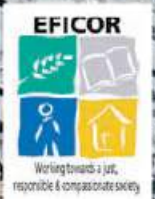


STRIDING INTO THE FUTURE



STRATEGIC PLAN 2015-2020
THE EVANGELICAL FELLOWSHIP OF INDIA COMMISSION ON RELIEF

VISION AND MISSION

Vision

Working towards a just, responsible and compassionate society.

Mission

- Influence and educate for good governance.
- Facilitate communities towards transformation.
- Converge and collaborate for responsible social action.

ABOUT EFICOR

EFICOR is a National Christian Organisation engaged in Development, Disaster Response, and Training. It serves the poor, socially excluded and the marginalised in situations of poverty, injustice and disaster irrespective of caste, creed, religion or ethnicity. EFICOR also works towards influencing Churches in India to address issues of injustice and poverty.

EFICOR is a registered Society under Karnataka Societies registration Act 1960 on April 30, 1980. It was started as the Relief and Development arm of the Evangelical Fellowship of India (EFI) in 1967.

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STRIDING INTO THE FUTURE



At EFICOR, Strategic Planning is an important exercise to provide strategic direction to the organization factoring in the context, the challenges and opportunities and making our response relevant to the prevailing issues of justice and poverty.

The process that gave us the current plan beginning in July 2014 and culminating in March 2015 was an experience of great learning. Of much significance were the revisiting and rewriting of the Vision and Mission statements of the organization and realigning the goals within the new framework.

Centre of Excellence is our flagship endeavour, which hopes to consolidate our several decades of experience in training and take it to greater heights where the courses we offer are certified by Universities. We have sharpened our focus on programmes and refined our responses with clear indicators. In a comprehensive approach to our Vision statement of “establishing a responsible and compassionate society”, we have consciously included in our plan efforts to reach out to the non-poor and to motivate them to live responsible and compassionate lives that will address issues of poverty, marginalization and the environment.

Our cross cutting themes include Conflict Resolution & Peace Building and Human Trafficking recognizing the immensity of these issues and the pressing need to respond. Increasing urbanization and its impact has given us impetus to give a special emphasis on urban poverty related programmes. We are also striving to raise funds from within the country.

As we stride into the future and carry out our plans for the years 2015 – 2020, we are deeply aware of the challenges and uncertainties that lie ahead. But our hope in achieving our plans is anchored in our faith. Faith in our God who has led us thus far and who will continue to lead us into the future in transforming communities and making a difference. Faith in our staff who untiringly and selflessly love and serve communities with commitment and passion. Faith in our supporting and implementing partners that they will continue to journey with us. Faith in our past experience and learning that will help us to bring the impact in our programmes and faith in our systems and procedures that afford transparency and accountability to be good stewards of the resources entrusted us.

Join us in our efforts to create a just, responsible and compassionate society.



KENNEDY DHANABALAN
EXECUTIVE DIRECTOR



HISTORY

In 1986, a Statement of Faith was prepared along with a future direction document, which served as a sort of Strategic Plan for EFICOR. EFICOR has gone through 6 different strategic plans: the first one from 1991 to 1996, the second from 1996 to 2001, the third from 2001 to 2006, the fourth from 2006 to 2009 (it also had a Strategic Direction from 2006 to 2015 and had used the Millennium Development Goals as its benchmark) the fifth from 2009 to 2012 and the sixth from 2012 to 2015. EFICOR's previous strategic plan initiatives involved various steps involving research, experience and understanding the world around. Specific steps involved:

- Studies on issues affecting the nation;
- Consultation with those at the grass root level including project in-charges and partners;
- Seek supporting partner country's three year strategy for India;
- Study other donor country strategy for India;
- Paper presentation of various development thinkers on trends and challenges;
- Finalisation of sectors for involvement; and
- Work on objectives, indicators and targets for 3 years.

Guiding Principles

Justice and Compassion – Justice undergirds our engagement and compassion shapes its expression. We strive for justice in our world, effecting change in our systems, structures and cultures, the judicious use and care of the environment and being compassionate as we reach out to people.

People-Centric – We value people and relationships and are committed to serving them with love and respect irrespective of their social, political, religious, cultural or economic standing.

Excellence – Excellence defines our journey as we endeavor passionately to achieve our best, constantly blending innovation, new learning, creativity, professionalism, accountability and transparency to usher in a just and compassionate world.

