



STRATEGIC PLAN | 2018 - 23

Caritas India - Transforming Lives, As We Go Miles

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FOREWORD

STRATEGY 2018-23



A Goal without a plan is just a wish!

Strategy plan for Caritas India is not just wishful thinking but rather renewed commitment with a redefined vision for better competitive advantages with various stakeholders. This would provide a clear vision for all the collaborators of Caritas India in understanding the new paradigm shift in development, placing people at the center of all the processes.

The strategy plan is carefully prepared through a consultative process with experts and various stake holders with an object of sustainable outcomes in a context that is both challenging and provoking. The new plan is bridged between the lessons learnt in the past and the principles of catholic social teaching. Taking inspirations from the catholic social teaching, the new strategic plan is anchored on Diakonia, that Diakonia is the good news in action for bringing justice and dignity to people on the margins of the society. At the same time, it is an invitation to all to be part of the transformative agenda.

The mission of Diakonia is understood in various perspectives. The new strategic plan lays emphasis on Empowerment Animation, (dialogues with and for the poor) Volunteering, and Giving Communities. Diakonia mission is understood with a lens of these strategic perspectives.

It is our pleasant duty to appreciate and thank each and every one who contributed in the designing and development of this strategic plan. We hope and believe that this plan will give us a focused direction and the way forward. May we invite each and every one to make this dream a reality.

A handwritten signature in blue ink, appearing to read 'Paul Moonjely'.

Fr. Paul Moonjely

Executive Director, Caritas India

Strategy plan for Caritas India is not just a wishful thinking but rather renewed commitment with a redefined vision for better competitive advantages with various stakeholders

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INTRODUCTION

STRATEGY 2018-23

Strategic planning for Caritas India is a process of envisioning and establishing the definite direction of finding greater relevance in the country context. Caritas India, as the social arm of the Catholic Church in India, has the noble mission of translating the human and Christian values into social action that is enabling and empowering. Caritas India, with her broad spectrum of development services, has been rendering creditable contributions to nation building since her inception in 1962. While remaining firmly rooted to Catholic Social Teaching, Caritas India has been working with her partners across the country to emancipate individuals and communities from all forms of poverty and disempowerment. Progressive broadening of population and geographic coverage, national and international recognitions and accumulation of substantial knowledge capital, affirm the effectiveness of Caritas India in the development sector. Caritas India has achieved these accomplishments with meticulous planning coupled with diligent efforts on the ground.

In her 55-year long journey in the development sector, Caritas India consistently and significantly contributed to the sectors of humanitarian aid and disaster risk reduction, natural resource management, sustainable agriculture, health, education, anti-human trafficking, good governance, sustainable livelihoods, peace and urban poverty alleviation. While these accomplishments of Caritas India helped millions of poor to live a life with greater dignity, these also helped her become a respected development agency in the national scene. It has been a tradition of Caritas India to give herself definite and determining strategies at various intervals. This strategy document therefore, represents the ideological and operational progression of Caritas India.

Strategic plan embodies the positive and proactive response of Caritas India. It is proactive because it solidifies the organizational convictions on how she will respond to poverty of various forms and intensities, prevailing in the country. The Strategic Plan 2018-2023 is an outcome of several rounds of intensive reflections and brainstorming that had happened at various levels which provided strong analytical footing to this forward-looking document. Caritas India developed this strategic plan document relying on her own decades-long experience and the invaluable insights and support offered by several theologians and subject experts of international repute. India, of late, is witnessing rapid changes in all spheres including development sector, which makes it imperative to have a strategy to effectively meet the situational challenges and continue her Christian mission.

The distinguishing feature of Strategic Plan 2018-2023 is the integration of the principle of Diakonia with all strategic and operational considerations of Caritas India. Diakonia, as the mission for establishing and safeguarding justice and dignity, is the guiding force of the Strategic Plan and it will continue to help Caritas India channel her resources in the best possible ways for the best purpose. Strategic Plan 2018-2023 charts a new course for Caritas India by defining the four strategic pillars i.e., Empowerment Animation, Dialogue, Volunteering and Giving Communities. These four strategic pillars represent the development philosophy and the theory of change of Caritas India. This way, Diakonia becomes both the driving and binding force of Strategic Plan 2018-2023.

It is the conviction and commitment of Caritas India to ensure that Strategic Plan 2018-2023 will remain a living document that will continuously guide and drive Caritas India in her endeavour to achieve greater relevance in the lives of the poor and nation building. ■

OPERATIONAL ENVIRONMENT

There are quite a few bright spots in the operational environment:

- ▶ India with a population of 1.3 billion people is the second largest population of the world, making it a green pasture for various commercial economic activities.
- ▶ The New World Wealth report states, “India is the seventh wealthiest country in the world with a total individual wealth of \$ 5,600 billion.” In dollar terms, India's GDP crossed the \$2 trillion mark in 2015-16. Currently, the country is ranked ninth in the world in terms of national GDP.ⁱ
- ▶ Post-reforms in 1991, India remained the second fastest growing economy in the world, behind China until 2015. In Foreign Direct Investment (FDI) 2017 index, India ranks 8th globally.ⁱⁱ
- ▶ India now ranks 39th among the world's most competitive economies, up 16 places from last year – the biggest leap for any country in the World Economic Forum's Global Competitiveness Report.ⁱⁱⁱ
- ▶ India has made tremendous progress in reducing absolute poverty in the past two decades and has been able to successfully halve the below poverty line population from 45 per cent to 22 per cent between 1994 and 2012.
- ▶ India is the world's largest sourcing destination for information technology (IT) industry, accounting for approximately 67 per cent of the US\$ 124-130 billion market.
- ▶ According to a recent FICCI report, over 500,000 foreign patients seek treatment in India every year demonstrating India's capacity in providing access to quality healthcare.
- ▶ Progressive legislations like Right to Information, Employment, Education, Food Security provide an enabling environment and empower citizens to access entitlements.
- ▶ The 'on-line' is becoming the in-line in every Indian home and the day is not far when every Indian Village Panchayat will be fully computerized. India's mobile-cellular telephone subscriptions per 100 inhabitants was 74.48. India ranks among the top five countries in terms of digitalization maturity.
- ▶ The percentage of households with a computer in India was 13 per cent in 2014, while the percentage of households with Internet access was 15.33, growing three-fold from 4.2 in 2010. Further the percentage of individuals using the Internet has grown to 18 per cent in 2014 from 7.5 per cent in 2010 in the country.
- ▶ India has emerged as an international aid donor. In 2013/14, the total allocation proposed for aid and loans to other countries was approximately US\$ 1.1 billion which is huge.
- ▶ India is excelling steadily in its space technology. The successful launch of Mangalyaan (Mars Orbiter Mission) and 104 satellites at one go, has proven India's mettle, globally.

ⁱ <http://www.thehindu.com/business/Economy/India-on-10-wealthiest-countries-list-takes-7th-spot/article14585224.ece>

ⁱⁱ <https://www.atkearney.com/foreign-direct-investment-confidence-index>

ⁱⁱⁱ <https://www.weforum.org/agenda/2016/10/india-economy-in-numbers/>

1. DEVELOPMENTAL CHALLENGES IN THE OPERATIONAL ENVIRONMENT

In contrast to the above mentioned, bright side of India, there are lots of developmental challenges, which require serious attention. India is still at \$1500 per capita economy. On the per capita basis, the average Indian is quite poor. India has the largest number of poor in the world. Although India is leading ahead in economic indices but in almost all the other indices, India's performance has been way behind, even that of neighbouring/SAARC countries as well as BRICS nations which can be seen the matrix below:

INDEX/REPORT	Index period	Current Ranking	
Human Development Report ^{iv}	2016	131	1. Higher level of Hunger
Social Progress Indicators ^v	2016	98 (133)	2. Growing economic disparity & inequality
World Happiness Index ^{vi}	2017	122	3. Women have a lower HDI than men
Environmental Performance Index ^{vii}	2016	141	4. Extremely low ranking on Tolerance and inclusion.
Global Peace Index ^{viii}	2017	137 (163)	5. Poor performance in terms of regulatory enforcement, civil justice, order & security.
SDG Index ^{ix}	2017	116 (157)	6. Rule of law & Regulatory quality under governance.
Global Hunger Index ^x	2017	100 (119)	7. Internal conflicts
Press freedom index ^{xi}	2017	136	8. Slavery including forced & bonded labour, commercial sexual exploitation/ sex slavery, domestic service, forced begging, forced marriage, forced recruitment
Climate Change Performance Index ^{xii}	2018	14	9. Multi-dimensional poverty is highest (81.4% poor) among Scheduled Tribes, followed by Scheduled Castes (65.8%), Other Backward Classes (58.3%) and the general population (33.3%).

^{iv} <http://hdr.undp.org/en/countries/profiles/IND>

^v <http://www.socialprogressimperative.org/wp-content/uploads/2016/06/SPI-2016-Main-Report1.pdf>

^{vi} <http://worldhappiness.report/wp-content/uploads/sites/2/2017/03/HR17.pdf>

^{vii} <http://epi.yale.edu/country/india>

^{viii} <http://visionofhumanity.org/indexes/global-peace-index/>

^{ix} <https://www.dropbox.com/sh/yvgzn5o4t19xigc/AACaTIUCxuwAe46z7Mj7iGg8a?dl=0&preview=India-country-profile.pdf>

^x <http://www.globalhungerindex.org/results-2017/>

^{xi} <https://rsf.org/en/india>

^{xii} <https://www.climate-change-performance-index.org/country/india>

2. SOCIAL CHALLENGES

2.1. Gender Parity

In India, the constitutionally guaranteed equality for women is juxtaposed with the harsh societal reality. As per HDI 2015, India is placed at the bottom of five categories of countries when it comes to gender parity, and is classified as having "low equality in HDI achievements between men and women". Women in India complete half as many years of schooling on an average as men, and have less than half the share of men in the Gross National Income. It also ranks 125th of 159 countries on the Gender Inequality Index on account of the prevalence of teenage mothers, the low share of women in Parliament and the low female labour force participation rate compared to men.

India's Female Labour Force Participation (FLFP) rate has remained visibly low and the International Labour Organisation ranks India's FLFP at 121 out of 131 countries in 2013^{xiii}, one of the lowest in the world. India had the lowest FLFP rate in South Asia. Structural change in India, which led to a rapidly shrinking agricultural sector in favour of a rapidly expanding service and construction sector, mainly contributed to the declining female labour force participation

Crimes against women have more than doubled over the past ten years, according to data released by the National Crime Records Bureau in 2015. As many as 2.24 million crimes^{xiv} against women were reported over the past decade: 26 crimes against women are reported every hour. When it comes to reporting a crime, several women hesitate in filing a report, fearing social backlash, family dishonour, or insensitive law officials.

2.2. Social Exclusion

- ▶ The Indian constitution guarantees equal status to all citizens of the country however, the social system supported by politics has kept the underprivileged groups of Indian society still on the margins. India has been ranked 98 with a low score of 53.92 on Social Progress Indicators.^{xv} The fact that this, particularly the rising inequality and disparity, is the situation after 25 years of structural adjustment programme only goes to highlight the limitation of the neo liberal policies.
- ▶ One of the areas where India is severely lagging is tolerance and inclusion, which is driven by culture, norms and policies. On the parameter 'Tolerance and inclusion' India ranks 128th.
- ▶ Of all the social groups, the SC (Dalits) & ST (Adivasis) were and still continue to be the most vulnerable groups in the country. Their empowerment could be a threat to the socially dominant groups.
- ▶ The total Schemes for Scheduled Castes have been reduced from 294 to 256 only and the total schemes for Scheduled Tribes is brought down to only 261 from 307 in 2016-17. The budget allocated for SC&ST is 2.50% of the total Budget estimate whereas the due amount as per Jadhav guidelines is equivalent to 4.25% of total Budget.^{xvi}
- ▶ According to a new citizen's report on the implementation of the FRA released by CFR-LA, in the ten years that this law has been in force, just 3% of the 85.6 million acres of the minimum forest area that falls under FRA-based governance has been brought under its purview.
- ▶ The National Crime Records Bureau lists 45,003 cases of atrocities against SCs and 10,914 against STs with a conviction rate of 27.6 in both the cases in 2015. The low rate of conviction is a dampener in this struggle to access justice.^{xvii}

2.3. Religious & Caste Based Polarization— 'Threat to social Integrity' of the country

- ▶ During the past few years, religious tolerance has deteriorated, religious freedom violations have increased and there is growing social polarization.

