy proposes a 7.5 per cent growth in funding by 2027 with a proportionate increase in its reach target. We propose a standardised growth of 2.5% in 1st and 2nd year, 5% growth in 3rd and 4th year and 7.5% growth on 5th year of the strategy period.

The target is big however achievable as well. This definitely calls for some reorganisation which will enable the organisation to rise on the occasion to reach its ambition. The target reach and expansion to new geography is also aspirational and there certain actions that we need to take, there are certain things in terms of its systems and processes that we need to change to be able to adapt and acclimatise with the currently changing donor funded environment and the increasing donor expectations. Keeping all these in mind, we propose an organisational structure with certain revisions in the Job Descriptions. The revised JD focused on decentralized decision making to expedite actions and at the same time aims to bring more accountability within organisational senior management and leadership. The glimpse of the structure is presented below:



ANNEXURE 1: CRITICAL INDICATORS RELATING TO WOMEN AND CHILDREN FROM SECONDARY DATA SOURCE

DISTRICT PROFILE: EAST MEDINIPUR

Population in 2022*: **54,26,953**
Rural: **47,95,730**; Urban: **6,31,223**
*<https://www.indiaqrowing.com/>

 **1031 Females** per
1000 Males [NFHS 5]

HOUSEHOLD FACILITIES

 **69.8%**
Households using
Improved
Sanitation

 **87.8%**
Households using
Improved Drinking
Water Source

 **17.0%**
Households using
Clean Fuel for
Cooking

 **21.5%**
Households with
any member
covered by a
Health Scheme

Source: NFHS 5

HEALTH & NUTRITION

22.0% Women aged 15-19 years are mothers or pregnant [NFHS 5]
91.5% Institutional Delivery [NFHS 5]
56.8% Mothers had at least 4 Ante-natal care Visits [NFHS 5]
4390 INR Average Out-of-Pocket Expenditure per Delivery in Public Facility [NFHS 5]
48.1% 15-49 years Married Women Currently using any Modern Family Planning Method [NFHS 5]
70.4% 15-49 years Women are Anaemic [NFHS 5]
67.5% under 5 years Children are Anaemic [NFHS 5]
30.6% under 5 years Children are Under-weight [NFHS 5]

EDUCATION & PROTECTION

77.0% Women are literate [NFHS 5]
30.9% Women with 10 or more years of Schooling [NFHS 5]
10.3% Drop-out Rate of Girls at Secondary Level [UDISE 2020-21]
47.2% Class 8th Maths Learning Report for Girls [NAS 2017]
49.3% Class 8th Science Learning Report for Girls [NAS 2017]
57.6% Women married before 18 years [NFHS 5]
99.3% Birth of Children was Registered [NFHS 5]
125.4 Crime Rate [Yr. 2018]
680 Crime against Children (IPC+SLL) Reported [NCRB 2020]
1934 Crime against Women (IPC+SLL) Reported [NCRB 2020]

LIVELIHOOD & WOMEN'S EMPOWERMENT

51.5% Labour Force Participation Rate [NSSO 2017-18]
Agriculture is the main source of Income
87,082 INR Per-capita Income

DISASTER RESPONSE

33.6 Disaster Risk Index [Scale of 100] [MHA & UNDP disaster score card, Year 2018]
Disaster Probability:
Coastal flood due to cyclonic effect (Apr-Dec)
Earthquake (Zone III)

DISTRICT PROFILE: SOUTH 24 PARGANAS

Population in 2022*: **86,92,242**

Rural: **64,68,827**; Urban: **22,23,415**

*<https://www.indiagrowing.com/>



1055 Females per
1000 Males [NFHS 5]

HOUSEHOLD FACILITIES



70.1%
Households using
Improved
Sanitation



100.0%
Households using
Improved Drinking
Water Source



36.2%
Households using
Clean Fuel for
Cooking



36.7%
Households with
any member
covered by a
Health Scheme

Source: NFHS 5



HEALTH & NUTRITION



13.1% Women aged 15-19 years are mothers or pregnant [NFHS 5]
91.0% Institutional Delivery [NFHS 5]
87.5% Mothers had at least 4 Ante-natal care Visits [NFHS 5]
2142 INR Average Out-of-Pocket Expenditure per Delivery in Public Facility [NFHS 5]
67.9% 15-49 years Married Women Currently using any Modern Family Planning Method [NFHS 5]
61.6% 15-49 years Women are anaemic [NFHS 5]
70.4% under 5 years Children are Anaemic [NFHS 5]
32.2% under 5 years Children are Under-weight [NFHS 5]



EDUCATION & PROTECTION



85.6% Women are literate [NFHS 5]
34.9% Women with 10 or more years of Schooling [NFHS 5]
17.0% Drop-out Rate of Girls at Secondary Level [UDISE 2020-21]
46.2% Class 8th Maths Learning Report for Girls [NAS 2017]
47.4% Class 8th Science Learning Report for Girls [NAS 2017]
41.9% Women married before 18 years [NFHS 5]
97.6% Birth of Children was Registered [NFHS 5]
178.0 Crime Rate [Yr. 2018]
597 Crime against Children (IPC+SLL) Reported [NCRB 2019]
4240 Crime against Women (IPC+SLL) Reported [NCRB 2019]

LIVELIHOOD & WOMEN'S EMPOWERMENT

51.6% Labour Force Participation Rate [NSSO 2017-18]
Agriculture is the main source of Income
56,983 INR Per-capita Income

DISASTER RESPONSE

48.1 Disaster Risk Index [Scale of 100] [MHA & UNDP disaster score card, Year 2018]
Disaster Probability:
Coastal flood due to cyclonic effect (Apr-Dec)
Earthquake (Zone IV)

DISTRICT PROFILE: NORTH 24 PARGANAS

Population in 2022*: **1,06,60,115**
Rural: **61,04,580**; Urban: **45,55,535**
*<https://www.indiagrowing.com/>



