

Strategic Plan

Balasore Social Service Society (BSSS)

Balasore, Odisha

Prepared: 2024

Introduction:

BALASORE SOCIAL SERVICE SOCIETY (BSSS) is the Official Socio, Economic-Developmental Organization of the Catholic Diocese of Balasore for disaster management and Development. It is a State level Organization and registered under Registration of Societies Orissa Act XXI of 1860 having the registration No. 19342/61 of 1992-1993 and having its registered office situated at Balasore Social Service Society, Vivekananda Marg, District & P.O. Balasore – 756 001, Odisha.

Balasore Social Service Society seeks the integral development which inspires the society to see its staff as human resources and as partners in delivering its services to the poor. BSSS is committed to creating and maintaining an environment which promotes its core value of human dignity, justice and peace among Tribal, Dalits, Minorities and Other backward communities (OBCs) and prevents abuse and exploitation of its employees, partners and beneficiaries. BSSS is working in four civil districts namely Balasore, Mayurbhanj, Bhadrak and Keonjhar of state Odisha. The organization has been working for the upliftment of the most disadvantaged people of the society through its various program intervention e.g livelihood, health, quality education, women empowerment, safe migration and prevention of trafficking.

The strategic plan document has two sections as given below:

1. Key findings of organizational assessment & context analysis
2. Key strategic decision for organization relevance, effectiveness and sustainability

SECTION-I: Key Finding of Organizational Assessment & Context Analysis

The organizational assessment and the context analysis has been carried out taking into consideration various aspects both at the organizational level and at the community level. The findings within these aspects have been represented in form of the major strengths and scope of improvements as follows:

Aspect 1: Organization Vision and Mission:

Vision

“We envisage a transformed society where love, peace and Justice prevail”.

Mission

‘We undertake the mandate of promoting, facilitating and enabling sustainable human development of all, especially the poor and the marginalized by fighting poverty, diseases, enhancing quality education, ensuring livelihood, food security and addressing emergencies.’

BSSS has adopted following process in order to facilitate strategic planning

- Review of past evaluation reports
- Organizational Assessment
- Context Analysis
- Prioritizing the key issues for strategic planning
- Strategic planning workshop

Area of strength:

Organization has a clear vision and mission in place and it is understood by internal stakeholders of the organization specially the core staff. The Vision clearly talks about what it wants to achieve in the long term and how it would be achieving the same. On interacting with the internal stakeholders like governing body and the core staffs, they have a clear understanding on the organization's vision and mission.

Area of concern:

Though the Organization has clear vision and mission, but it is clear only at internal stakeholder level and not understood to different external stakeholders like community and field level workers. The communities do recognize the organization based on the organizational project activities however they do not have clarity on what is the long term and ultimate goal of the organization with the community and what community can expect from the organization for their own development

Aspect 2: Credibility and visibility of the organization: The other aspect which defines an organization is its credibility and visibility in the outer world.

Area of strength:

Credibility and visibility of the organization is high at community level: It was nice to notice that the credibility of the organization is very high at community level. Community recognizes the organization as reputed institutions and praises the interventions carried out in their area.

Good rapport with government stakeholders at head office level: One remarkable thing observed at head office level is that the organization through its staffs has a very good rapport with the district administration and other line departments. The staffs are recognized by the district administration and also the organization is recognized.

Areas of concern:

Limitation of credibility till district and local level: In order to gain the visibility at state, national as well as international level is need of an hour. Though the credibility and

visibility of the organization is good at the community level but it's equally low at the state, national level and international level.

Membership in thematic networks or alliance is minimal: Organization is not a part of any state or national level thematic networks or alliance which may affect its learning from the external world. In order to bring the learning from the sector as well as contributing in the same BSSS needs to build rapport at every level so as to partner with several other institutions. Taking membership in state and national level forums or networks is one of the effective means to make the presence feel at larger level, build rapport and partner to bring larger changes. However, such presence in state and national level does not exist for the organization.

Aspect 3: Organizational Governance:

Area of strength:

Governance structure: The general body and governing body structure does exist at organizational level.

By laws: The By-laws for governance is clear and has been defined in an adequate manner.

Area of concern:

Lack of role clarity among the GB members: The position of GB members is very important as these are the members who are visionary in nature and can take the organization to new heights. It was observed that GB members except couple of positions are not clear about the key roles & responsibilities on steering the organization towards its growth and expansion.

Non contribution by board members: Board members are meant to be actively involved in the organizational happenings and contribute towards the growth of the organization. However, in case of BSSS, except the President and Secretary, the majority of board members are unable to contribute towards the growth of the organization. Thus, the efficiency of the organization might get affected.

Aspect 4: Organizational policies:

Area of strength

BSSS has eight policies and standard operating procedure (SOP): Organization has all these policies which are being followed

Area of concern:

Absence of other mandatory policies: Organization does not have any other policies like Staff security Policy, Insurance policy and a policy to prevent conflict of interest for strong organizational operational functioning and bring standardization. Project monitoring and evaluation guideline helps to establish a strong monitoring system within the organization which can be implemented in various projects to gain successful results. All these policies are absent in present times.

Aspect 5: Compliance:

Areas of strength: The organization has the following registrations done which is mandatory in present times:

- Society certificates and FCRA is in place
- Returns are being filed
- PAN number is existing
- 12 A is existing

Areas of concern:

Absence of provision of Provident Fund: Provision of PF is yet to be institutionalized. However, as per the current Government of India (GOI) laws Employees Provident Fund (EPF) has to be institutionalized in every organizational set up. Thus, PF has to be institutionalized as soon as possible.