^{xiii} <http://www.thehindu.com/news/national/karnataka/labour-participation-rate-of-women-in-india-visibly-low-says-world-bank-study/article18075087.ece>

^{xiv} <https://scroll.in/article/753496/crimes-against-women-reported-every-two-minutes-in-india>

^{xv} http://www.socialprogressimperative.org/wp-content/uploads/2017/05/DiscussionPaper_Final_PKMK-for-web.pdf

^{xvi} <https://thewire.in/105147/budget-2017-sc-st-welfare/>

^{xvii} http://www.chsj.org/uploads/1/0/2/1/10215849/civil_society_report_on_sdgs.pdf

- ▶ India has ranked 137th out of 163 countries on Global Peace Index 2017 published by The Institute of Economics and Peace. The report further said that “violence impacted India's economy by USD 679.80 billion in 2016, 9 % of India's GDP.^{xviii}
- ▶ India faces serious challenges to both its pluralistic traditions and its religious minorities.^{xix} Moreover, Dalits, also are increasingly being attacked and harassed. Communal violence witnessed a 17% rise in 2015. The number of larger incidents may have come down, but there are a large number of small incidents as low-intensity violence and polarization along communal lines is increasing. Vigilantism has risen manifold. Polarization is emerging as a major threat to the social fabric and the values of the Indian Constitution.

2.4. Abuse & violence against vulnerable groups on the rise

Approximately 8 per cent of India's population, according to the 2011 Census, comprises the elderly, i.e., those aged 60 and above. A survey by Helpage India reveals that nationally, 73% of the youth admit that Elder Abuse exists.^{xx} The number of cases registered for child abuse rose from 8,904 in the year 2014 to 14,913 in the year 2015, under the POCSO Act. Sexual offences and kidnapping, account for 81% of the crimes against minors.^{xxi} The fundamental cause is lack of voice of these groups.

2.5. Emerging Hub of Modern Slavery

Of the 167 countries surveyed under Global Slavery Index 2016, India has the highest number of people living in slavery—more than 18 million people, or 1.4% of the population and it is ranked as the fourth country in terms of the prevalence of Slavery. The estimated number of sex workers in India is three million, of whom 1.2 million are below 18 years of age, according to the 2013 report by the Ministry of Women and Child Development. More than 300,000 people were officially reported as bonded labourers. As many as 4.2 million people, including men, women and children, work as domestic servitudes and are prone to overtime working hours, withholding of wages, insufficient remuneration and sometimes even physical and sexual violence.

More than 10 million children are employed in some form of labour. There is no distinction drawn under the existing trafficking legislation between human trafficking and sex work which makes interpretation of results difficult. The Trafficking in Persons Bill 2016 is a welcome step as it focuses on unifying existing anti-trafficking laws, increases the definition to cover labour-trafficking and not just sex-trafficking. It still has many limitations. (Source: Global Slavery Index)^{xxii}

2.6. Access to Quality Education among weaker sections of the society

India failed to meet the Millennium Development Goal of achieving universal primary education by 2015. In the six years since the Right to Education Act, around 60 lakh children between ages 6 and 13 years remain unschooled in the country. Children from Scheduled Castes and Tribes form 49% (29.73 lakh) of the deprived kids. Besides, 15.57 lakh Muslim children too are out of school, comprising 25% of unschooled children.^{xxiii} 73% of adults are literate of which only 58% in rural areas are literate. 54% of PWD are literate. 34% of Children with special needs are out of school. Unfortunately, after six years of implementation of the RTE Act, only 6-7% schools have been made RTE compliant across the country.

Low allocation is hampering the quality of education in government schools, which have a teacher vacancy of more than 5 lakh, and at least 6.4 lakh teachers are untrained. 10% of the schools are single teacher schools, 30% of the schools are without functional toilets for girls and 20% of the schools still lack safe drinking water. There has been a shift in focus from elementary education to higher education and skill development. According to Annual Survey Education Report (ASER) 2016, the proportion of all children in Class V who can read a Class II level text (book) declined to 47.8% in 2016 from 48.1% in 2014.

The education commission (1964-1966) popularly known as the Kothari Education Commission for the first time

^{xviii} <https://www.indiatoday.in/india/story/india-ranks-low-at-141st-place-in-global-peace-index-13090-1999-11-30>

^{xix} <https://timesofindia.indiatimes.com/india/Communal-violence-up-17-in-2015/articleshow/51131055.cms>

^{xx} <https://www.helpageindia.org/elder-abuse.html>

^{xxi} <https://www.savethechildren.in/resource-centre/articles/recent-statistics-of-child-abuse>

^{xxii} <https://www.globalslaveryindex.org/country/india/>

^{xxiii} <https://timesofindia.indiatimes.com/india/49-of-children-out-of-school-are-SC/STs-25-are-Muslims-Survey/articleshow/48230596.cms>

recommended a 6% allocation of GDP for education – which was never achieved. At present it is only 3.8% of GDP. The latest National Education Policy although speaks on a few progressive steps towards reform like focus on pre- school education, curriculum renewal and examination reform, learning outcomes in school education, inclusive education and children support, literacy and lifelong learning, skills in education and employability, use of ICT in Education, Teacher Development and management, school assessment and governance, regulation & quality assurance, open and distance learning, internationalization in higher education, faculty development in higher education, research, innovation and new knowledge and financing education. However, implementation of these remains a challenge with limited resources.

2.7. Access to Health & Nutrition

Health is yet another bigger causality in the current context. India continues to be one of the poor performers ranking 154, in terms of quality and accessibility of healthcare, according to the new Global Burden of Disease study published in the Lancet. India's public health expenditure was even lower, at 1.4% of the GDP including that of the Centre & State. It ranks last amongst the BRICS and surprisingly, also lags behind some of the poorest economies in the world, including, Cambodia, Ghana, Timor-Leste and Myanmar. One of the major indicators of health-related achievements is Malaria. In the case of under-five mortality, which is another indicator, India has a score of 39. On the indicator of **safe hygiene practices, India has secured just 8 points** on the scale of 0-100.^{xxiv}

As per the United Nations^{xxv}, 39% children are stunted for malnutrition. 45 million children under 5 years are stunted and 17 million children under 5 are wasted. 29% children are underweight. 50% Women between 15-49 years are anemic. 80% infant & young children do not get minimum dietary diversity. Maternal Mortality ratio declined from 212 in 2007-09 to 167 per 100000 live births in 2011-13, which is still very high. The National Health Mission has played a crucial role to accelerate the decline of Maternal Mortality Ratio (MMR), Under 5 Mortality Rate (U5MR), Infant Mortality Rate (IMR) and Total Fertility Rate (TFR). It has also achieved many of the disease control targets but still a lot needs to be done. 2.1 million lived with HIV in 2015. Tuberculosis Prevalence and mortality reduced to half as compared to 1990 level and its incidence reduced from 300 / lakh in 1990 to 217/ lakh in 2015 but still One fourth of the Tuberculosis cases occur in India with 220000 deaths annually.

Now, if the goals and principles of the National Health Policy 2017 were to be achieved then it would require an increased public health expenditure of up to 4 to 5 per cent of the GDP. The sector has been languishing with the shortage of staff and basic infrastructure which lead to poor implementation of programmes and schemes at the ground level. Millions cannot access India's overburdened hospitals and inadequate medical facilities, a crisis illustrated by the fact that India is short of nearly 500,000 doctors, based on the World Health Organization (WHO) norms. National Health Mission (NHM), the current flagship programme for strengthening primary health systems, which still accounts for 50% of the center's health budget, is floundering. The thrust of the National Health Policy (NHP), which the Union Government announced in March 2017, is on the insurance-based model of secondary and tertiary health care delivery routed through private players.

2.8. Challenges emerging out of Rapid Urbanization

Nearly 27 per cent Indians live in urban areas. Urbanization and industrialization have given birth to a great number of environmental problems that need urgent attention. Over 30 per cent of urban Indians live in slums. Out of India's 3,245 towns and cities, only 21 have partial or full sewerage and treatment facilities.^{xxvi} Apart from issues of basic civic amenities & infrastructure, a variety of other issues like waste generation, pollution, rise in crime and such other related issues are also on rise.

3. ECONOMIC CHALLENGES

3.1. Distressed Farming Sector

Food security is a core policy objective for the Indian government. In a country, soon to host the largest population on earth, feeding the population is a central issue by necessity. Agriculture provides employment to 48.9 per cent of the total

^{xxiv} <https://thelogicalindian.com/health/health-index-india-ranks-143-of-188/>

^{xxv} <http://in.one.un.org/sdg-wheel/>

^{xxvi} <https://www.ijasrd.org/wp-content/uploads/2017/09/Environmental-Protection-Law-%E2%80%93-An-Act-to-Improve-the-Quality-of-Environment.pdf>

work force in India although their contribution to the GDP is less than 20 per cent.^{xxvii} Small and marginal farmers account for more than 80 percent of total farm households, but their share in operated area is around 44 percent.^{xxviii} Thus, there are significant land inequalities in India.

The seed is the first link in the food chain - and seed sovereignty is the foundation of food sovereignty. The deepening agrarian and food crisis has its roots in changes in the seed supply system, and the erosion of seed diversity and seed sovereignty. Besides displacing and destroying diversity, patented GMO seeds are also undermining seed sovereignty. There is a huge gap between the farm prices to consumer prices as the intermediary supply chain eats up major profits. High input costs, credits, climatic challenges, low productivity, lack of storage, low prices for their produce have led to distress among farmers. Due to the distress situation, **Farmer suicides in the country rose by 42% between 2014 and 2015.**^{xxix}

3.2. Exclusive Economic Growth

Crucially, the rapid rise of extreme economic inequality is standing in the way of eliminating poverty. Oxfam has calculated that a tax of just 1.5% on the wealth of the world's billionaires, if implemented directly after the financial crisis, could have saved 23 million lives in the poorest 49 countries by providing them with money to invest in healthcare.^{xxx} The recent Credit Suisse report shows that the richest 1 per cent Indians now own 58.4 per cent of the country's wealth.^{xxxi} Resource distribution is highly unequal in all areas and more fundamentally on the question of land. There is a rise in neo-liberalism in the country which is somehow leading to crony capitalism. On the per capita basis, the average Indian is quite poor. Swelling their ranks are the Tribals for whom dispossession has come with development; constituting a sizeable part of the population, they have shouldered 55 per cent of the development induced displacement till 1995, and not much has bucked the trend to date.^{xxxii}

3.3. Jobless Growth/Inflation

Although growth figures have been motivating, but Job creation in 2017 is at the lowest rate in the past 8 years. Only 1,25,000 jobs were created in 2015 & around 2,00,000 in 2016. There has been reports of additional job cuts in the IT sector and experts say there is a possibility of 2 lakh job cuts every year for the next 3 years in the IT sector. According to CMIE's Consumer Pyramids Household Surveys (CPHS), approximately 1.5 million jobs were lost during the final quarter of the financial year 2016-17. Demonetization took its worst toll on the unorganized sector, which employs over 80 per cent of India's workforce. More than 50,000 migrant workers from Bihar were estimated to have returned to their home state after losing their jobs due to the currency crisis.^{xxxiii} The effects on both organized and unorganized sectors are yet under the recovery phase. Asia-Pacific Human Development Report released by the United Nations Development Programme (UNDP) 2017 gives a strong warning on the level of unemployment in the country. This takes away the sheen from the GDP growth. In a situation where even the formal sector is being informalised as contract labour, the working conditions range from insecure to precarious to near or total bondage. In view of the fact that 60% of its population is below 35 years of age, the challenge of unemployment & underemployment is a major challenge the country is facing today. Only about 8% of the informal sector is covered under any social security scheme, according to the National Commission for Enterprises in the Unorganized Sector (NCEUS). At present, 92.7% of the 47.41 crore workforce is in the unorganized sector and does not have access to any kind of social security, according to the Labour and Employment Ministry.^{xxxiv} The government has proposed a social security code, which will provide social security cover to the entire workforce in the country, including self-employed and agricultural worker however, its implementation will remain a big challenge.