1013 Females per
1000 Males [NFHS 5]

HOUSEHOLD FACILITIES



80.4%
Households using
Improved
Sanitation



99.5%
Households using
Improved Drinking
Water Source



58.9%
Households using
Clean Fuel for
Cooking



30.7%
Households with
any member
covered by a
Health Scheme

Source: NFHS 5



HEALTH & NUTRITION



11.5% Women aged 15-19 years are mothers or pregnant [NFHS 5]
97.5% Institutional Delivery [NFHS 5]
89.9% Mothers had at least 4 Ante-natal care Visits [NFHS 5]
2809 INR Average Out-of-Pocket Expenditure per Delivery in Public Facility [NFHS 5]
61% 15-49 years Married Women Currently using any Modern Family Planning Method [NFHS 5]
65.3% 15-49 years Women are Anaemic [NFHS 5]
57.9% under 5 years Children are Anaemic [NFHS 5]
23.6% under 5 years Children are Under-weight [NFHS 5]



EDUCATION & PROTECTION



85.5% Women are literate [NFHS 5]
40.7% Women with 10 or more years of Schooling [NFHS 5]
10.3% Drop-out Rate of Girls at Secondary Level [UDISE 2020-21]
31.9% Class 8th Maths Learning Report for Girls [NAS 2017]
36.4% Class 8th Science Learning Report for Girls [NAS 2017]
33.6% Women married before 18 years [NFHS 5]
99.6% Birth of Children was Registered [NFHS 5]
248.5 Crime Rate [Yr. 2020]
1040 Crime against Children (IPC+SLL) Reported [NCRB 2019]
5973 Crime against Women (IPC+SLL) Reported [NCRB 2019]

LIVELIHOOD & WOMEN'S EMPOWERMENT

51.7% Labour Force Participation Rate [NSSO 2017-18]
Agriculture is the main source of Income
66,384 INR Per-capita Income

DISASTER RESPONSE

51.9 Disaster Risk Index [Scale of 100] [MHA & UNDP disaster score card, Year 2018]
Disaster Probability:
Flood, Cyclone, Lightning, Heatwave,
Earthquake (Zone III- 27% & IV- 73%)
Arsenic, Embankment erosion

DISTRICT PROFILE: KOLKATA

Population in 2022*: **47,88,843**

Rural: **0**; Urban: **47,88,843**

*<https://www.indiagrowing.com/>



954 Females per
1000 Males [NFHS 5]

HOUSEHOLD FACILITIES



60.9%
Households using
Improved
Sanitation



99.3%
Households using
Improved Drinking
Water Source



91.7%
Households using
Clean Fuel for
Cooking



21.1%
Households with
any member
covered by a
Health Scheme

Source: NFHS 5



HEALTH & NUTRITION



4.9% Women aged 15-19 years are mothers or pregnant [NFHS 5]
97.5% Institutional Delivery [NFHS 5]
71.7% Mothers had at least 4 Ante-natal care Visits [NFHS 5]
1969 INR Average Out-of-Pocket Expenditure per Delivery in Public Facility [NFHS 5]
71.7% 15-49 years Married Women Currently using any Modern Family Planning Method [NFHS 5]
58.2% 15-49 years Women are Anaemic [NFHS 5]
72.3% under 5 years Children are Anaemic [NFHS 5]
32.9% under 5 years Children are Under-weight [NFHS 5]



EDUCATION & PROTECTION



87.6% Women are literate [NFHS 5]
55.4% Women with 10 or more years of Schooling [NFHS 5]
41.4% Class 8th Maths Learning Report for Girls [NAS 2017]
44.2% Class 8th Science Learning Report for Girls [NAS 2017]
16.7% Women married before 18 years [NFHS 5]
95.0% Birth of Children was Registered [NFHS 5]
451.8 Crime Rate [Yr. 2018]
486 Crime against Children (IPC+SLL) Reported [NCRB 2020]
2001 Crime against Women (IPC+SLL) Reported [NCRB 2020]

LIVELIHOOD & WOMEN'S EMPOWERMENT

45.9% Labour Force Participation Rate [NSSO 2017-18]
112,737 INR Per-capita Income

DISASTER RESPONSE

35.1 Disaster Risk Index [Scale of 100] [MHA & UNDP disaster score card, Year 2018]
Disaster Probability:
Cyclone
Earthquake (Zone IV)

DISTRICT PROFILE: JALPAIGURI

Population in 2022*: **41,24,464**

Rural: **29,95,222**; Urban: **11,29,242**

*<https://www.indiagrowing.com/>



1038 Females per
1000 Males [NFHS 5]

HOUSEHOLD FACILITIES



73.2%
Households using
Improved
Sanitation



95.2%
Households using
Improved Drinking
Water Source



42.7%
Households using
Clean Fuel for
Cooking



35.8%
Households with
any member
covered by a
Health Scheme

Source: NFHS 5



HEALTH & NUTRITION



11.8% Women aged 15-19 years are mothers or pregnant [NFHS 5]
95.8% Institutional Delivery [NFHS 5]
88.4% Mothers had at least 4 Ante-natal care Visits [NFHS 5]
2243 INR Average Out-of-Pocket Expenditure per Delivery in Public Facility [NFHS 5]
70.1% 15-49 years Married Women Currently using any Modern Family Planning Method [NFHS 5]
71.4% 15-49 years Women are Anaemic [NFHS 5]
67.4% under 5 years Children are Anaemic [NFHS 5]
25.4% under 5 years Children are Under-weight [NFHS 5]



EDUCATION & PROTECTION



73.6% Women are literate [NFHS 5]
33.9% Women with 10 or more years of Schooling [NFHS 5]
13.7% Drop-out Rate of Girls at Secondary Level [UDISE 2020-21]
30.3% Class 8th Maths Learning Report for Girls [NAS 2017]
33.7% Class 8th Science Learning Report for Girls [NAS 2017]
18.7% Women married before 18 years [NFHS 5]
99.2% Birth of Children was Registered [NFHS 5]
61.9 Crime Rate [Yr. 2018]
251 Crime against Children (IPC+SLL) Reported [NCRB 2020]
601 Crime against Women (IPC+SLL) Reported [NCRB 2020]

LIVELIHOOD & WOMEN'S EMPOWERMENT

52.8% Labour Force Participation Rate [NSSO 2017-18]
Agriculture is the main source of Income
59,652 INR Per-capita Income

DISASTER RESPONSE

22.9 Disaster Risk Index [Scale of 100] [MHA & UNDP disaster score card, Year 2018]
Disaster Probability:
Flood
Earthquake (Zone IV)

DISTRICT PROFILE: BALASORE (ODISHA)