Linking Mission and Vision

As EFICOR implements strategies and goals derived from the Mission Statement, it is imperative that the ensuing results reflect the Vision. Inherent principles for each part of the Mission Statement have been outlined below with the assumption that these will guide policies, programmes and reviews in the next five years:



Vision

Working towards a just, responsible and compassionate society.

Mission

Influence and educate for justice and good governance

Facilitate communities towards transformation

Converge and collaborate for responsible social action

Linking
Mission
& Vision

Awareness leading to change in knowledge levels and attitude (Justice).

Awareness and capacity building leading to action, reinforced by change attitude (Responsible & Compassionate).

Awareness and evidence based advocacy for policies & practices that are just.

Direct Action (Acts of Justice)

Programmes including projects, teaching, modelling, interacting, and demonstrating lifestyle (Encouraging Responsible Living)

Responding to the needs of those in distress (Compassionate Communities)

Awareness & Enabling Environment (Act Justly and Responsibly)

Awareness leading to compassion, reinforced by change in attitude (Compassionate)

Collaboration with groups and institutions (to Respond with Compassion)

Indicators

(Measurement of Vision)

- Extent and degree of involvement of Faith Based Organisations (FBOs), corporates, and wealthy individuals in activities and programmes that ensure a just, responsible and compassionate society;
- Extent of participation of excluded communities (Dalits, Scheduled Tribes, Other Backward Classes (OBC), People Living with HIV & AIDS (PLHA), Commercial Sex Workers (CSW), Urban and Rural poor, People with Disabilities, Transgender amidst others) in the country's development process and social audit of government policies ensuring social inclusion and dignity for all;
- Degree of reduction in conflicts, ensuring healthy relations between communities and religious groups; and
- Percentage of households and villages exhibiting resilience and having easy access to all necessary government provision and natural resources.

GOALS



GOALS & STRATEGIES

Goal-1	Goal-2	Goal-3
To establish a centre of excellence for social transformation.	To enhance the resilience and quality of life of the vulnerable and needy.	To engage people in issues of justice and responsible living.
Strategies- 1	Strategies- 2	Strategies- 3
<ul style="list-style-type: none"> Educating and influencing through academics, training and publication(s); Helping shape policy through evidence based research, innovative models and networks. 	<ul style="list-style-type: none"> Facilitating and enhancing sustainable livelihood through climate change adaptation, DRR and poverty reduction interventions; Promoting sustainable community health (prevention, access, nutrition and hygiene) with focus on MCH and HIV Facilitating the rebuilding of lives of those affected by natural and other disasters Facilitating improved living conditions of the urban poor and employment for people with disabilities 	<ul style="list-style-type: none"> Sensitizing and motivating key populations to be compassionate and pro-actively be involved in issues of justice and responsible living Creating models of intervention through peace building initiatives in conflict situations

Goal -1

To establish a centre of excellence for social transformation

Social Transformation

Social Transformation is a complex phenomenon which is fluid in nature. People that bring in or work towards social transformation generally assume moral authority over what is right and wrong and almost always believe that they are ushering in a positive change that will ultimately affect the lives of the people or a society they are targeting/ serving. Social Transformation is a process which is long term in nature and takes its recipient through stages that will ultimately result in higher standard of living, positive thinking, social cohesion, equitable distribution & usage of resources, peaceful lives, responsible and compassionate living, and justice for all.



Sectors	Results Expected	Indicators of Achievement
University	<ul style="list-style-type: none"> Feasibility study for University will have been completed Process for establishing University will have been documented Discussion with like-minded organisations to establish University would have been held 	<ul style="list-style-type: none"> Range / Extent of legalities and other requisite modalities covered in the Feasibility and Process Reports for University and Training Institute Amount raised for establishing the Centre Quality, quantity details of the infrastructure, efficiency of systems, rules and regulations, and competency of Training Institute Quality and details of by-laws, governing body functions, MOA etc Quality and range of courses offered in Certified Diploma Courses Quality and range of subjects offered in Social Worker Degree course Quality and range of subjects offered in Graduate, Post-Graduate and Doctorate courses Skill, competency and commitment of human resources at the Centre; details of vacancies Accreditation of all courses with a UGC recognised University
Centre of Excellence in Social Studies	<ul style="list-style-type: none"> A separate Centre of Excellence on Social Studies with proper infrastructure will have been established Funds will have been raised for the Centre of Excellence on Social Studies 	
Courses offered at the Training Institute	<ul style="list-style-type: none"> Training Programmes will have been upgraded Certified Diploma Courses will have been initiated & offered Graduate, Post Graduate and Doctorate courses will have been initiated and offered 	
Research expanded	<ul style="list-style-type: none"> Scope of Research will have been expanded (ongoing) Advocacy and consultancy programmes will have been initiated with available expertise and evidence based research papers (ongoing) Papers on people's perspective on social issues will have been formulated for the government on social issues (ongoing) 	
Synchronising Theories and Development Practices (Various departments)	<ul style="list-style-type: none"> EFICOR Interventions will have become further evidence based New curriculum of training will have been developed based on the needs in programme implementation 	<ul style="list-style-type: none"> No of EFICOR staff taking up action research in their projects; Quality & utility of research conducted Extent of change reflected in EFICOR organogram