^{xxvii} <https://economictimes.indiatimes.com/news/economy/agriculture/agri-experts-pitch-for-income-security-for-farmers-in-budget/articleshow/61932272.cms>

^{xxviii} https://books.google.co.in/books?id=rD0BBAAQBAJ&pg=PA72&lpq=PA72&dq=Small+and+marginal+farmers+account+for+more+than+80+percent+of+total+farm+households,+but+their+share+in+operated+area+is+around+44+percent.+Thus,+there+are+significant+land+inequalities+in+India.&source=bl&ots=_cxGOTnor&sig=FbSMM_qXUYwEWUm2zjxEGXqWgs&hl=en&sa=X&ved=0ahUKewiRONTo1tHYAhVGLY8KH7FCjYQ6AEIPzAD#v=onepage&q=Small%20and%20marginal%20farmers%20account%20for%20more%20than%2080%20percent%20of%20total%20farm%20households%2C%20but%20their%20share%20in%20operated%20area%20is%20around%2044%20percent.%20Thus%2C%20there%20are%20significant%20land%20inequalities%20in%20India.&f=false

^{xxix} <http://timesofindia.indiatimes.com/india/farmer-suicides-up-42-between-2014-2015/articleshow/56363591.cms>

^{xxx} <https://www.oxfam.org/en/pressroom/pressreleases/2014-10-29/number-billionaires-doubles-financial-crisis-inequality-spirals>

^{xxxi} <http://www.livemint.com/Money/MML9OZRwaACyEhLzUNImnO/The-richest-1-of-Indians-now-own-584-of-wealth.html>

^{xxxii} http://www.chsj.org/uploads/1/0/2/1/10215849/civil_society_report_on_sdgs.pdf

^{xxxiii} <https://www.indiatoday.in/magazine/up-front/story/20170731-demonetisation-jobs-lost-unorganised-sector-jobless-growth-india-economy-1025552-2017-07-21>

^{xxxiv} <http://www.thehindu.com/business/can-social-security-be-provided-to-all/article17532523.ece>

4. POLITICAL & LEGAL CHALLENGES

4.1. Weakening Civil Society Space in Democratic system

In past few years, civil society groups faced increased harassment and government critics faced intimidation and lawsuits. Officials warned media against making what they called unsubstantiated allegations against the government, saying it weakened democracy. In several cases, courts reprimanded the government for restricting free expression. Authorities labelled activists “anti-national” when they questioned the government. All these have been signs of a threat to the democratic values of the Indian Society. Authorities have tightened restrictions on civil society organizations and are using the system to curtail the voices of organizations that question or criticize government policies and to stymie their activities. The impact on Indian civil society has been severe.

CIVICUS, the International network of Civil Society Organizations, in its live rating website on Civic Space in the countries, rates India's Civil Society as “Obstructed”, <https://monitor.civicus.org/> (as on December 8, 2017) and quotes that “Although India's many civil society organizations have until recently enjoyed an enabling operating environment, civic space is being increasingly constrained because of government interference with the freedoms of association, expression, and peaceful assembly”.

Conservative media echoed the government's nationalist rhetoric, creating an increasingly hostile environment for human rights groups and corporatization of media houses has totally weakened one of important pillars of democracy i.e. the 'Media'.

4.2. Social Media Emerging As New challenge

Although social media was evolved with a noble purpose but in the present context it is optimally misused as a tool to build public narratives and especially in India to divide people on the lines of caste & religion. People are getting influenced irrationally which is becoming another major threat to the social fabric of the nation.

An emerging trend in the recent past is that the public institutions are getting influenced by power structures and are being used as tools to curtail civic spaces.

4.3. Digital Divide

The 'Digital India' programme of the government aims at reducing the gap of rural vs urban divide. But according to estimates, the digital literacy in India is just 6.5% and the Internet penetration is 20.83 out of 100 population. There is a huge gap between the potentials of ICT vs those expected to utilize them.

5. ENVIRONMENT CHALLENGES

India is the third largest in the emission of greenhouse gases after China and the United States. The severity of air pollution is so much that life expectancy among Indians on an average reduces by 3.4 years. Total welfare losses due to air pollution in India amounted to more than \$500 billion (8.5% of country's GDP) in the year 2013 (381% increase from 1990).^{xxxxv}

Over 377 million urban people live in 7,935 towns and cities and generate 62 million tonnes of municipal solid waste per annum. Only 43 million tonnes (MT) of the waste is collected, 11.9 MT is treated and 31 MT is dumped in landfill sites. A report by IIT Kanpur (2006) found the potential of recovering at least 15 per cent or 15,000 MT of waste generated every day in the country. This, the report said, could also provide employment opportunities to about 500,000 rag-pickers.^{xxxxvi}

India is one of the most vulnerable countries to climate change impacts, according to a risk index released at COP23. In 2016, the country reported the highest number of deaths due to extreme weather (2,119 fatalities) and suffered losses of more than INR 1.4 trillion (USD 21 billion) in property damage.^{xxxxvii}

Nearly 59% of our land area is earthquake prone, 12% is flood prone, 8% is cyclone prone and 2% is landslide prone. A long coastline of approx. 7,500 km is exposed to cyclones and storm surges. Droughts affect 68% of India's land area.^{xxxxviii} India had 19 events of natural disasters, including floods, droughts and heat waves, in 2015 and an economic loss to the state

^{xxxxv} <https://www.youthkiawaaz.com/2017/10/a-comprehensive-study-of-air-pollution-in-india/>

^{xxxxvi} <http://www.downtoearth.org.in/blog/india-s-challenges-in-waste-management-56753>

^{xxxxvii} <https://www.thethirdpole.net/2017/11/12/climate-risk-perilously-high-in-india/>

^{xxxxviii} <http://mha1.nic.in/par2013/par2015-pdfs/lis-030315/1238.pdf>

exchequer of more than \$3 billion from these disasters. 98.6 million people were affected by natural disasters in 2015 of which 92 percent were caused by climate change buoyed by a powerful El Niño impact. India was among the top three disaster-hit countries in 2015, with whopping economic damages worth \$3.30 billion, a new analysis released by the UN office for disaster risk reduction (UNISDR) revealed and warned of severe droughts globally in 2016.^{xxxix}

Nearly 2.8 million people in India were internally displaced in 2014-15 due to disasters and conflicts linked to identity and ethnicity according to a new report by a monitoring center.^{xl} This report suggests, that the establishment is favouring industries and indiscriminately giving green clearances, ignoring the toll taken on the environment. Serious compromises are being made on the environmental front to give a push to corporates. Protection of Forest and wildlife sectors is being neglected. Decisions are pending on a national forest policy, definition of forests, inviolate forest areas and a national wildlife action plan.

6. FACILITATIVE/ENABLING ENVIRONMENT TOWARDS ADDRESSING CHALLENGES

6.1. Policy and structural reforms

With the change of government in 2014, its emphasis has been to overcome the policy paralysis syndrome and it has worked hard to push key legislations. Focus of current dispensation is on bringing reforms, structural changes and to remove irrelevant colonial laws, policies, systems and structures which have become obsolete in the current context. Already more than 1,200 redundant Acts have been repealed and 1,824 are being scrutinized for repealing which gives hope that it may also benefit many of the challenges and issues highlighted above. India's international commitments and various national legal and policy frameworks like Amendments to the Scheduled Castes and Scheduled Tribes (Prevention of Atrocities) Act, Protection of Children from Sexual offences (POCSO) Act, 2012, National Food Security Act (NFSA, 2013), National Education Policy and National Health Policy, and such other relevant laws, policies and mechanisms give a ray of hope.

6.2. Digitization could lead to improved and transparent service delivery

Improving e-infrastructure, e-participation e-governance and e-services is a key focus of the government for enhancing transparency & reducing corruption. Few optimistic steps are taken towards reducing corruption which includes replacing the leaky and inefficient welfare delivery system with the deceptively elegant cash transfer model. To do this, the government is in the process of scaling up the direct benefit transfer (DBT) pilots with the JAM (Jan Dhan, Aadhaar, Mobile) trinity as its foundation. There is a rigorous push to make India a cashless economy and digitization is underway in a big way.

The government also plans to make 'digital villages' across the country, by linking all schemes with technology like LED lighting, solar energy, skill development centers and e-services like e-education and e-health. Mobile and internet banking can improve the financial inclusion in the country and can create a win-win situation for all parties in the value-chain by creating an interoperable ecosystem and revenue sharing business models. M-health can promote innovation and enhance the reach of healthcare services. Digital platforms can help farmers in the know-how (crop choice, seed variety), context (weather, plant protection, cultivation best practices) and market information (market prices, market demand, logistics). Digitization is a step forward, however readiness towards accessing this with the community is a big task yet to be accomplished.

6.3. Prospective Flagship Programmes

The government is also pushing hard to roll out its flagship programmes like 'Skill India' (aimed at skill development of youth & making India a skills market), 'Start-up India' (to promote new entrepreneurs), Beti Bachao Beti Padhao (aimed at promoting girl child protection & education), Swachh Bharat (aimed at sanitation & hygiene, waste management), Jan Dhan Yojana (aimed at financial inclusion), Accessible India Campaign (making disabled friendly spaces), Digital India (aimed at digitizing economy & government services to enhance transparency & efficiency), to name just a few. These are aimed at directly impacting the common people of the country. Most of these programmes are PPP models which will generate better synergies and benefit people.

^{xxxix} <http://www.firstpost.com/india/natural-disasters-cost-india-3-30bn-in-2015-heres-why-we-should-be-very-worried-2622940.html>

^{xl} <https://www.ndtv.com/india-news/nearly-2-8-million-people-internally-displaced-in-india-report-1696827>

The current government's initiatives to build strong international ties has also led to enhance India's credibility across the globe both politically & economically and international commitments to support some of the above programmes. However, lot of grass root-level interventions are required to ground these initiatives and enhance access of the poor and marginalized.

6.4. Steps towards addressing challenge of Climate Change & Disasters

India is ranked 20th on Climate Change Performance Index (CCPI) 2017. Clean and renewable energy generation has got a major boost and this is a prime focus area which has great potential in the country. India has ratified the Paris Agreement and after the withdrawal of US from the agreement, India is seen as a global leader to take it forward. India's National Action Plan on Climate Change (NAPCC) identifies a number of measures that simultaneously advance the country's development and climate change related objectives of adaptation to Climate Change.

The implementation of the NAPCC is designed to take place through eight missions - National Mission on Sustainable Habitat, National Water Mission, National Mission for Sustainable Agriculture, National Mission for Sustaining the Himalayan Ecosystem, National Mission for a Green India, National Mission on Strategic Knowledge for Climate Change, National Solar Mission, and National Mission for Enhanced Energy Efficiency. Followed by these, the State Action Plan on Climate Change is also a way forward. India's commitment towards the Sendai Framework for Disaster Risk Reduction, 2015 and the 2016 Asian Ministerial Conference on Disaster Risk Reduction (AMCDRR) through the 'New Delhi Declaration' and 'Asian Regional Plan for Implementation of the Sendai Framework' is also a step forward towards actions for reducing disaster risks. Although these plans are yet to be grounded and a lot of efforts are required at the various levels. Although these plans are yet to be implemented, a lot of effort is required at the various levels.

6.5. Indian Middle Class – A powerful but untouched territory

An emerging actor in the civil society movement in India is the ubiquitous middle class which has in the past few years been a huge rallying voice against critical problems such as corruption and violence against women. With the development and expansion of the Indian economy, the size of the Indian middle class grew manifold. It is the middle class that generally produces leaders who challenge the existing power structures and provide creative directions to social movements of all kinds. Once mobilized, the middle class has the capacity to influence systemic & societal changes.

6.6. The new Civil Society & development sector

There has been serious transition in civil society space with infusion of some unconventional and innovative initiatives of social action and on the other hand emergence of various social enterprises and enterprising initiatives. Many young brains are experimenting with new ideas of social changes. This in a way has given freshness to the whole sector but at the same time challenged the conventional mode of NGOs. There has been another unconventional mode of funding i.e. crowd funding. Corporate Social Responsibility initiatives and funds have also emerged as a new positive factor.

6.7. Potential of Young India

By 2020, the average age in India will be 29 and it is set to become the world's youngest country with 64% of its population in the working age group. With Western Europe, the US, South Korea, Japan and even China aging, this demographic potential offers India and its growing economy an unprecedented edge that economists believe could add a significant 2% to the GDP growth rate.^{xii} But this young population could be the biggest strength or could also be the biggest disaster. The potential of young India needs to be channelized well and needs to be given a direction not just in terms of finding good employment but also towards the nation building process. ■

^{xii} https://www.huffingtonpost.com/siddharth-chatterjee/indias-youth-a-blessing-o_b_9288120.html

CARITAS INDIA TODAY

PART II

STRATEGY 2018-23

Caritas India as a development organization is recognized as a pioneer in serving the poor and marginalized. Traversing over five decades of its service, Caritas has become an organization promoting Inclusive and equitable development. Her commitment to integrated human development and her constant striving to be relevant to the needs and aspirations of the poor have greatly positioned her as one of the pioneer organizations in the social development scenario. She has gained and gathered a wealth of experience and expertise in Community Mobilization, Community Organization and different development issues.

Caritas India continues to work with its vision, mission and core values articulated earlier.

VISION

“Formation of a just and sustaining social order by upholding values of love, equality and peace”.