Population in 2022*: **22,91,933**
Rural: **20,41,761**; Urban: **2,50,172**
*<https://www.indiagrowing.com/>

 **1073 Females** per
1000 Males [NFHS 5]

HOUSEHOLD FACILITIES



70.9%
Households using
Improved
Sanitation



98.5%
Households using
Improved Drinking
Water Source



28.4%
Households using
Clean Fuel for
Cooking



40.6%
Households with
any member
covered by a
Health Scheme

Source: NFHS 5



HEALTH & NUTRITION



8.3% Women aged 15-19 years are mothers or pregnant [NFHS 5]
97.6% Institutional Delivery [NFHS 5]
56.6% Mothers had at least 4 Ante-natal care Visits [NFHS 5]
7183 INR Average Out-of-Pocket Expenditure per Delivery in Public Facility [NFHS 5]
49.7% 15-49 years Married Women Currently using any Modern Family Planning Method [NFHS 5]
61.8% 15-49 years Women are Anaemic [NFHS 5]
43.2% under 5 years Children are Anaemic [NFHS 5]
22.6% under 5 years Children are Under-weight [NFHS 5]



EDUCATION & PROTECTION



73.8% Women are literate [NFHS 5]
38.3% Women with 10 or more years of Schooling [NFHS 5]
12.7% Drop-out Rate of Girls at Secondary Level [UDISE 2020-21]
48.4% Class 8th Maths Learning Report for Girls [NAS 2017]
49.2% Class 8th Science Learning Report for Girls [NAS 2017]
26.4% Women married before 18 years [NFHS 5]
92.2% Birth of Children was Registered [NFHS 5]
200.0 Crime Rate [Yr. 2018]
411 Crime against Children (IPC+SLL) Reported [NCRB 2020]
1613 Crime against Women (IPC+SLL) Reported [NCRB 2020]

LIVELIHOOD & WOMEN'S EMPOWERMENT

40.6% Labour Force Participation Rate [NSSO 2017-18]
Agriculture is the main source of Income
32,714 INR Per-capita Income

DISASTER RESPONSE

19.6 Disaster Risk Index [Scale of 100] [MHA & UNDP disaster score card, Year 2018]
Disaster Probability:
Flood, Cyclone, Drought
Earthquake (Zone III)

DISTRICT PROFILE: MAYURBHANJ (ODISHA)

Population in 2022*: **24,88,687**

Rural: **22,98,168**; Urban: **1,90,519**

*<https://www.indiagrowing.com/>



1056 Females per
1000 Males [NFHS 5]

HOUSEHOLD FACILITIES



54.4%
Households using
Improved
Sanitation



80.1%
Households using
Improved Drinking
Water Source



16.1%
Households using
Clean Fuel for
Cooking



46.5%
Households with
any member
covered by a
Health Scheme

Source: NFHS 5



HEALTH & NUTRITION



17.2% Women aged 15-19 years are mothers or pregnant [NFHS 5]
91.7% Institutional Delivery [NFHS 5]
52.9% Mothers had at least 4 Ante-natal care Visits [NFHS 5]
2841 INR Average Out-of-Pocket Expenditure per Delivery in Public Facility [NFHS 5]
50.8% 15-49 years Married Women Currently using any Modern Family Planning Method [NFHS 5]
72.2% 15-49 years Women are Anaemic [NFHS 5]
71.7% under 5 years Children are Anaemic [NFHS 5]
45.9% under 5 years Children are Under-weight [NFHS 5]



EDUCATION & PROTECTION



58.6% Women are literate [NFHS 5]
25.1% Women with 10 or more years of Schooling [NFHS 5]
18.6% Drop-out Rate of Girls at Secondary Level [UDISE 2020-21]
34.9% Class 8th Maths Learning Report for Girls [NAS 2017]
35.2% Class 8th Science Learning Report for Girls [NAS 2017]
31.3% Women married before 18 years [NFHS 5]
85.1% Birth of Children was Registered [NFHS 5]
110.4 Crime Rate [Yr. 2018]
448 Crime against Children (IPC+SLL) Reported [NCRB 2020]
1490 Crime against Women (IPC+SLL) Reported [NCRB 2020]

LIVELIHOOD & WOMEN'S EMPOWERMENT

51.2% Labour Force Participation Rate [NSSO 2017-18]

Agriculture is the main source of Income

35,742 INR Per-capita Income

DISASTER RESPONSE

13.6 Disaster Risk Index [Scale of 100] [MHA & UNDP disaster score card, Year 2018]
Disaster Probability:
Cyclone
Earthquake (Zone III)

DISTRICT PROFILE: WEST SINGHBHUM (JHARKHAND)

Population in 2022*: **16,77,044**
Rural: **14,33,681**; Urban: **2,43,393**
*<https://www.indiagrowing.com/>

 **1049 Females per 1000 Males** [NFHS 5]

HOUSEHOLD FACILITIES



37.7% Households using Improved Sanitation



79.3% Households using Improved Drinking Water Source



15.5% Households using Clean Fuel for Cooking



46.7% Households with any member covered by a Health Scheme

Source: NFHS 5



HEALTH & NUTRITION



6.7% Women aged 15-19 years are mothers or pregnant [NFHS 5]
67.9% Institutional Delivery [NFHS 5]
34.9% Mothers had at least 4 Ante-natal care Visits [NFHS 5]
1183 INR Average Out-of-Pocket Expenditure per Delivery in Public Facility [NFHS 5]
36.3% 15-49 years Married Women Currently using any Modern Family Planning Method [NFHS 5]
72.6% 15-49 years Women are Anaemic [NFHS 5]
73.3% under 5 years Children are Anaemic [NFHS 5]
62.4% under 5 years Children are Under-weight [NFHS 5]



EDUCATION & PROTECTION



47.8% Women are literate [NFHS 5]
22.9% Women with 10 or more years of Schooling [NFHS 5]
21.6% Drop-out Rate of Girls at Secondary Level [UDISE 2020-21]
65.6% Class 8th Maths Learning Report for Girls [NAS 2017]
60.3% Class 8th Science Learning Report for Girls [NAS 2017]
24.4% Women married before 18 years [NFHS 5]
66.6% Birth of Children was Registered [NFHS 5]
59.4 Crime Rate [Yr. 2018]
64 Crime against Children (IPC+SLL) Reported [NCRB 2020]
188 Crime against Women (IPC+SLL) Reported [NCRB 2020]