Goal -2

To enhance the resilience and quality of life of the vulnerable and needy



EFICOR is committed to refocussing on its existing programmes, which were part of three separate goals during the period 2006-2015, as part of its endeavour to consolidate and move 'out of the box' to address the changing socio-politico-economic situation in the country. This goal has incorporated the core areas of EFICOR interventions and redeployed them as the following four sections:

Sectors	Results Expected	Indicators of Achievement
Livelihood <ul style="list-style-type: none"> Climate Change Adaptation & Mitigation Disaster Resilience Farm and non-farm interventions 	<ul style="list-style-type: none"> Households will have experienced food, water, renewable energy and financial security. Communities in disaster prone areas will have become safer, more resilient and less likely to migrate. CBO will have taken over village development with strengthened representation in PRI and engagement of youth. 	<ul style="list-style-type: none"> Percentage increase in households that have access to sustainable livelihood options, food, safe water, government entitlements and renewable energy through the year, but especially during lean season Percentage increase in purchasing power of households Reduction rate of mortality amongst humans and livestock during disasters Percentage reduction in forced & distressed migration Percentage of representation of exploited / disadvantaged communities in PRI
Public Health <ul style="list-style-type: none"> Mother and Child Health (MCH) HIV Care & Support 	<ul style="list-style-type: none"> Maternal and infant mortality rates will have reduced to the state average/ national average (whichever is lower). PLHA will have experienced 'continuum of care' through livelihood opportunities, primary and secondary care. 	<ul style="list-style-type: none"> Reduction in MMR Reduction in IMR Percentage and number of PLHA experiencing continuum of care
Urban Intervention <ul style="list-style-type: none"> Health and Sanitation for the urban poor Employment: Urban Poor and People with (Physical) Disabilities 	<ul style="list-style-type: none"> Urban poor (including the disabled) will have been empowered to exercise rights, access entitlements and employment without fear of extortion, eviction, exploitation and discrimination Incidence of communicable and water-borne diseases / infections in slums will have been reduced 	<ul style="list-style-type: none"> Extent of empowerment of the urban poor Number of people with disabilities gainfully employed Range of rights exercised and entitlements accessed Percentage reduction in incidence of communicable and water borne diseases/ infections.
Disaster Management <ul style="list-style-type: none"> Emergency Relief Rehabilitation 	<ul style="list-style-type: none"> Disaster affected communities will have experienced restoration of hope, dignity, livelihood, housing, and infrastructure 	<ul style="list-style-type: none"> Extent of restoration experienced by communities Percentage of the affected whose lives were restored to pre-disaster levels

Goal -3

To engage people in issues of justice and responsible living

EFICOR believes that the society as a whole is responsible for the well-being of its citizens and this goal is dedicated to bringing about the same at both micro and macro levels. At the forefront are the 'haves' that EFICOR hopes to engage for the task of nation building. Not only do they bring in valuable resources but also serve as role models to millions of Indians. In addition, EFICOR having rich experience in working with and through Churches will use the Church as a vehicle to engage with identified key populations. The success of this programme would be a massive pool of individuals and groups who would become agents and agencies of transformation and usher in change in their respective areas. Social change agents, volunteers, publications, platforms such as think tanks, policy dialogues and public debates and so on, will be key vehicles for the fulfilment of this goal.