MISSION

“Restoration of human dignity of the poor and marginalized by partnering with intermediary organizations in extending support and facilitation and advocating for the rights of the people”

1. CORE VALUES

Core values of Caritas India include: Dignity of Human Person, Common Good, Integral Human Development, Compassion, Equity, Justice, Solidarity, Subsidiarity, Participation, Stewardship & Accountability, Environment Protection & care for creation, Peace, harmony and tolerance

2. STRENGTHS

Caritas has a clear vision, mission, values and principles. She has a strong pan India presence with strong partners and community relations at the grass roots. Caritas has a long history (55 years) of good work and established Credibility. She has the ability to respond quickly in disasters across India with appropriate expertise and impact. Good relations with governments are her strength. Diverse and expert professional staff teams located in different states give an additional advantage to Caritas India in all her development work. She has successfully integrated her faith-inspired base with a secular approach to work. Other areas of strength of Caritas India include international collaborations on development issues with representation on global working groups. She has good internal policies and systems. An important strength is the capacity and experience to manage large portfolio programmes on various themes such as health, sustainable agriculture, emergency response and disaster risk reduction, anti-human trafficking and migration, child rights, inclusion, disability etc.

3. AREAS OF IMPROVEMENT

Visibility, branding and networking of Caritas India needs improvement. Improvement in engagements with CSOs, other than our traditional partners, is an area of concern for the future. Technological advancement and data management require attention. Traditionally, Caritas India has been implementing programmes through local

partners only. In recent years, her interactions and collaborations with CSR resources have increased where the donors are emphasizing on direct implementation. This needs creative organizational solutions. While many development issues are getting mainstreamed, gender justice needs a special focus and balance in Caritas India initiatives.

4. OPPORTUNITIES

Sustainable Development Goals (SDGs) have provided a common framework for governments and CSOs to work together. Government's initiatives on livelihood, skills, digitization and agriculture promotion have also thrown opportunities to CSOs to work closely with the governments. Government's commitment on climate change including the adopted national and state plans, has laid a strong foundation for Caritas India to develop and collaborate on related initiatives. There are many development issues being addressed by Caritas India which are also of interest to middle class and youth. These may open new areas of work for Caritas India. Availability of CSR funding is an opportunity that needs to be tapped, though, with certain precautions. There is a huge scope of increasing collaboration with other CSOs, Church institutions and government departments.

5. CHALLENGES

Significant dependence on foreign development aid has been an important organizational feature of many organizations like Caritas India. Severe reduction in foreign aid has posed serious challenges which need to be addressed. In India itself, there is a growing stress on the peace and social fabric at the community level. Reducing space for civil society organizations and minority institutions has posed a special challenge. Increase in frequency of natural and human induced disasters have increased the vulnerabilities of our partner communities.

6. ACHIEVEMENTS

6.1. Foundation on Natural and Human Principles

Empowerment is the key to self-reliant human development. Caritas India derives her strength from the ideological construct of Diakonia **which** takes the expression of a force for transformation and total reorientation of life of the communities and individuals with all its aspirations, ideologies, structures, and values. Caritas has over the years embodied animation in her vision of empowering process. Caritas India's mission is an action oriented process enabling communities to become part of each one's life and destiny by mutually sharing the resources and expressing solidarity in their struggles

However, in the recent years, there has been a paradigm shift to achieve her mandate within the changing global and national context. Caritas has progressively journeyed into a process oriented approach, striving to address the conditions and root causes of deprivation and marginalization, while working simultaneously towards securing and enabling rights of the people for a dignified life. Following are glimpses of our achievements during the past five years.

6.2. Inclusion and Dialogue

Inclusion and dialogue with the poor are the fundamental constructs of Caritas India. Our engagements through a process of *dialogue* with the policy makers and practitioners and primarily with the marginalized communities are essentially driven towards empowerment of the oppressed, protection of human dignity, inclusion, and peace and justice. Through *dialogue* and advocacy, Caritas India has established a niche in the development world, focusing on the challenges of violence and marginalization which get compounded with intersectionality of caste, ethnicity, religion and gender.

6.3. Building a Network of Changemakers

Over the last 5 years, Caritas India has inspired many individuals to join as volunteers for a common cause, thus enabling an environment of building a volunteer movement. Caritas India has enhanced volunteering as a

powerful and practical way to reach out to the most marginalized sections and reduce poverty and inequality. Caritas provides a framework for the promotion, recruitment/retention, recognition and celebration of Caritas India's volunteers at micro and macro level, encouraging a responsive and supportive environment for all volunteers. *Ashakiranam*- a cancer care campaign is one such success story of generating more than 18,000 volunteers working with a common vision of cancer free state of Kerala

6.4. Resource Mapping and Development

Caritas India has promoted Giving Communities as a core strategy for resource generation. This mission has motivated individuals and systems in mobilizing resources in the form of donations from individuals, families and community and making them partners in the process of change and development. Caritas India's Lenten Campaign for "hunger and disease" is a model par excellence for promoting this giving experience. Localizing and strengthening the Campaigns will be an opportunity for all people of good will to share and care.

6.5. Complementarity through clusters

Caritas India has uniquely adopted the cluster development approach as a key strategy for enhancing the productivity and competitiveness as well as the capacities of our stakeholders. Caritas India has been successful in creating/ implementing around 35 cluster programmes across the country that strike a similarity and complementarity of addressing issues with a common approach.

6.6. Unlearning to Learn – The conferencing way

As a strategy of Unlearning to Learn, Caritas India has successfully conducted many National and International conferences, seminars, consultations and round table discussions. This platform is unique as it brings on board various stakeholders with a wealth of experiences that are tabled across for learning and culling out good practices for knowledge exchange.

6.7. Embedded Learning- The Knowledge Management Strategy

Knowledge management, is the key to developmental effectiveness, in an era of influx of information, to address complex, diverse and dynamic realities. Over the past five years, Caritas India has institutionalized various methods for knowledge development and dissemination. This has ensued in embedding learnings in all interventions across stages. Caritas is determined to adopt newer approaches to track and monitor these programmatic progresses.

6.8. Recognitions

Caritas India is a Principal Recipient of the GFATM Round 9 and NFM supported Intensified Malaria Control Project –2 and 3 complementing the ongoing efforts of the National Vector Borne Diseases Control Programme (NVBDCP) of the Government of India and State Governments. Caritas India was the State Training Agency for State Health Society-Bihar Government and National Health Systems Resource Centre-Gol for training of ASHA Trainers in 10 districts of Bihar state. Caritas India was also the Sub Recipient (SR) to NACO under the GFATM Round 7 Link Worker Scheme project for 12 high risk districts of Gujarat state. In 2016, Caritas received the Chhatrapati Shivaji Vriksh Mitra Award from State Government of Maharashtra. Disaster Management Authorities of the government recognize Caritas India as partner in different states and nationally. Internationally, the expertise of Caritas India is recognized by her nomination to various global working groups on migration, WASH, accountability etc. ■

THEORY OF CHANGE Key Strategic Pillars

Caritas India, strongly believes that, the theory of change she conceives, pursues and advocates, is deeply founded on the mission and principle of *Diakonia*. *Diakonia* is the life line of her ethos and action. *Diakonia* is one of the components of the Church's mission along with the proclamation and sacraments. *Diakonia* is Gospel in action or in other words actions that unfold the love of God, in the person of Jesus, the epitome of love (Caritas) revealed in time and history. Hence, *Diakonia* is propelled by the supreme act of love.

What is the relationship between Caritas and *Diakonia*? Caritas has several meanings in Christian theology. One meaning is that of God's outpouring, selfless love. Another is our answer to God's personal call to love that is both a gift and a duty for us. A third meaning is that of charitable activities, often based on feelings of compassion. Charity in this sense is often individualized: one privileged individual helping those who are less fortunate. *Diakonia*, however, is a theological concept of collective and individual practice, requiring an ecclesiastical structure. The expression of *Diakonia* is to be found in diaconal work where caritas becomes the driving force and the principal animator for the people involved in such actions.

Diakonia needs to be viewed and enacted as a social intervention that restores the dignity of human beings, rather than merely providing humble service to the poor. It involves willingness in taking risks and creating options for the poor and the dehumanized for several reasons of structures and systems of marginalization. Today's world is deeply confronted and defaced with various forms of poverty that is dehumanizing and constituting a serious disfiguration of the core intention of God and creation. *Diakonia* hence, aims towards the restoration of the dignity of every human person and transforms the systems and structures for a better life.

Pope Francis advocates, *"Your mission is to promote charity and justice in our world in the light of the gospel and the teaching of the Church by involving the poor as the true protagonists of their development"*.

The Church's deepest nature is expressed in her diaconal responsibility along with proclamation and celebration of sacramental life. The church **"gets involved by word and deed in people's daily lives; it bridges distances, it is willing to abase itself as necessary, and it embraces human life, touching the suffering flesh of Christ in others"** (EG 24). The parable of the Good Samaritan remains as a **gold standard** which imposes universal love towards the needy whom we encounter "by chance" (cf. Lk 10: 31), whoever they may be, Pope Francis resolves. Caritas as an organization is mandated with the same mission of diaconal apostolate. The expression of *Diakonia* is to be found in diaconal work where charity may be one of the motives of the people involved, but not the main substance of the work. Diaconal measures are here summarized as loving one's neighbour, creating inclusive communities, caring for creation and struggling for justice.

1. FOUNDATIONS

The mission of *Diakonia* is profoundly anchored on the Christological, spiritual, theological and ecclesial pillars. The great compassionate action of humble service for humanity reminds us of Jesus himself, who assumed and transformed the role of the servant by washing the feet. The washing of feet (John.13) and the breaking of bread (Mathew 26) and Himself serving at the table are symbols of humble service towards the marginalized. He exclaimed categorically: "I have come not to be served but to serve and give my life as a ransom for many" (Mt.20/28). This life-giving mission of Jesus himself is the Christological basis of this supreme mission of *Diakonia*.

The Theological basis of *Diakonia* lies in the mission that God has given to the Church, and is expressed in our common Christian faith. A basic part of the Christian view of humankind is that we are created in God's image for fellowship with one another. *Diakonia* expresses the incarnational dimension of divine love through the diaconal work of the Church. How this call is answered will vary according to the context in which the church lives.

"Jesus summarized his ministry in being a servant to all. This focus also needs to determine the ministry of the Church. In its service that transcends borderlines, seeks justice for the poor and the marginalized, and its preparedness to transform structures which threaten life. Diakonia responds to the cry of the poor, cry of the nature and cry of God. Following the example set by Jesus, Diakonia ministry must set the priority for those who suffer."

The Spiritual and ethical foundation for *Diakonia* ministry is, first of all, the command to love one's neighbour (Mt. 22:34-40, Mk. 12:28-34, Lk. 10:25-28), a command that is so fundamental and so very clearly at the heart of Christianity. Loving God is not exclusively an emotional dimension, but it also includes an action-focused, ethical dimension. Any attempt to separate the love of God and the love of one's neighbour therefore run contrary to the thoughts presented in the New Testament. We can see this in Mark's Gospel and even more clearly in Matthew's Gospel. The Gospel authors see this double command as summing up the teachings of Jesus, whose message on the Kingdom of God implies charitably loving one's fellow-humans in a way that is radical, liberating and brings healing.

Vatican II has helped Christians to rediscover the real meaning of the Church, it has done so chiefly by attempting to restore the Church's self-understanding as servant. Church as a servant of the Gospel, is basis of her mission and ministry of diaconial action. Speaking on *Diakonia*, Pope Francis reminds us that this was a "logic of love," and that God did not desire salvation to "drop down from heaven"; rather, Christ was among us "to comfort us, to save us, to free us." He continues, "In imitation of our Master, we Christians are called to confront the poverty of our brothers and sisters, to touch it, to make it our own and to take practical steps to alleviate it.

2. DIAKONIA AND EVANGELISATION

One of the major challenges facing the Indian Church is the massive poverty of millions in India. Consequently, work for development, justice and liberation believing that "Action on behalf of justice and participation in the transformation of the world fully appear to us as a constitutive dimension of preaching the Gospel; or in other words, of the church's mission for the redemption of humanity and its liberation from every oppressive situation.

Christians are called to 'act justly and love tenderly' (Mic 6:8). They are further called to serve others and in doing so to recognize Christ in 'the least of their sisters and brothers' (Mt 25: 45). Therefore, acts of service,

such as providing education, health care, relief services and acts of justice and advocacy are an integral part of witnessing the Gospel today. Speaking about the duty of the Christians in the modern world tormented by evils of various sorts, Vatican II says, “Today there is an inseparable duty to make ourselves the neighbours of every man, no matter who he is, and as we meet him, to come to his aid in a positive way, whether he is an aged person abandoned by all, a foreign worker despised without reason, a refugee, an illegitimate child wrongly suffering for a sin he did not commit, or a starving human being who awakens our conscience by calling to mind the words of Christ: “As you did it to one of the least of these my brethren, you did it to me” (Mt 25: 4). Though proclamation is needed for spreading the news to the length and breadth of the world, evangelization is not essentially a verbal proclamation, but evangelical action, i.e., action of creating changes in the life of people, actions which have not simply news value, but a value as good news has to precede proclamation. Any diakonial action for change that brings dignity and worth to human life is sharing the evangelization mission of the church.