LIVELIHOOD & WOMEN'S EMPOWERMENT

44.3% Labour Force Participation Rate [NSSO 2017-18]
Agriculture is the main source of Income
22,460 INR Per-capita Income

DISASTER RESPONSE

19.2 Disaster Risk Index [Scale of 100] [MHA & UNDP disaster score card, Year 2018]
Disaster Probability:
Flood, Cyclone, Forest fire, Wild animal attack, Mining related disaster, Drought, Left wing Extremism
Earthquake (Zone II)

DISTRICT PROFILE: JAMTARA (JHARKHAND)

Population in 2022*: **8,83,032**
Rural: **7,98,478**; Urban: **84,554**
*<https://www.indiagrowing.com/>

 **996 Females** per
1000 Males [NFHS 5]

HOUSEHOLD FACILITIES



52.8%
Households using
Improved
Sanitation



93.0%
Households using
Improved Drinking
Water Source



20.3%
Households using
Clean Fuel for
Cooking



62.9%
Households with
any member
covered by a
Health Scheme

Source: NFHS 5



HEALTH & NUTRITION



14.9% Women aged 15-19 years are mothers or pregnant [NFHS 5]
75.4% Institutional Delivery [NFHS 5]
36.0% Mothers had at least 4 Ante-natal care Visits [NFHS 5]
2771 INR Average Out-of-Pocket Expenditure per Delivery in Public Facility [NFHS 5]
54.1% 15-49 years Married Women Currently using any Modern Family Planning Method [NFHS 5]
77.7% 15-49 years Women are Anaemic [NFHS 5]
72.8% under 5 years Children are Anaemic [NFHS 5]
46.2% under 5 years Children are Under-weight [NFHS 5]



EDUCATION & PROTECTION



53.5% Women are literate [NFHS 5]
21.4% Women with 10 or more years of Schooling [NFHS 5]
15.7% Drop-out Rate of Girls at Secondary Level [UDISE 2020-21]
59.3% Class 8th Maths Learning Report for Girls [NAS 2017]
50.2% Class 8th Science Learning Report for Girls [NAS 2017]
50.5% Women married before 18 years [NFHS 5]
71.2% Birth of Children was Registered [NFHS 5]
116.2 Crime Rate [Yr. 2018]
36 Crime against Children (IPC+SLL) Reported [NCRB 2020]
127 Crime against Women (IPC+SLL) Reported [NCRB 2020]

LIVELIHOOD & WOMEN'S EMPOWERMENT

54.4% Labour Force Participation Rate [NSSO 2017-18]
Agriculture is the main source of Income
15,825 INR Per-capita Income

DISASTER RESPONSE

21.4 Disaster Risk Index [Scale of 100] [MHA & UNDP disaster score card, Year 2018]
Disaster Probability:
Drought,
Earthquake (Zone III)

ANNEXURE 2: CSR FUNDING SCENARIO IN THE TARGETED DISTRICTS

CSR FUNDING SCENARIO: EAST MEDINIPUR

Year: 2020-21

Total CSR Spent: 5 Cr. INR

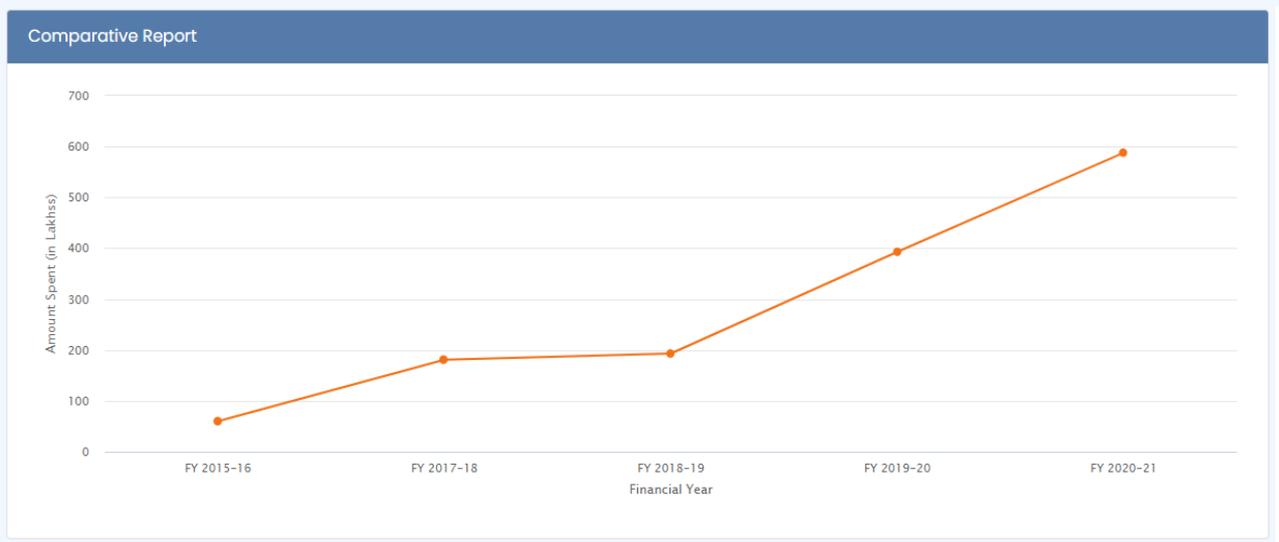
Total Companies: 15

Total Sectors: 8



Development Sector-wise Amount Spent

S.No	Sector/Sub Sector	Amount Spent(INR Lakhs)
1	Health, Eradicating Hunger, Poverty and Malnutrition, Safe Drinking water, Sanitation	220.33
2	Gender Equality, Women Empowerment, Old Age Homes, Reducing Inequalities	209.58
3	Education, Differently Abled, livelihood	122.38
4	Rural Development	28.92
5	Heritage Art And Culture	3.91
6	Environment, Animal Welfare, Conservation of Resources	2.09
7	Any Other Fund	1
8	Encouraging Sports	0.25