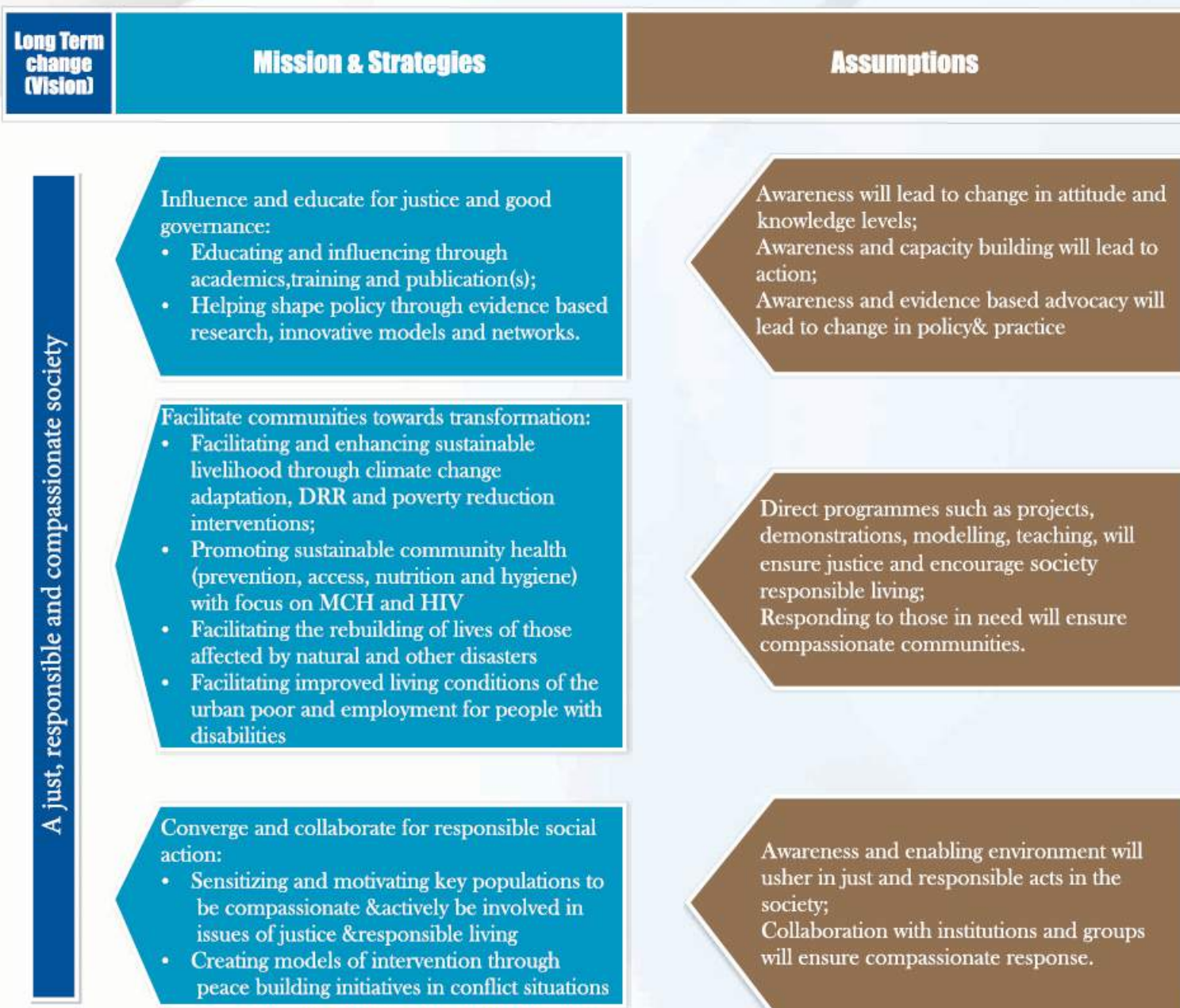


Key Population	Impact	Indicators of Achievement
High Net-worth Individuals (celebrities, business tycoons, industrialists, etc.)	<ul style="list-style-type: none"> High Net-worth Individuals (HNI) will have become more benevolent, sensitive, compassionate and socially involved; some even becoming social brand ambassadors 	<ul style="list-style-type: none"> No of HNI who have started giving; Extent of involvement of HNI No of HNI who were effective brand ambassadors for a sustained period of time
Corporate bodies (including FICCI, ASSOCHAM, CII, etc.)	<ul style="list-style-type: none"> Corporate bodies will have been (at least initiating & at maximum actively demonstrating) just, responsible and compassionate practices in their policies, advertisements and programmes 	<ul style="list-style-type: none"> No of corporate bodies that have initiated such practices in their: Policies, Advertisements, Programmes
Humanitarian agencies and networks and Civil Society Organisations (CSO)	<ul style="list-style-type: none"> Collaboration and convergence with like-minded civil society agencies will have ensured: minimal duplication of work and maximum efforts for common goals local governments paying attention to social issues being addressed by EFICOR policies favouring the 'have-nots', oppressed, and distressed in places of worship, FBO, community institutions, civil society agencies and corporate bodies 	<ul style="list-style-type: none"> Extent of collaboration Extent of partnership with local governments through collaboration on social issues addressed by EFICOR No. of agencies that changed their policy favouring the 'have-nots' etc. Extent of change in their policies and corresponding practices Percentage of 'have-nots' who received benefits as a result of collaboration
Faith Based Organizations (FBO) i.FBO Leaders ii.Individual FBO(focus on youth)	<ul style="list-style-type: none"> Several FBO in various pockets of India will have become beacons of hope and support for the distressed, oppressed and the helpless FBO will have raised their voice at acts of injustice irrespective of caste, creed and religion 	<ul style="list-style-type: none"> No of FBO / FBO groups involved & their extent of involvement in issues affecting the vulnerable & distressed in society No of individuals or poor societies (villages) adopted by FBOs to work for their socio-economic development.
Religious Schools and Mission Organisations	<ul style="list-style-type: none"> Students and missionaries will have introduced relevant social issues & measures to address them in their respective FBO and mission fields, after graduating. 	<ul style="list-style-type: none"> Ratio of students and missionaries that have introduced relevant social issues in their areas of influence and work Range of issues introduced and addressed