3. KEY STRATEGIC PILLARS

Pope Benedict XVI in his Encyclical Letter *Caritas in Veritate* says, “Testimony to Christ's charity, through works of justice, peace and development, is part and parcel of evangelization because Jesus Christ who loves us, is concerned with the whole person.” In his Encyclical Letter *Deus Caritas Est* (2005), Pope affirms that love of neighbour, grounded in the love of God, is first and foremost a responsibility for each individual member of the faithful, but it is also a responsibility for the entire ecclesial community at every level. As the responsible agent of the Catholic Church, for justice and development in the society, and understanding the deep spiritual and theological dimensions of her mission, the ministry of Diakonia is perceived and presented from the following four key strategic perspectives. They are **Empowerment Animation, Dialogue, Volunteering and, Giving Communities**. They constitute the four strategic pillars of the expression of diaconal ministry of Caritas India, the humanitarian face of the Catholic Church.

These key strategic pillars would base themselves on sound Research, Analysis and building Content for action in all the four areas. This well-informed empowerment and dialogue process then engages with the partner communities and partner organizations, middle class and other social sections. This would be done in a manner which creates ownership of the partner communities over their empowerment process and factors through providing platforms of actions. These platforms of actions would be initially related to a sector/theme/issue. These collective actions will eventually lead to the social transformation towards a just society.

3.1. THE EMPOWERMENT ANIMATION

The Mission of *Diakonia* is directed towards a process of empowerment. Our work is directed to lift the dignity of people and strengthen their ability of being “subjects” of change and development. Promoting the freedom and opportunity of people through the process of empowerment animation is the fundamental premise.

Animation embodies Caritas' vision of the empowering process. For Caritas India, animation means “*an awakening and action-oriented process aimed at social transformation affecting, at general level, all people and at specific level the poor. It initiates dynamics in a person and in the community; enabling them to struggle for empowerment to bring about change among themselves, in the situation of poverty, marginalization and to affirm their dignity as persons to create a more just society*” (*Animation for Social Change, 1992*). Animation as practiced by communities across the country has become an efficient and effective strategy for enabling communities to become part of each one's life and destiny by mutually sharing the resources and expressing solidarity in their struggles.

Empowerment Animation (EA) is fundamentally a process of communities taking complete control of their empowerment. Communities, in EA mode, move from being passive recipients to active change agents or owners of change processes and use the strength of their cohesion. Through various reflection processes, communities

gain the critical consciousness and realize the causes of their disempowerment including both external and internal causes, and free themselves from dependencies and deprivations and launch individual and collective actions for challenging and solving the conditions and processes of marginalization, deprivation and displacement. These individual and collective actions are both grounded on methods of 'Self / Mutual-Help' and 'Rights-based'.

The process facilitated by Caritas involves the strengthening of local knowledge systems, community institution building (by the community itself), local-self-governance, increased self-esteem, and appreciation of indigenous culture. EA believes that people's development actions should lead to their liberation and greater humanization. The liberating action envisaged under EA needs to be self-propelling, self-directing, continuous and collective. The process, leveraging the communities' own resources, enables them to become subjects of transformation and action rather than recipients or beneficiaries or a mere target population.

Caritas India has rich experience in operationalization of Empowerment Animation processes at the grass roots level. Over the years, Caritas India has successfully facilitated the Empowerment Animation of communities at the grassroots across the country, be they tribal, dalit, women, vulnerable communities, marginal farmers or other marginalized groups.

While continuing the successful grass root level strategies under this perspective, the strategic thrust of Caritas India will be to graduate the process to macro level by bringing the common interest groups from across the country together.

STRATEGIC GOAL 1: EMPOWERED COMMUNITIES

Self-determining decisions and rights based actions are taken by the marginalized communities through community managed and owned systems, organizations and movements at local, regional and National level.

STRATEGIC ACTIONS:

- i. Community managed and owned Planning, Monitoring, Evaluation and Advocacy:** Caritas India would ensure that the local communities have a decisive say at all levels of programme interventions, i.e., Ownership and control by the local community on prioritization of issues, planning of action, taking action and tracking progress on the action plan.
- ii. Promoting National/State/Regional Peoples' Movements:** Caritas India will connect thousands of CBOs in different programme areas as federations and will also connect them to existing or emerging people's movements. The strategy would be to facilitate and strengthen peoples' movements at grassroots, state, regional or national level for larger level impacts on policies. These movements will be 'People led' and not 'Caritas led'.
- iii. Leadership development for marginalized communities at all levels- local, state and national level:** The movements and community managed initiatives will need leadership and Caritas India will develop this among the marginalized communities. Caritas India will create a set of change agents who are equipped/capacitated on pro-people values/perspectives and actions and contribute to the transformation of society.
- iv. Creating Macro-level economic entities controlled by local communities:** Our prime communities lose out, as their produce is sold at low prices in a market controlled by exploitative forces. On the other hand, there are successful experiments of collectives of communities into various types of processing, manufacturing or marketing processes. Caritas India, with its pan India presence and network will facilitate the creation of macroeconomic enterprises which will be owned by local communities.

3.2. DIALOGUE AS DIAKONIA

Dialogue (with and for the marginalized)

Dialogue invites people to develop new, shared perspectives and ways of seeing and acting. Dialogue implies consensus based upon shared understanding and oriented towards reaching agreement. Dialogue is important for empowerment and development. This requires support for the marginalized voices and listening to the voices of those who are in power. Pope Francis in his encyclical “*Evangelii Gaudium*” categorically says: “In what follows I intend to concentrate on two great issues which strike me as fundamental at this time in history. I will treat them more fully because I believe that they will shape the future of humanity. These issues are first, the inclusion of the poor in society, and second, peace and social dialogue.” (EG 185)”.

Dialogue and inclusion not to be considered in isolation but they are complimentary in the process of transformation. Church regards dialogue as much more than simply a means of resolving social tensions. It's also central to the *evangelical* dimension of what Francis calls “a culture of encounter.” The Culture of Encounter for Pope Francis is proclaiming relationship amongst humans and humans to the society by critiquing the society to denounce injustice, and simultaneously proclaiming the goodness of human relationship. This is being achieved through a process of Dialogue.

Inclusion and dialogue with the poor are the fundamental constructs of justice action as they complement mutually. Dialogue with the poor includes: solidarity with the poor, table fellowship with the outcasts, healing the sick and the afflicted, feeding the hungry, confronting the dehumanizing structures, advocating the affluent to share the riches with the poor or even perhaps going through the experience of being marginalized.

The dialogue here means the dialogue of life with more involvement in the humanness of the persons for the wholeness and wellbeing to those who are broken, deprived of dignity and rights. This dialogue is done in multiple ways: through empowerment animation, education and facilitation of developmental actions.

Caritas India's **advocacy** engagements, with the policy makers and implementers, is essentially delved with the objective of empowering the oppressed, protecting human dignity, inclusion of the marginalized, promoting peace and justice. Advocacy aims to challenge the structural causes of poverty, violence and marginalization, which get compounded with intersectionality of caste, ethnicity, religion and gender. Therefore, besides undertaking development works for the marginalized communities, Caritas India focused on responding to key policy frameworks.

STRATEGIC GOAL 2: DIALOGUE WITH AND FOR THE MARGINALIZED

Caritas and her Partners/communities would be transformed as organizations of Dialogue and agents of sustainable change by strongly pursuing the process of dialogue with communities and other forces of development for transformation of the society (with and by communities)

STRATEGIC ACTIONS

I. Dialogue with poor

This dialogue is done in multiple ways: through empowerment animation, education and facilitation of developmental actions. Caritas India will build capacities of partner organizations and partner communities to dialogue for the poor. She will take actions in solidarity with the poor in their struggle for rights, entitlements, dignity and basic service.

ii. Dialogue with duty bearers

Caritas India will advocate with different stakeholders namely – the affluent sections to share the riches with the poor; the Legislature and policy makers for influencing policy; with the Executive and local governance systems for policy and programme implementation; with the media for highlighting and sensitizing the issues and with the larger public through public campaigns and with the corporates towards sustainable and responsible business practices.

iii. Dialogue with nature

Caritas India will be promoting actions for a human ecology, actions on eco-based climatic resilience and actions for the protection of natural resources, taking inspirations from the Papal Encyclical “Laudato Si”.

3.3. VOLUNTEERING AN EXPRESSION OF DIAKONIA

Volunteering means commitment to willing service. Volunteer is a person who according to his/her gifts and capacities is able to perform important tasks in the diaconal work. Most of the volunteers see a deep connection between their faith and their service and it is their faith that prompts them for diaconal work. Volunteerism is not just a token of service but a fundamental option, a way of life that leads to self-sacrifice and can result in total denial of oneself for a supreme purpose. Common citizens are capable and willing to the diaconal work. There are quite a few of them, who are highly qualified and who use their professional skills in diaconal ministry without expecting anything in return.

Caritas India understands volunteering as a powerful and practical way to reach out to the most marginalized sections and reduce poverty and inequality. Caritas believes that it is only when people step forward – either as local or national citizens – the sustainable change happens. By enabling people and the communities to play a more active role in development by volunteering the essential pre-conditions for systemic and sustainable change such as ownership, participation, empowerment and inclusion – can be realized. At its core, volunteering is a powerful expression of a people-centered approach to development.

STRATEGIC GOAL 3: PROMOTE VOLUNTEERING

The skills, knowledge, experiences and other forms of resources of the volunteer community (one million) help to achieve the greatest possible impact towards the pro-poor transformation of the society.

STRATEGIC ACTIONS

- ▶ **Identify, engage and retain volunteers:** Caritas will design systems and processes for identifying, engaging and retaining volunteers. She will cast the net wide and find challenging, interesting and satisfying avenues for volunteers. Caritas will seek their physical, mental and emotional involvement. She will increase the opportunities for volunteers to contribute for sustainability of the pro-poor social change processes.
- ▶ **Ensure standards of best practice and consistency in supporting volunteers:** Volunteers will be prompted to undertake committed actions through facilitation and quality support from time to time. For this, standard processes will be developed and refined on an ongoing basis.
- ▶ **Recognize and celebrate volunteers:** Caritas will endeavour for meaningful engagement with volunteers and recognize and celebrate volunteers.
- ▶ **Develop partnerships with professional associations and bodies like educational and medical institutions, as well as the corporate sector:** Caritas India has formal and informal contacts with professional associations and bodies. Caritas India will formalize these relationships and develop a tripartite link between them, Caritas India and volunteers.

3.4. GIVING COMMUNITIES – THE DIAKONIAL EXPERIENCE

Giving is all about sharing. Sharing is both giving and receiving. It becomes clear that the first Christian community was a community of sharing, a sharing of spiritual and material gifts of God, a sharing which included not only those who were already disciples of Jesus but also others. What we mean here is the diakonia of sharing. Sharing is another profound diaconal dimension of table communion, where the resources of all forms are being shared.

In a summary of the life and ministry of the first church, Luke writes that: They devoted themselves to the apostles'

teaching and to fellowship, to the breaking of bread and to prayer. Everyone was filled with awe at the many wonders and signs performed by the apostles. All the believers were together and had everything in common. They sold property and possessions to give to anyone who had need. Every day they continued to meet in the temple courts. They broke bread in their homes and ate together with glad and sincere hearts, praising God and enjoying the favour of all the people. (Acts 2:42-47 NIV).

Caring for the poor and needy is one of the divine purposes of humanity. This mission motivates the individuals and systems in mobilizing resources in the form of donations from individuals, families and community (middle class, corporates, and affluent) and making them partners in the process of change and development. The people, issues, approach, vision, values, faith, life are key propellers to develop and practice a culture of giving. Giving cannot be limited to just economic resources, but it is all about giving ethics, values, resources, compassion and dignity. "A heart which sees" ... is better enlightened and propelled to give without demarcating boundaries. A life that goes forth is the best channel of giving.

STRATEGIC GOAL 4: RESOURCE DEVELOPMENT AND GIVING COMMUNITIES

More than 50% of Caritas India programmes (at more than current level) would be supported by Indian funds and resources contributed by communities by the end of next 5-year period.