FUNDING SCENARIO: SOUTH 24 PARGANAS

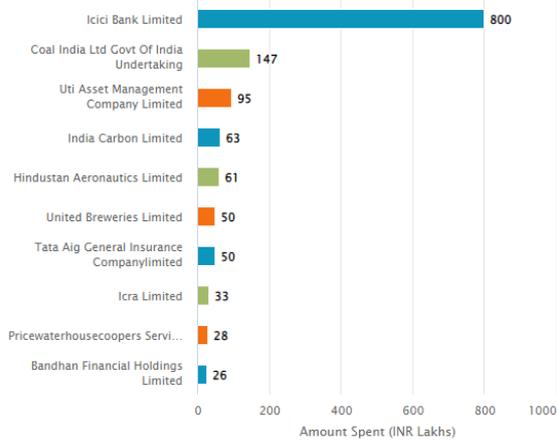
Year: 2020-21

Total CSR Spent: 15 Cr. INR

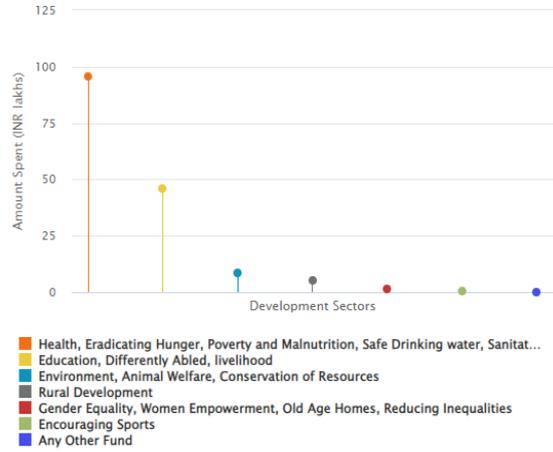
Total Companies: 37

Total Sectors: 7

Top 10 Companies



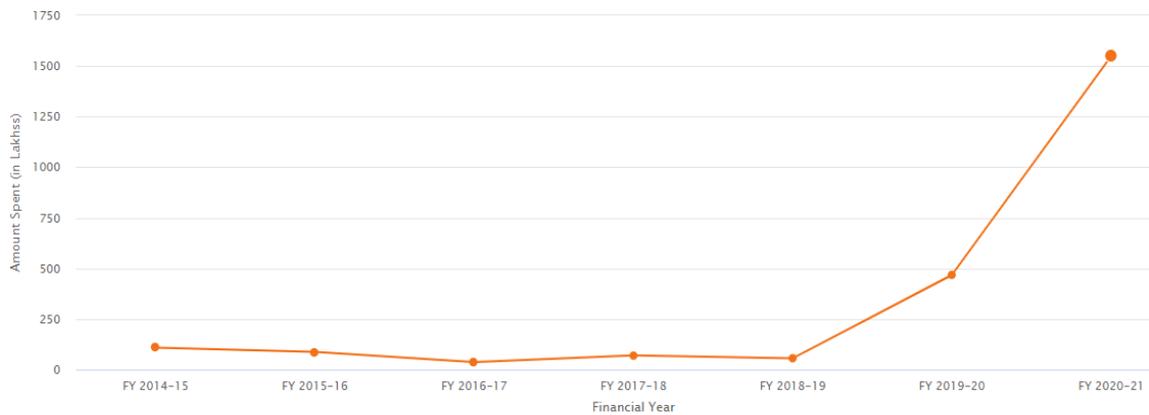
Top 10 Sectors



Development Sector-wise Amount Spent

S.No	Sector/Sub Sector	Amount Spent(INR Lakhs)
1	Health, Eradicating Hunger, Poverty and Malnutrition, Safe Drinking water, Sanitation	952.87
2	Education, Differently Abled, livelihood	454.58
3	Environment, Animal Welfare, Conservation of Resources	81.4
4	Rural Development	50.3
5	Gender Equality, Women Empowerment, Old Age Homes, Reducing Inequalities	10.22
6	Encouraging Sports	2
7	Any Other Fund	0