Educational Institutions (higher secondary schools and colleges)	<ul style="list-style-type: none"> Students (15 years and above) will have become change agents in their homes and communities Awareness and participation of citizens in and around educational institutions on social issues will have been enhanced 	<ul style="list-style-type: none"> Range of issues taken up by students & citizen groups in these areas Extent of involvement of students citizen groups Ratio of students actively engaged in issues affecting their surroundings
Professionals (Lawyers, Doctors, Auditors, IT workers, social scientists, etc.) and their associations	<ul style="list-style-type: none"> Social issues will have been highlighted in several influential forums in the hope of shaping national and state level policies through initiation and sustenance of 'professional think tanks' 	<ul style="list-style-type: none"> No and range of issues highlighted No of policy documents that were considered by governments No of professionals who are an active part of EFICOR think- tank

Cross Cutting Themes

Theme	Issues	Interventions
Research & Development	Integral Mission, Policy Studies, Lack of Evidence (Societal)	Linking Research and Development (Policy & Community Based Studies etc.), Training Institute - University
Community Mobilisation	Rural and Urban Poverty; Exploitation, Disaster Preparedness, Health, Gender	Community Empowerment, Capacity Building, Disaster Risk Reduction.
Networking	Corruption, Governance (Irresponsible), Gender violence (trafficking), Child Labour	Community Empowerment Programmes, Forums (Creation & Sustenance)
Social Action	Disasters, Conflicts	Relief & Rehabilitation, Peace Initiatives
Sensitisation	Injustice, Poverty, Governance (Non-compassionate), Climate Change, Disability, HIV	Debates, Interventions with the 'haves', Capacity building and mobilisation

Theory of Change



Medium Term Changes (Goals)	Approaches	Sectors
A centre of excellence for social transformation established	Facilitating change in attitude, policies and practices through the Training & Research institute and by Linking Research & Development	Academics; Training; Publication; Research; Climate Change Adaptation & Mitigation; Disaster Resilience; Farm and non-farm interventions; Public Health focusing on MCH; Prevention of HIV; Health & Sanitation for the Urban Poor; Employment for the Urban Poor and People with Disabilities; Relief & Rehabilitation; Forums (of the 'haves' & the influential); Advocacy; Models (Justice and Peace interventions);
Resilience and quality of life of the vulnerable and needy enhanced	Promoting and enhancing sustainable livelihood, public health and overall living conditions through Community Centered - Rights Based Empowerment Approach and Humanitarian Services	
People engaged in issues of justice and responsible living	Sensitizing and motivating for enabling environment through Collaboration, Capacity building and demonstration	

Organogram