STRATEGIC ACTIONS

- i. Mobilizing Community resources:** Engage with community more meaningfully, while respecting and recognizing community's willingness to participate and contribute to social initiative; Continue to involve community as partner in action and create new avenues for sharing and giving; Transparent methodology to be adopted with communities to update the fund utilization.
- ii. Generating support from Corporate Social Responsibility, companies and corporate foundations:** Identify and initiate dialogue with responsible Industries/ corporates that are aligned to Caritas India Resource Development and Management policy and generate revenue ethically; Sensitization of corporates towards issues and ground realities and explore partnership on real issues for holistic development of community.
- iii. Increasing government resources in our operations:** Develop and design programme and projects that are connected to Government priorities and budget availability; Cultivate a relation and nurture the process with strong advocacy strategy; Design and conceptualize fundraising campaign on Thematic area aligned with ongoing Govt. campaigns.
- iv. Localizing and strengthening the Lenten Campaign for hunger and disease. ■**

STRATEGY PLUS

(While the 4 key strategic pillars of our future work are described in the previous section, there are some added support strategies which are stated in this section on 'Strategy Plus' which will be adopted and strengthened for improving the efficiency and effectiveness of Caritas India.)

I. COMMUNICATION STRATEGY

An effective and inclusive communication strategy reduces any inconsistency that tends to drag or distract the organization's performance, especially in the long run to sustain a standard brand image. The communication strategy will aim to establish and position the name and identity of Caritas India. Each programme of Caritas India will have a definite communication component within the framework of the overall organizational communication strategy. The communication strategy will focus on the following:

Thematic Thrusts: Humanitarian Aid and Disaster Risk Reduction, Climate Adaptive Agriculture and Food Sovereignty, Livelihood and Skill Building, Anti-Human Trafficking and Migration, Health and Nutrition, Peace Building, and other development interventions.

Primary Audience: Civil society and Public, Media, Corporates, Government ministries, International donors, Indian individual donors, Institutional donors, CSR donors, partner communities, Volunteers, staff, partner organizations and other Church institutions

Audience and Platforms: Caritas India will strengthen its reach to multiple stakeholders i.e. civil society, media, corporates, government ministries, individuals, institutions, international, CSR, partner organizations, collaborators and community through its communication strategy via online, print, digital and events. It will also enable platforms to mutually share the good practices, approaches through campaigns, events, newsletters etc.

The solutions developed through the learning of our experience with the communities will be communicated in the most effective and efficient manner with different stakeholders by using various communication channels.

II. CAPACITY BUILDING AND LEADERSHIP DEVELOPMENT

The approach to capacity building in Caritas India will be multi-dimensional with the objective of developing the capacities of her internal human resource, partners and partner communities.

Internal Human Resource: Capacity building efforts in the area of human resources will be based on need assessment and organizational requirements, particularly in one's area of work. The emerging key focus areas are Programme Management, understanding of internal policies, systems and processes, building expertise in core thematic areas and Resource / Fund Mobilization. Besides, emphasis is also on providing learning opportunities for development of managerial skills particularly in leadership roles.

Partners: CI aims at providing support for institution building and theme based capacity building of its partners. These will largely be in the areas of People's Rights & Entitlements, its strategic thematic areas and objectives of the CI supported Programme / Projects.

Partner Communities: The key intervention area for CI at this level will be creating volunteers and leaders from within the community that serve as change agents. Information on government schemes and constitutional provisions will be emphasized.

Capacity building on 4 strategic goals/pillars described with the theory of change earlier will be an important area of work.

All capacity building efforts across the three levels will be undertaken with the objective of enhancing the ability of individuals, organizations or communities to perform effectively, efficiently and sustainably. At the internal level, it aims at building the skills, experience and knowledge of its workforce while serving as a means of Employee Engagement. Capacity support to Partners envisages strengthening of partner performance particularly in achieving the higher - end goals of advocacy and fund mobilization. At the community level, the intended impact is sustained people led development centered on volunteering and cadre building.

III. KNOWLEDGE MANAGEMENT

Caritas India has been generating substantial knowledge resources from her decades-long practice of development which contribute incrementally to improving her organizational and programmatic effectiveness. Caritas India has aligned organizational processes and interventions to the objective of becoming a knowledge organization that will continue to be relevant to the contexts of the poor. Appropriate and efficient systems are functionalized within Caritas India to create, manage and share knowledge assets which offer sustainable and empowering solutions to the myriad challenges that the poor in the country are beset with. The knowledge building process of Caritas India involves her partners who, as co-builders, have also benefited from the participatory knowledge development by achieving greater organizational efficiency and effectiveness. Caritas India's knowledge capital consists of innovations and models, compilations of experiences and learning, methodologies and strategies, manuals and guidelines, etc. The broad objectives of Knowledge Management endeavour of Caritas India are;

- ▶ To become a credible and competent resource organization that fosters knowledge generation as an organization culture.
- ▶ To increase knowledge resources with the support of praxis and meet organization goals by leveraging knowledge assets.
- ▶ To ensure that right knowledge solutions are available to the right people at the right time.
- ▶ To increase programme effectiveness with greater internalization and externalization.

Knowledge management processes will identify knowledge themes, derived from the Caritas India's Strategic Framework 2018-2023 and building incrementally on existing assets, processes and partnerships; specific tools shall be identified to improve learning and knowledge sharing to ensure cost effectiveness by harnessing the resources and efforts and integrating them into a coherent and time bound results framework.

Three major processes will be strengthened or scaled up to improve impact through knowledge-sharing and learning:

- (i) The project cycle will be revisited to integrate knowledge management throughout;
- (ii) A knowledge-based policy development process will be adopted
- (iii) Specific local learning activities will be scaled up

Knowledge papers will be prepared outlining the various publication lines and their processing and dissemination status. The Thematic Study series will be further rationalized to provide for content and editorial consistency.

Caritas India will also further develop and implement common information management standards, rules,

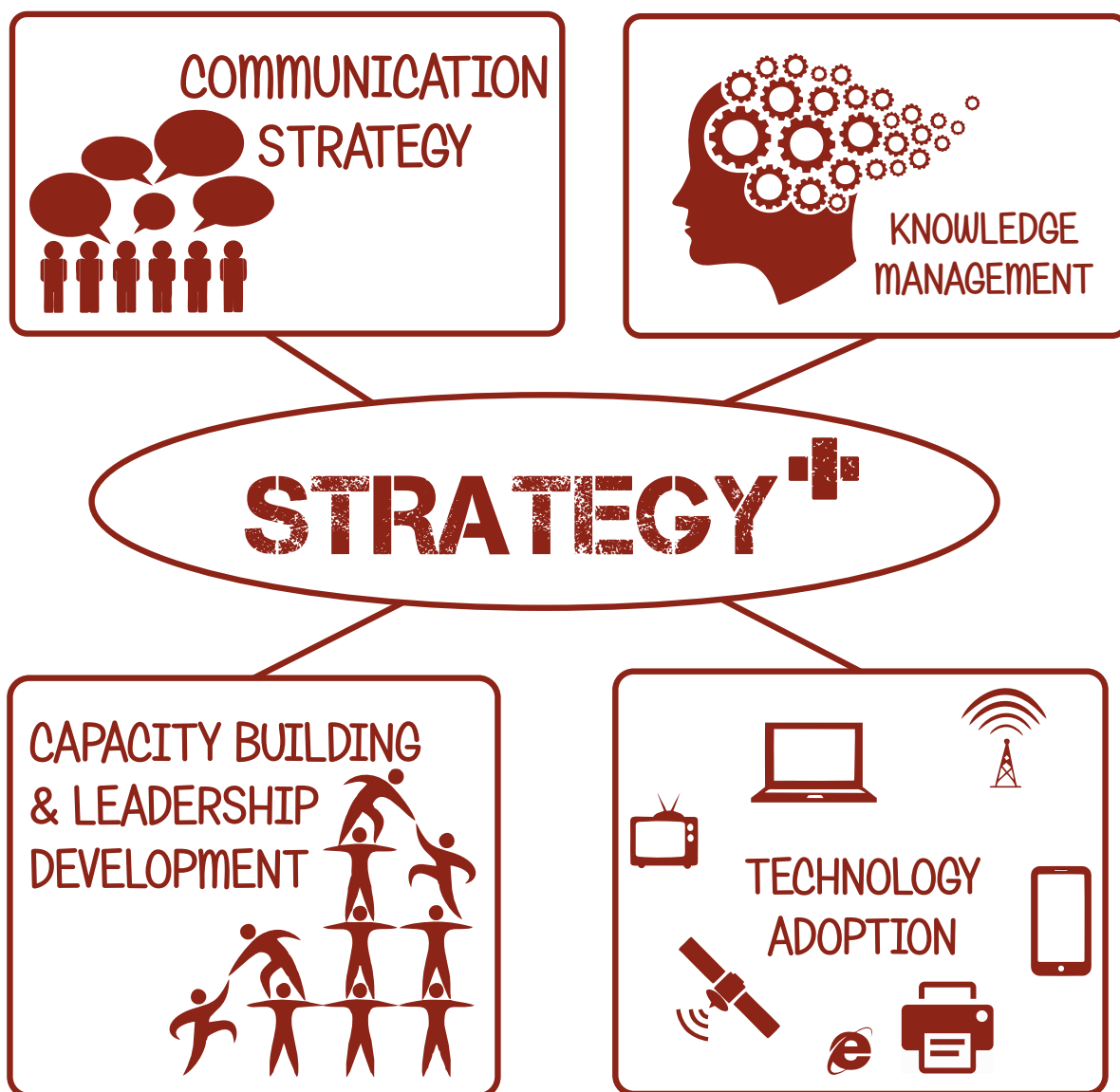
procedures and tools for the collection, control, reuse and sharing of the data and information contained institutionally. The aim will be to increase organizational efficiency, provide evidence of activity and precedents for action, support programme evaluations, inform policymaking and ensure accountability.

Caritas will provide training to ensure that staff at all levels are familiar with knowledge-sharing and learning processes and tools, and with the appropriate behaviours and attitudes.

IV. TECHNOLOGY ADOPTION

Use of technology for effective documentation and information sharing will be an important value addition to the organization. Improving MIS will be an important target. To keep up with the current times, the data management has to be standardized and made easy to maintain and use. This will be done through software development for capturing key information on inputs and results. The platform would be dynamic and internet based. The up gradation already achieved in the hardware and other equipment will serve as the foundation. Continuous support from technology will help in the better management of large volunteer force, resource mobilization efforts and archives of past achievements as well.

Guidelines, methodologies, practical tools, manuals and training schedules will be developed to operationalize these strategic perspectives to create a common understanding across staff and partners for achieving the desired impacts. ■



STRATEGIC THEMES

THEME 1: HUMANITARIAN AID AND DISASTER RISK REDUCTION

Thematic Goal 1: “Lives will have been protected and saved, suffering, eliminated or mitigated and human dignity restored/maintain before, during, and in the aftermath of natural and manmade disasters by timely, effective response and building resilience through an empowerment animation process.”

Caritas India would continue its humanitarian action with the communities affected by the human induced and natural disasters. Caritas India will also deal with the root causes of crises, highlight mitigative measures and strengthen people and societies' capacities and resilience (ability to recover and adapt) to crises and disasters. Disaster risk reduction strategies and animation activities would focus on reducing the disaster risks, the negative impacts of disasters and attainment of sustainable development and poverty alleviation.

STRATEGIC ACTIONS

- ▶ Strong integration of international humanitarian law/CHS and the provision of flexible and timely funding that is based on the humanitarian principles of independence, neutrality, impartiality and humanity.
- ▶ Ensuring that our humanitarian assistance is targeted, focused on where the need is the greatest, providing life-saving assistance to the most vulnerable and hard to reach populations and communities, without discrimination.
- ▶ To promote disaster risk reduction as an integral part of the humanitarian action and making communities responsive towards their empowerment.
- ▶ Emphasizing the provision of human resource, technical guidance and financial support across the country to support programmes which are saving lives and meeting basic needs, providing protection for, improving their access to Water, Sanitation, shelter, healthcare services and livelihood opportunities in the communities during and after disasters. Caritas India strongly supports partner agencies to improve their ability to tackle crises quickly and in the most effective way.
- ▶ Demonstrating leadership and partnership for effective national/state humanitarian action with an emphasis on gender, protection and on targeting forgotten and underfunded humanitarian crises.
- ▶ Putting efforts towards humanitarian and DRR approaches of empowerment, animation and volunteering to prevent, prepare for, support recovery from, and build resilience to, human induced crises and natural disasters.
- ▶ Building combined action and network building and support in implementing Sendai and SDG declarations, through dialogue at local and state level- for resilient policies/execution
- ▶ Creating evidence and improving humanitarian action through research, innovation, good practices and a focus on effectiveness and results.