Comparative Report



FUNDING SCENARIO: NORTH 24 PARGANAS

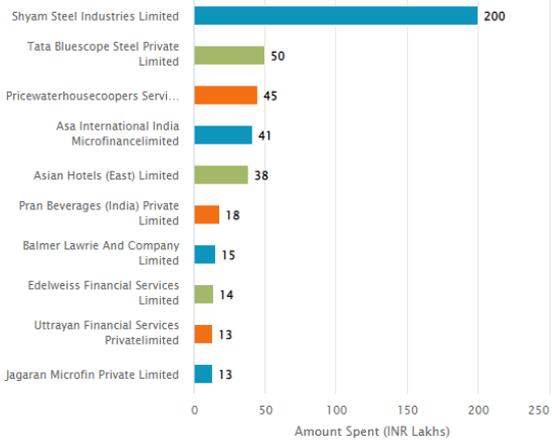
Year: 2020-21

Total CSR Spent: 5 Cr. INR

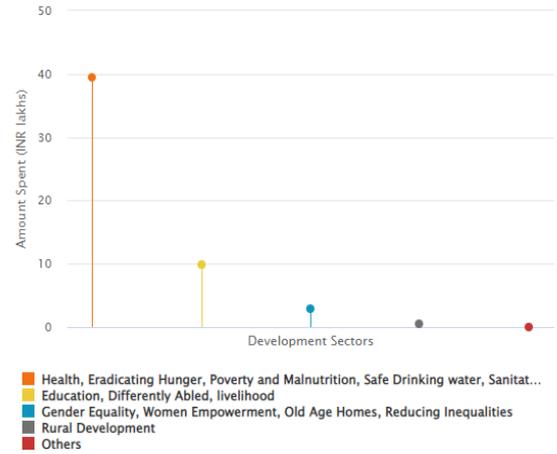
Total Companies: 31

Total Sectors: 5

Top 10 Companies



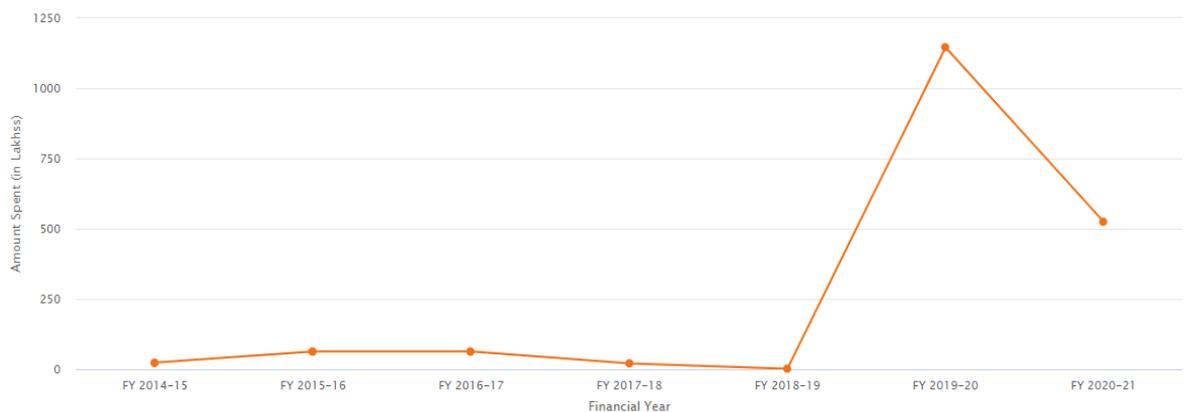
Top 10 Sectors



Development Sector-wise Amount Spent

S.No	Sector/Sub Sector	Amount Spent(INR Lakhs)
1	Health, Eradicating Hunger, Poverty and Malnutrition, Safe Drinking water, Sanitation	394.23
2	Education, Differently Abled, livelihood	97.92
3	Gender Equality, Women Empowerment, Old Age Homes, Reducing Inequalities	28.93
4	Rural Development	4.1
5	Others	0

Comparative Report



FUNDING SCENARIO: KOLKATA

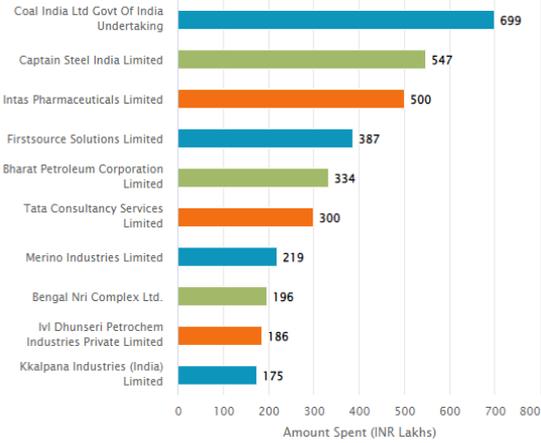
Year: 2020-21

Total CSR Spent: 100 Cr. INR

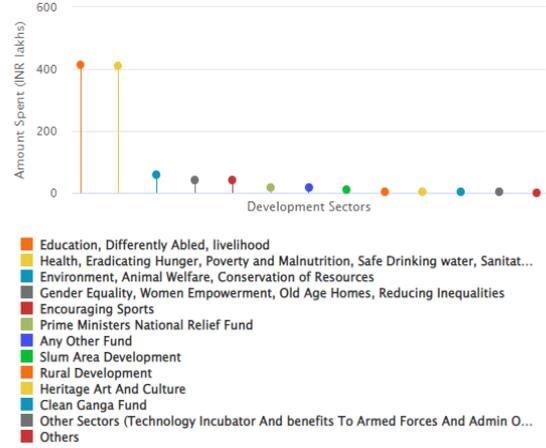
Total Companies: 333

Total Sectors: 13

Top 10 Companies



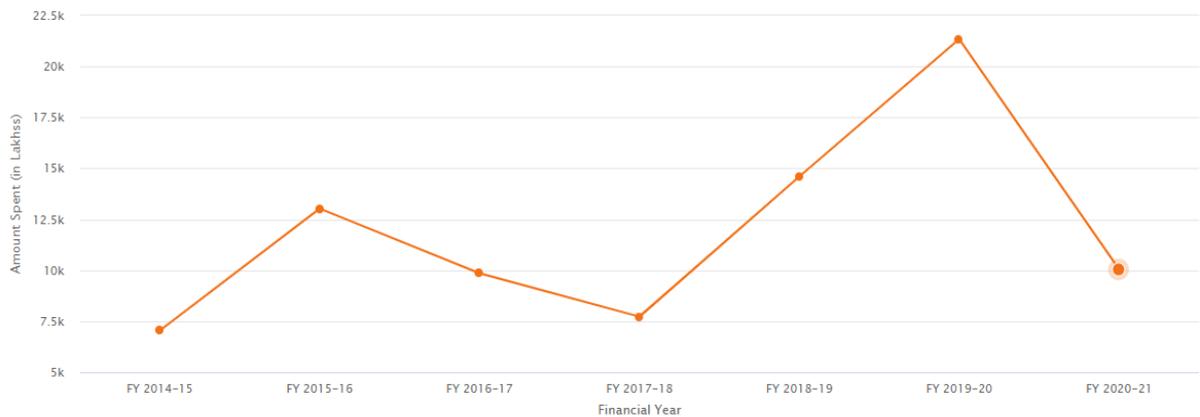
Top 10 Sectors



Development Sector-wise Amount Spent

S.No	Sector/Sub Sector	Amount Spent(INR Lakhs)
1	Education, Differently Abled, livelihood	4,115.89
2	Health, Eradicating Hunger, Poverty and Malnutrition, Safe Drinking water, Sanitation	4,069.1
3	Environment, Animal Welfare, Conservation of Resources	578.59
4	Gender Equality, Women Empowerment, Old Age Homes, Reducing Inequalities	411.72
5	Encouraging Sports	388.11
6	Prime Ministers National Relief Fund	170.67
7	Any Other Fund	157.39
8	Slum Area Development	88.57
9	Rural Development	22.46
10	Heritage Art And Culture	20.51
12	Other Sectors (Technology Incubator And benefits To Armed Forces And Admin Overheads)	4.98

Comparative Report



FUNDING SCENARIO: JALPAIGURI

Year: 2020-21

Total CSR Spent: 39.93 lakhs INR

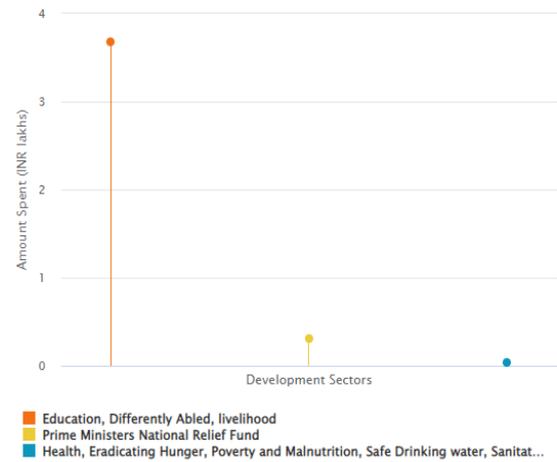
Total Companies: 5

Total Sectors: 3

Top 10 Companies



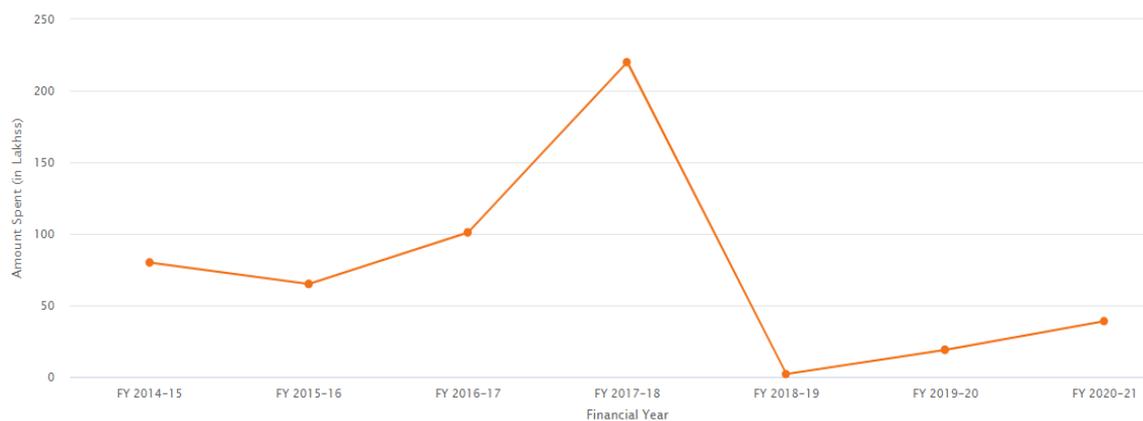
Top 10 Sectors



Development Sector-wise Amount Spent

S.No	Sector/Sub Sector	Amount Spent(INR Lakhs)
1	Education, Differently Abled, livelihood	36.68
2	Prime Ministers National Relief Fund	3
3	Health, Eradicating Hunger, Poverty and Malnutrition, Safe Drinking water, Sanitation	0.25

Comparative Report



FUNDING SCENARIO: BALASORE (ODISHA)

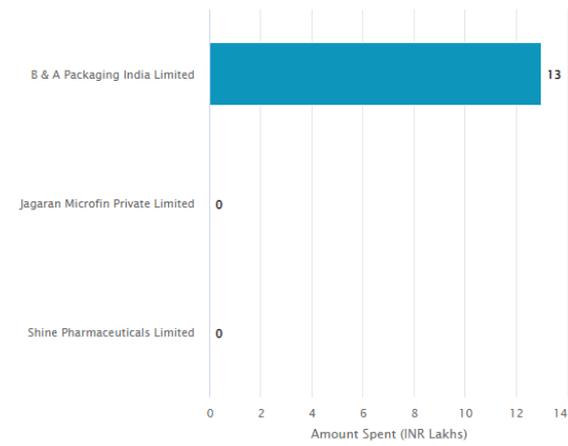
Year: 2020-21

Total CSR Spent: 14.14 lakh INR

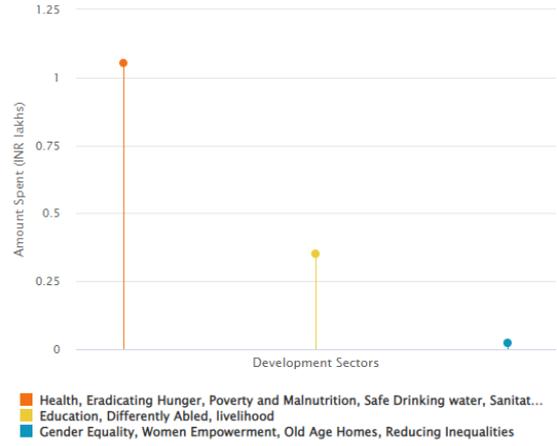
Total Companies: 3

Total Sectors: 3

Top 10 Companies



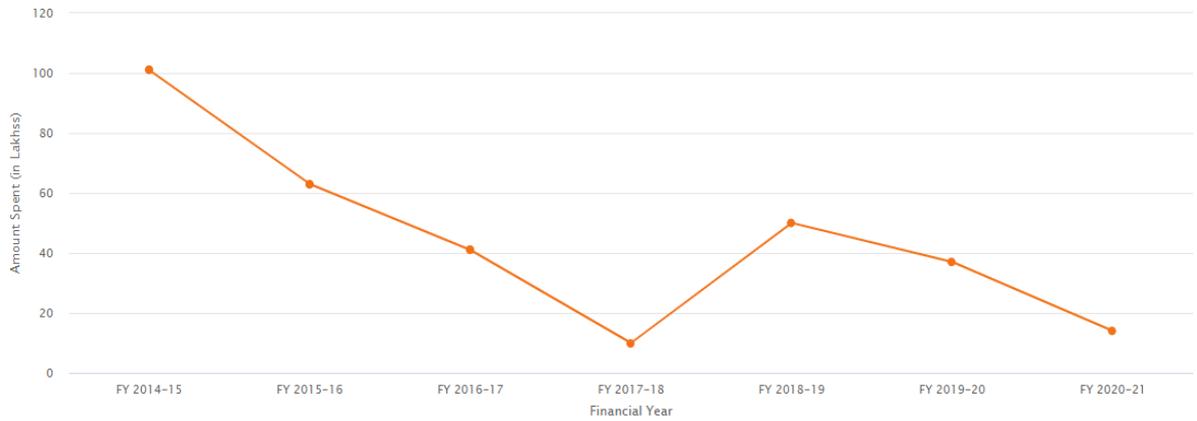
Top 10 Sectors



Development Sector-wise Amount Spent

S.No	Sector/Sub Sector	Amount Spent(INR Lakhs)
1	Health, Eradicating Hunger, Poverty and Malnutrition, Safe Drinking water, Sanitation	10.46
2	Education, Differently Abled, livelihood	3.48
3	Gender Equality, Women Empowerment, Old Age Homes, Reducing Inequalities	0.2