- ▶ Promoting DRR and humanitarian action with an empowerment animation approach
- ▶ Developing cadre/volunteers in DRR/first responders/Resource mobilization

THEME 2: CLIMATE ADAPTIVE AGRICULTURE AND FOOD SOVEREIGNTY

THEME 2A: CLIMATE ADAPTIVE AGRICULTURE

World is getting warmer and climate change is a reality. We are already bearing the brunt of its consequences and this happens when the world is facing multiple climate irregularities which are manifested in the increased incidences of extreme weather conditions leading to water stress, variation in food production and disasters. Caritas will intensify its work in the Climate Change mitigation and adaptation fields.

Thematic Goal 2a: “Communities become empowered, informed, motivated and capable of developing climate adaptive agriculture and livelihoods. And, Caritas India will have emerged as a resource organization having demonstrated significant initiatives of climate adaptive agriculture and livelihoods”.

STRATEGIC ACTIONS

- ▶ Capacitating communities through leadership development, organization building, volunteering and local resource mobilization for climate change mitigation and adaptation
- ▶ Developing models on adaptive initiative (crop, soil, seed, drought proofing and water) with most vulnerable farming communities across different agro- climatic zones.
- ▶ Dialogue, Alliance building and knowledge sharing with governmental and Non-Governmental Institutions, public - private sector on our association and collaborative programmes.
- ▶ Mainstreaming climate change adaptation as cross cutting issue in all programmes of Caritas India
- ▶ National level Farmers association/producer companies, brand building of products and linkages with other organizations will be promoted on improved production, value addition and marketing.

THEME 2B: FOOD SOVEREIGNTY AND SECURITY

Thematic Goal 2b: “agriculture and food system will be democratized and self-reliance will be achieved for farmers particularly food-growers, and consumers in all sectors relating to agriculture and food production.”

Agriculture and food sovereignty is the **right of communities to define and practice their agriculture and food systems with absolute control** over processes relating to **growing, processing and distribution** in an environment of **respect for peoples' autonomy of agriculture and food and integrity of nature** for accessing **food that has dignity. Agriculture and Food Sovereignty** is the right of communities to define their food and agriculture systems. Communities should have **complete control** over all processes relating to **production, processing, distribution and consumption** of food.

Caritas India believes that food sovereignty is fundamental to achieving **food and nutrition security** and maintaining **integrity of creation and ecological integrity of nature**. Key strategies to achieve food sovereignty and security will include:

- ▶ Recognizing and promoting **people's knowledge and wisdom** relating to **agriculture and food**,
- ▶ Helping farmers **localize and recoup control over agriculture**,
- ▶ According **primacy of food for people**

- ▶ Promoting agriculture as a **culture**, with **gender justice**, of growing food with **respect to nature**.
- ▶ Strengthen **movements** of food growers to **democratize** agriculture and defeat external forces that colonize agriculture and food systems,
- ▶ Develop and advocate a **policy framework** which will protect peoples' right to food that is **safe, healthy and grown ecologically-sound**.
- ▶ Strengthen dialogue and bridge building processes between public food distribution systems and communities to ensure that all have food.

THEME 3: LIVELIHOOD AND SKILL DEVELOPMENT

Thematic Goal 3: Marginalized communities will have secure livelihood opportunities, enhanced related skills and increased income in the rural and urban India.

STRATEGIC ACTIONS

- ▶ Creating, Promoting, up scaling Innovative, Diversified, livelihoods opportunities across sectors befitting to the needs of the Community for stable and sustained behavior for economic growth among the poor and needy to ensure access to dignified living.
- ▶ Organizing and empowering communities into viable self-resourced functional institutions, engaging into economic productivity (Entrepreneurial), supported with financial intermediaries and access to appropriate Government schemes.
- ▶ Creating Cadre of Volunteers, engaging them in creative action learning process - development of leadership for communities - organizing them into a movement focused on Skills development and educational attainment focused on securing jobs and secured livelihood.
- ▶ Creating/Adopting Collaborative growth strategy – Developing Networks and federations linking across geographies (Urban-Rural) and thematic boundaries for creating economic opportunities for the poor. Network institutions and Communities towards achieving the goal through systems approach.
- ▶ Creating and supporting Centers of Excellence (based on multiple themes such as - Education, sports, skills, and other important sectors) supported with voluntary based, timely, quality Counselling services through Institutions and established community leaders - mentoring to reinforce the sense of confidence, belongingness, growth and mutual trust leading to social-political and economic participation in Governance.

The marginalized communities would get organized, supported and networked into the movement of a different kind with economic empowerment as objective. The Communities' long-term impact will be seen through the youth being valued resources for the community with deeper understanding of social-political leadership and ability to contribute to community through its voluntary actions for better dignified accountable citizens.

THEME 4: ANTI-HUMAN TRAFFICKING AND MIGRATION

THEME 4A: ANTI-HUMAN TRAFFICKING

Human trafficking is a crime that threatens society's most vulnerable members, exploiting them for sex, labour, and slavery of all kinds. The factors that lead to the human trafficking are poor-socio economic conditions of a large number of families, poverty coupled with frequent, almost annual natural disasters like floods, drought, landslides etc., lack of education, skill and income opportunities for women (and for their family members) in rural

areas, absence of awareness about the activities of traffickers, pressure to collect money for dowries which leads to sending daughters to distant places for work, dysfunctional family life, domestic violence against women, low sex ratio in some states, distressed and unsafe migration leading to human trafficking at the place transit and destination etc.

Thematic Goal 4a: Rights of women and children will have been ensured to be free from human trafficking by creating public awareness, building collectives and protecting survivors of human trafficking.

STRATEGIC ACTIONS

- ▶ **Prevention-** Community centered awareness & sensitization, Education, functional literacy, enhancing livelihood- create employment opportunities, promoting community cohesiveness, leadership and empowerment.
- ▶ **Protection & support-** Rescue, rehabilitation, referral (medical facilities, psychosocial counselling, skill building, short shelter, creating need based job opportunities) of victims of human trafficking, empower victims of trafficking through dialogue and advancing access to information
- ▶ **Advocacy & networking-** dialogue with local administration, governments, law enforcement agencies (duty bearers), national and international networks.
- ▶ **Training & Capacity building** – of grassroots social organizations (CBOs), law enforcement agencies, judiciary, policy makers, border police.
- ▶ **Research study-** contributing towards developing knowledge and evidence
- ▶ Building cadre of volunteers (students, employers, victims, women and youth) and promote giving community.

THEME 4B: MIGRATION

Migration is the right of every citizen in the country, and many migrate for better jobs and opportunities with certain bargaining power. However, the marginalized scheduled Tribes and Castes and other poor have limited bargaining power in the state of destination as they are uninformed and unskilled.

Thematic Goal 4b: Safe and informed migration involving full respect for human rights, safety and humane treatment of internal and overseas migrants regardless of their migratory status.

STRATEGIC ACTIONS

- ▶ Connecting places of origin, transit and destination by identifying the potential migrants and vulnerable migrants (engaging networks/partners) to prevent unsafe migration and Human trafficking
- ▶ Empower migrants through dialogue, organization building and leadership development and ensure access to information, basic livelihood and residential requirements.
- ▶ Conducting study, gathering information and creating database (in the areas of operation)
- ▶ Collaborating with issue based networks/campaign for migrant's rights and for addressing distressed migration.
- ▶ Create cadre of local Volunteers to raise awareness in the place of origin, transit and destination
- ▶ Dialogue with duty bearers, networks, migrants and larger community for the rights of migrants
- ▶ Create a helpline through convergence (Government, CSOs, community etc.)

THEME 5: HEALTH AND NUTRITION

Theme 5a: Health

Thematic Goal 5a: “Health and wellbeing of the poor and marginalized communities improved and sustained.”

According to the Global Burden of Disease Study (GBD) published in The Lancet, India has finished a dismal 154th among 195 countries on the healthcare index. India ranks 100 among 119 countries on Global Hunger Index (GHI) 2017. Caritas will contribute to the targets set by National Health Policy 2017. Overall, communicable diseases contribute 28% of the entire disease burden, while non-communicable diseases (60%) and injuries at (12%) now constitute the bulk of the country's disease burden. Caritas will contribute to reduction in infant mortality rate, Under Five Mortality Rate, neo-natal mortality rate, Maternal Mortality Ratio. Caritas will support the achievement of national health policy goals for communicable disease (HIV, TB, Malaria, other vector borne diseases (& Neglected Tropical Diseases) like Kala-Azar and Lymphatic Filariasis) about elimination, reduction in incidence & prevalence. Efforts will also be made for reduction of morbidity and preventable mortality from non-communicable diseases (Cancer). Cross sectorial goals related to health (access to safe water and sanitation to all by 2020 - Swachh Bharat Mission) will be emphasized.

STRATEGIC ACTIONS

- ▶ Community centric approach with empowered participation of communities in the entire trajectory of health planning, implementation and monitoring processes. Demonstration and scaling up of Community Owned & Managed health systems.
- ▶ Foster dialogue and partnerships and collaborations with public health authorities and other stakeholders for universal coverage and affordability, especially at peripheral level. Ensure inclusive multi-stakeholder approach with participation by communities, partner organizations, health & non-health Ministries, research/academic institutions, individual experts at national, sub national levels. Participate in dialogue for policy & strategy development & their implementation entailing preventive, promotion, curative, palliative and rehabilitative services. Steer focus on social determinants of health.
- ▶ Promoting equity and equality in health services with respect to gender, poverty, caste, religion, disability, other forms of social exclusion and geographical barriers.
- ▶ Research and evaluation to position Caritas India in the knowledge domain in meeting national health policy goals and SDGs. Adapt new knowledge and evidence with learning from the communities and from national and international knowledge partners.
- ▶ Capacity building & strengthening of Caritas India and partners on community organization and mobilization in health domain.
- ▶ Create and sustain a pool of health volunteers and giving communities at the grassroots.

THEME 5B : NUTRITION

Thematic Goal 5b: To impact the factors causing malnutrition/ under nutrition and improve the nutrition security of marginalized communities for their sound physical and mental health.

Malnutrition is a silent emergency in India with about half of the women and children suffering from anemia and other malnutrition diseases. Caritas India focuses on helping poor households create for themselves micro-level nutrition safety nets with local resources in nutrition-distress-hit areas to identify solutions to their food and nutrition problems. There are also important nutrition programmes in the public domain that need support and improvement.

STRATEGIC ACTIONS

- ▶ Improving nutrition resilience by identifying more empowering and localized solutions that free communities from external dependencies.
- ▶ Helping communities identify/revive local and traditional food and nutrition solutions by recognizing and popularizing local food cultures. Building on community's skills in maximizing food production and nutrition supply from marginal and small farms and kitchen gardens
- ▶ Empowering the marginalized communities for accessing their entitlements under the government nutrition programmes
- ▶ Dialogue and networking with policy makers, implementers and other stakeholders for effective nutrition solutions
- ▶ Promote changes in behaviour and food habits for reducing malnutrition
- ▶ Capacitating local nutrition volunteers in the marginalized communities and improving resource base of households needed for nutrition security

THEME 6: PEACE BUILDING

Thematic Goal 6: Factors and agents promoting peace will have been strengthened

Peace and security are indispensable pillars for sustained development. Peace building calls for cooperation and coherence among actors and focuses on three crucial areas - context, partnership, and accountability. Educating people and making them conscious and concerned about peace for social justice, cooperation and self-reliance is the crux.

STRATEGIC ACTIONS

- ▶ Empowering local communities to initiate and sustain their own peace and humanization process.
- ▶ Promote interfaith dialogue, peace committees, interfaith cultural engagements
- ▶ Educating children and youth on need and values of peace and tolerance-, especially in schools/colleges, using activities such as sports
- ▶ Integrate values of peace and communal harmony and tolerance with general development work and Challenging structures that contribute to conflict and moving beyond short-term interventions.
- ▶ Building up partnerships and alliances to encourage forces of peace and promoting a framework of cultural humility that helps individuals to be tolerant to other ideas and cultures, promoting peace clubs in schools and communities
- ▶ Promoting peace volunteers among the people to defuse tensions and conflicts and protect peace, capacitate local women leaders as peace keepers and peace agents, build teams of volunteers from different faiths.

Caritas India will strategize her interventions that focus on changes that are required in the areas of conflict mediation ranging from peace-making to peace enforcement and peace building. Programmes will focus on most vulnerable groups like, Children, youth, women especially widows, physically challenged, old aged and victims of disasters, conflict survivors, political refugees and excluded communities as they are in dire need of external support during and after conflict. ■

FOCUS COMMUNITIES

I. SCHEDULED TRIBES (TRIBAL /ADIVASI) COMMUNITIES

Scheduled Tribes (STs) are among the most disadvantaged communities in India. Dwelling in the forest area and land with valuable natural resources, they are worst sufferers of the ill effects of the modern development. Their culture, language and traditional systems of governance are eroding. The revival of tribal eco-system is a major concern for Caritas. Caritas intends to work closely with the Government and other agencies for leveraging appropriate support needed to empower the tribal Community based institutions.