Comparative Report



FUNDING SCENARIO: MAYURBHANJ (ODISHA)

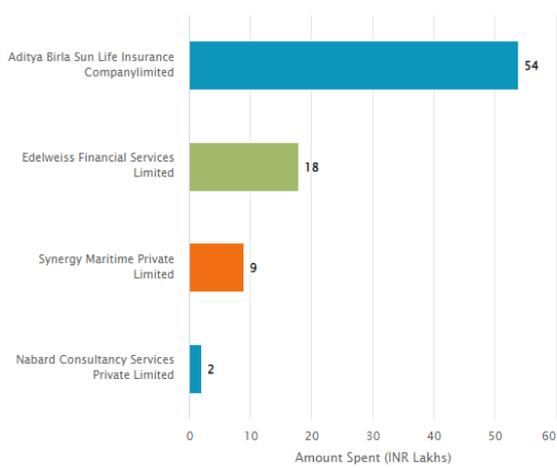
Year: 2020-21

Total CSR Spent: 85.73 lakhs INR

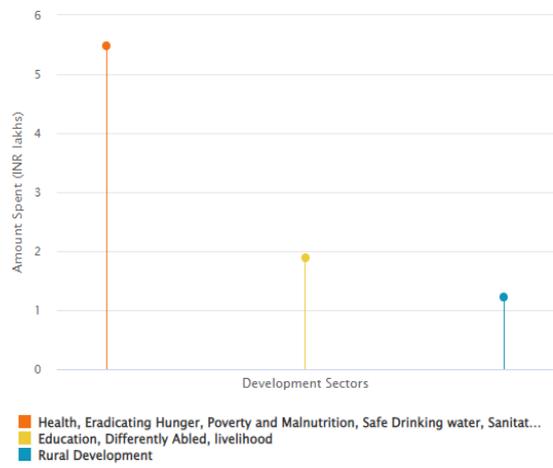
Total Companies: 4

Total Sectors: 3

Top 10 Companies



Top 10 Sectors



Development Sector-wise Amount Spent

S.No	Sector/Sub Sector	Amount Spent(INR Lakhs)
1	Health, Eradicating Hunger, Poverty and Malnutrition, Safe Drinking water, Sanitation	54.69
2	Education, Differently Abled, livelihood	18.82
3	Rural Development	12.22

Comparative Report



FUNDING SCENARIO: WEST SINGHBHUM (JHARKHAND)

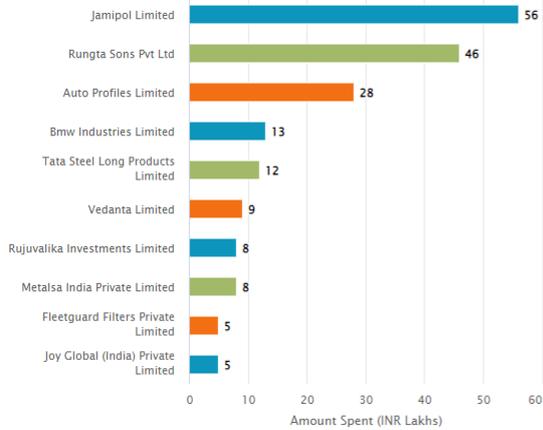
Year: 2020-21

Total CSR Spent: 1.94 Cr. INR

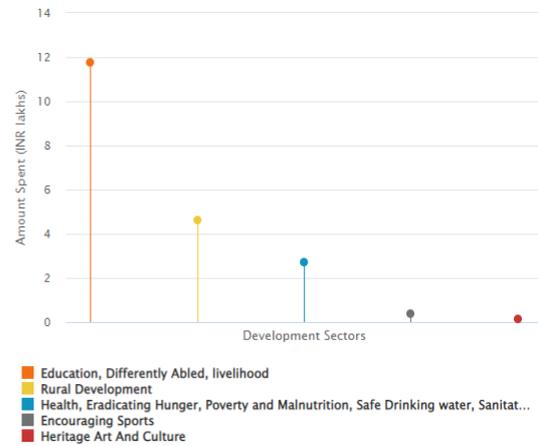
Total Companies: 13

Total Sectors: 5

Top 10 Companies



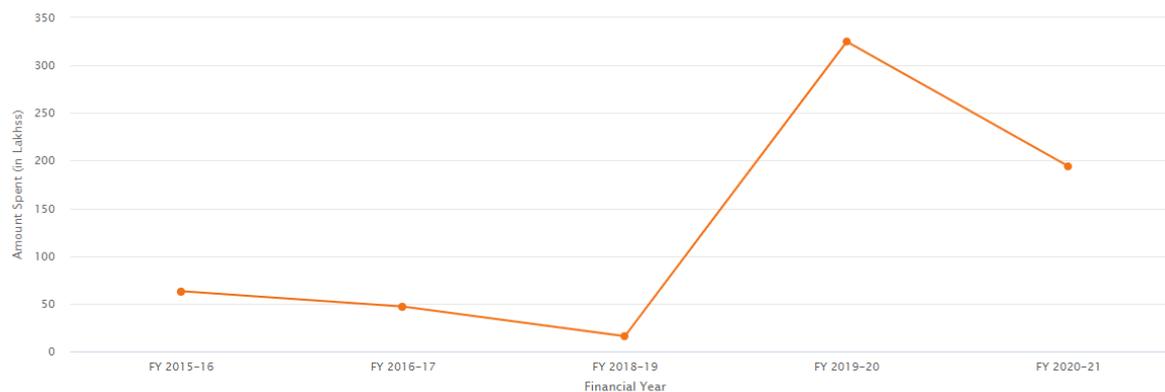
Top 10 Sectors



Development Sector-wise Amount Spent

S.No	Sector/Sub Sector	Amount Spent(INR Lakhs)
1	Education, Differently Abled, livelihood	117.24
2	Rural Development	45.9
3	Health, Eradicating Hunger, Poverty and Malnutrition, Safe Drinking water, Sanitation	27.01
4	Encouraging Sports	3.6
5	Heritage Art And Culture	1

Comparative Report



FUNDING SCENARIO: JAMTARA (JHARKHAND)

Year: 2020-21

Total CSR Spent: Nil

Total Companies: 0

Total Sectors: 0