STRATEGIES

- ▶ Institutions of the tribal are weak and do not have mass appeal and leadership. Supported Institutions will contribute in building Tribal Leadership. Moreover, the youth of the community will be groomed through proper cultural education on their tribal identity and build their confidence for self-respect and dignified way of life.
- ▶ Mobilize Community for creating Educational and Skill development funds to support the needy tribal youths for enhancing their education and skills that leads to jobs, employment or self-employment through business enterprises.
- ▶ Strengthen self-governance through PESA and FRA and other supportive legal provisions. Strengthen tribal eco-system and appropriate customary institutions.
- ▶ Promote volunteerism and Resource mobilization from the community for Tribal awakening. Self-sustenance is the key to socio-political and economic emancipation. Youth will be awakened to their identity and culture through education and skills
- ▶ Promote community cooperatives, create market, supply channels for tribal producers, providing fair returns and promote investment and credit facilities through financial and banking services to community owned cooperative institutions.

II. Scheduled Castes (Dalits)

Scheduled castes or Dalits, are the former Untouchables, considered spiritually and physically unclean, by the Hindu religious caste system, hence location-wise also segregated in the villages. In cities, majority of the slum population is comprises of migrant communities, mostly Dalits. Their jobs include removing carcasses of dead animals, working with leather, performing midwifery duties, cleaning toilets, giving news of death, etc. Being majorly a landless and asset-less community, their survival depends on cheap casual labour, and agricultural labour dependent on dominant castes, and unorganized sector labour.

STRATEGIES

- ▶ Know the Vulnerable among the Vulnerable: Study the caste induced specific vulnerabilities of Dalits and sub-communities within them, of men, women, children, youth, elderly and so on to have targeted and effective strategies to address their issues.
- ▶ Empowering Dalits: This will be done by facilitating awareness about rights and entitlements among the Dalit communities. Caritas would develop a larger development and transformation agenda in consultation with communities and relevant stakeholders.
- ▶ Strengthen Participation in Local Governance: Facilitate participation and effectiveness of Dalit Sarpanches (women/men).
- ▶ Build Dalit Leadership and Volunteer base: Caritas India would work towards developing and promoting Dalit women and men leaders and volunteers in the community, district and state levels by providing required facilitation, awareness, and protection and safeguards against external backlash. It will promote and strengthen Dalit-led organizations.
- ▶ Network and Dialogue: Networking and dialogue on critical issues of attention and action will include communities, Dalit academicians, Dalit commission with in CBCI, research institutions, Governments, service providers, media etc. at different levels. It will dialogue with Dalit and non-Dalit leaders; National Commissions and relevant Ministries/Departments; Legislators and Executive at state and national levels.
- ▶ Recruitment of Dalit personnel and Capacity Building of Implementing Partners: Caritas India and partners would delve deeper into the layers of vulnerability, marginalizations and have a holistic understanding of intersections of vulnerabilities to have responsive interventions.

III. URBAN POOR/INFORMAL SECTOR WORKERS

City is an opportunity to rural poor for making a living in the urban areas. Rural people are pursuing internal migration as a way of survival strategy among others to create livelihoods in the urban informal sectors. The situation is linked to rural conflict and displacement leading to the miseries of migrants.

The socially backward and economically weaker sections of people, particularly the oppressed caste people, minorities and poor are the inhabitants of the slums. Slums are the manifestations of poverty and human struggle for shelter and security.

STRATEGIES

- ▶ Capacity building, empowerment and leadership development among the urban poor
- ▶ Dialogue for sensitization of government departments and other duty bearers for just implementation of existing laws, policies and schemes related to WASH/livelihood/social security/housing for urban poor.
- ▶ Promote common learning and collaboration among CSOs working with urban poor, migrants and informal sector workers
- ▶ Advocate for policies 'with teeth' designed for the welfare of the urban poor/ informal sector workers/ slum dwellers/migrants that propagate life with dignity. The government and other service providers have to construct the necessary infrastructures as well as basic services with community participation and community control.

- ▶ Monitoring of services for urban poor from all existing relevant bodies like Metropolitan Development Authority, City Corporation, Slum Clearance Board, Water and Sewage board, and others in addition to the disaster management agency.

IV. WOMEN

Women in India are highly deprived and discriminated. Reasons like forced acquisition of land forces marginalized social groups to migrate, making women and girls even more vulnerable to trafficking and sexual exploitation. Women fare much worse on health, education and other key life determining Human Development Indicators. The Child sex ratio is still falling. Women suffer from extreme discrimination in division of labour, unequal access to credit and property, absence of security and exploitation. Women routinely face sexual harassment at workplaces. Women's participation in governance faces deliberate hurdles despite the 73rd and 74th amendment and efforts for a Women's Reservation Bill.

STRATEGIES

- ▶ Facilitate empowerment processes for women to claim their rightful position in society through critical analysis of patriarchy and exclusion to secure claim over resources, time and control over their bodily integrity in order to fight systemic discrimination and structural violence
- ▶ Work towards women's space and worth in public and private spheres (decent work and wages, gendered division of labour, unpaid work at home, independent entrepreneurship)
- ▶ Facilitate the agency of women (women leadership/volunteers/organizations) to question and confront any form of violence against women and impact local governance institutions through improved participation and decision making
- ▶ Strengthen democratic institutions like PESA, PRIs, ward sabhas and 6th Schedule areas. Making Gramsabhas under PESA and ward sabhas in urban areas functional for women in decision making

V. RELIGIOUS MINORITIES

Caritas India believes in mutual respect amongst all segments of the society. But that can only happen when religious minorities (Muslims, Christians, Buddhists, Sikhs, etc.) and indigenous voices are empowered, supported and respected. It means actively listening to the voices of women, from the minority communities. And it includes ensuring that minorities have the final say in how their environment is conducive for a harmonious development.

STRATEGIES

- ▶ **Transforming the mindset**
Through education, dialogue and public awareness campaigns, there can be a gradual change of perspectives. Efforts will be taken in engaging with the educational system towards addressing the patterns of exclusion, and promoting pluralism, peace, harmony, tolerance and respect for diversity and dialogue, as exclusionary behavior is often perpetuated through educational curricula.
- ▶ **Mainstreaming social inclusion objectives**
Mainstreaming social inclusion goals and objectives into organizational policies as well as dialoguing with the government for inclusion of these objectives into their policies of employment, poverty reduction and public information, shall be an important focus area of Caritas in her approach.
- ▶ **Effective local governance – local representation**
Broad base participation at the local level to foster transparency, accountability and legitimacy will be given

impetus. Getting minority groups to engage on different platforms and involving them in decision making processes through our interventions shall be the key highlight of our approach. Organizations of minorities and leadership among them will also be supported for national level contribution.

► **Multi stakeholder processes and inter-faith mechanisms to promote coordination**

Caritas shall foster dialogue across stakeholders and inter-faith platforms to build common understanding on certain issues and setting common goals to create a safe and supportive environment for minorities.

VI. MIDDLE CLASS AND YOUTH

Middle class in India has expanded significantly in the last three decades. Youth belonging to the new middle class is dynamic, vibrant, assertive and adaptive. They are key constituents in the new middle class and have an influence on young people outside this section too. Young women are also advancing in all walks of life including business and politics. They can play a strong support role in creating a just society.

STRATEGIES

- Information sharing on education of children, analysis on price rise and affairs of economy and disseminating information on environmental and climate change and disaster related challenges
- Facilitating opportunities for youth through imparting communication skills to unemployed youth, computer education to less educated, education to poor children, intervention in festivals, cultural programmes, physical exercises, runs, themes, forming clubs etc. e-literacy campaigns
- Sensitization campaigns through Flash mob, Mob freeze, on-line petitions, social media, group songs and dances (fusion music), short films. Using RTI, PIL and working on it and encouraging alternative media.
- Creating opportunities of volunteering, engagement and contribution for the middle class and youth for the social cause
- Engaging with student and youth organizations and creating avenues of mutual support and supporting the movements of young women for their safety and freedom of life choices
- Sensitizing middle class and youth against all forms of discrimination (gender, caste, identity, etc.)

VII. CHILDREN

India is home to 39% children of the total population (Census 2011), which is the largest child population in the world which altogether comprises 27% of the total child population. Age, social, economic and geographical circumstances, and unique developmental needs (social, emotional, physical and cognitive wellbeing) render children most vulnerable to inequality induced poverty and deprivations. Added to this, natural risks and uncertainties, physical and social insecurities challenge many childhoods. Chronic poverty, abysmally low literacy rate, early marriages and inadequate dietary intake continue to mar survival, development and overall wellbeing of Dalit and Tribal children.

STRATEGIES

- Promoting community based platforms to enable children's participation on issues of concern.
- Emphasizing and ensuring Child Protection Policy is developed and adhered to by Caritas India Partners
- Developing, promoting and strengthening child leadership across processes and strategies, including Disaster Risk Reduction
- Networking and dialoguing with child rights alliances, policy makers and Executive

- ▶ Developing children and youth led engagement with duty bearers and policy makers/influencer, stakeholders.
- ▶ Consolidating good practices and learning for wider dissemination and media engagements

VIII. SMALL AND MARGINAL FARMERS

Small and marginal holdings constitute 85% of the total land holdings and occupy 45% of the area in India. As per the 70th round of the National Sample Survey (NSS), in respect of farmers having less than one hectare of land, the net monthly income (farm and non- farm) was negative and the net investment in productive assets was meager, indicating that small-scale farming is inefficient in India.

STRATEGIES

- ▶ Efficient water management strategies to maximize productivity so that it creates an asset base of the farmer gradually.
- ▶ Crop diversification and inclusive farming approach is the only key to the survival of the marginal farmers. Crops will be mixed with fruits, vegetables, animal resources development etc. so that if the main crop fails, the others will be able to support livelihood of the farmer.
- ▶ Women's groups/ farmers collectives will be trained on business plan and skill them on value addition. In majority of our project areas across India, sizeable no. of population depends on forest produce too as their primary source of income. The strategy will emphasize on the scope for value addition to increase farmer's income.
- ▶ Marginal farming community will be able to access benefit of different govt. schemes/project. CI and partner will work together to support community in a more proactive way towards achieving the same.
- ▶ Promoting climate adaptation in agriculture including adjusting their sowing seasons, planning for less water consuming crops, integrated approach on stabilizing farm income, promotion of soil health building measures etc.

IX. PEOPLE LIVING WITH DISABILITIES AND AGED

People living with Disabilities and Aged people are considered among the most vulnerable, even among the marginalized communities. Caritas will make special efforts to mainstream their concerns in its humanitarian aid, recovery and general development programmes. Special programmes for these communities will also be developed. Strategy will emphasize more on community based support rather than institutional support.

STRATEGIES

- ▶ Capacitating partners on inclusion perspective for PwDs and Aged in different stages of project cycle and mainstreaming their concerns in main programmes.
- ▶ Collaboration with the government and other agencies to promote the rights of PwDs and Aged.
- ▶ Developing models of self-reliant and empowered PwD and Aged communities.
- ▶ Disseminating good practices on care for PwDs and Aged. ■

Conclusion

This new strategic plan has taken inspiration from the ideology of Diakonia and its directions on social transformation. This has helped in articulation of our 4 key strategic pillars of Empowerment Animation, Dialogue (with and for the poor), Volunteering and promoting Giving Communities. These strategic dimensions will run through all our programmes and interventions on different sectorial themes with priority partner communities.

The new strategic plan for the next five years (April 2018 - March 2023) has emphasized on new strategic themes like Peace Building, climate Adaptation and Nutrition based on the changing context. It also visualizes linking of micro level efforts to create macro level impacts on structural reasons responsible for continued poverty and inequality.

This strategic plan will be converted into workable action plans, achievable targets and indicators. A periodical review of progress on the strategic plan will also be conducted. The reviews will also help in any fine tuning and modifications when needed. Capacity building programmes for staff and partner communities will be organized to ensure that the strategic plan is implemented with the required skills and expertise and the expected results are achieved.

We would like to consider this document as a dynamic one which would be critically reviewed at regular intervals to determine the efficacy of the strategic processes. This would be pursued in a participatory environment and appropriate revision would be effected in the plan for better implementation and outcomes. We look forward to the active collaboration of all our stakeholders in the implementation of the strategy and critical contributions in the forward journey. ■



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