Aspect 6: Community participation:

Areas of strength:

High community participation at project level: Community engagement at project implementation level is very high through various CBOs as well as individual level in all the programs. The CBOs formed by the organization are actively engaged while executing all the activities of the projects

Community has become reflective: Community is now able to reflect their needs, issues and communicate the same to the organization. This shows that the community has strong trust on the organization and has become sensitive towards their rights and needs and vocal in nature.

Areas of concern:

Lack of engagement of community in planning and monitoring: Though the community participation at activity level is very strong but strategic engagement of community with the organization is still an area to be strengthened. The community is yet to be involved in planning and monitoring of the programs. To make any intervention a community managed

intervention, their involvement is required right from the inception phase of planning till monitoring.

Aspect 7: Program Management:

Areas of strength:

Result focused proposals: Project proposals are result focused with clear indicators like the Misereor project. Having clear SMART results defined within the proposals makes it easy for the implementation team to set their benchmark and work effectively towards achievement of those results.

Review meetings: Monthly, Quarterly, Half yearly and Core committee meetings are held for monitoring the progress and planning the future action. These meetings are helpful in knowing the present gaps and as a team take necessary decisions.

Clarity at partner level on implementation: The partners also have the log frame and projects with them and have a practice of preparing weekly and monthly action plans at animator level.

Presence of reporting mechanism: There is a reporting mechanism and reporting formats in which all coordinators, assistant coordinators and partners are expected to provide the progress like BSSS framework. This helps in timely review of the projects.

Areas of concern:

Lack of strong monitoring system: Monitoring system which helps in measuring the "CHANGE" especially the qualitative change are inadequate in the organization.

Analysis in review meetings: Though the reports are prepared, but the comparative analysis of the progress against the bench mark is not reflected in the reports. Reports also do not include the analysis of reasons for achievement and non achievement and decisions for improvement.

Aspect 8: Relevance:

Areas of strength:

Geographical relevance: The operational areas of the organization are relevant in terms of its remoteness and the target groups. The villages and district selected and operational are quite remote in nature in terms of accessibility and connectivity with cities. Also the community with which the organization works is one of the most excluded and vulnerable. Most of them are the tribal communities.

Relevance of the thematic areas: Organization has worked on relevant issues in last five years like livelihood, women empowerment, child protection, rights and entitlements, education, skill enhancement and disaster management. All these issues have been major concern areas in Orissa and the decision of the organization to contribute in these thematic areas was relevant.

Institution building: Working with CBOs and strengthening them has been very relevant for bringing effectiveness in the programs. These community based institutions have been functioning effectively and supporting the organization to carry out various activities in the target villages.

Areas of concern:

Relevance of thematic areas in present context: Organization requires working on issues which are very relevant at present context like safety and security aspects of the beneficiaries. To be very specific like insurance, recurring deposit (RD), pension schemes, education benefit schemes, linkages and trafficking. Thus, working on such agendas in all the target areas will have to be looked upon for the sustainability of the beneficiaries. Most relevant issues area wise should be selected on the other hand. However, the same issue may be relevant in other districts. Thus, the organization should have a theme based working contextualized in the districts rather integrated approach.

Process of area selection: The areas selected for operation was not based on existing and most relevant issues but based on organization's choice.

Aspect 9: Effectiveness and sustainability:

Areas of strength:

Community awareness and efforts: Communities have become aware of their entitlements and now making efforts towards accessing their rights and entitlements like NREGS, Indira Awas and Old age pension.

Enrolment of the dropout: The enrolment drive has increased the number of children going to school in the remote areas of the villages in past few years. The sensitization interventions of the organization with the community and schools have raised the sensitivity of the parents towards children education thereby increasing the ratio of children accessing education.

Women empowerment: Women mobility and leadership ability has improved and women have become vocal in the project areas.

Social change: During the field visit, it was noticed that now the communities from various caste category have started sitting together for the meeting. Household interaction among various caste categories has improved.

Networking and liasoning: CBO's networking has increased with local governance and departments.

Areas of concern:

SHG functioning: The quality of SHG functioning is found weak among more than 80% of SHGs visited. Many of the SHGs were found to be either sitting idle or defunct. Nearly half of the SHGs visited had issues related to regularity of meeting, taking up income generating activities and working as collective units towards women rights. Also, those who are functioning little bit have not been able to deal the agenda of livelihood towards the betterment of the families.

Poor village level institutions: The village level institutions like SMCs and GKS are not functional and no effort has been taken to strengthen the same. The SMCs are supposed to be the major monitoring authority towards implementation of the RTE Act within the schools. However, non functionality of these institutions has given rise to all chances of discrepancies which could be practiced at school level.

Village Development Committees: VDCs in most of the villages have become dysfunctional.

Aspect 10: Financial sustainability:

Areas of strength:

Present funding: Currently organization has funds to carry out the activities of the projects. Thus, for present time till the project periods the organization has sufficient funds to sustain its current project staff and carry out various activities at community level through projects.

Local fund raising: Some efforts have been done to mobilize government funds like TPNODL, VDMP etc.

Areas of concern:

Reduction in funding base: Although the organization has sufficient funds presently to meet its operating cost and deliver its current projects but comparatively funding strength has been reduced since 2023-24. The number of projects being received till 2023-24 was larger than the present. This clearly indicates the reduction in donor numbers.

Aspect 11: Efficiency of the organization

Areas of strength:

Partnership model: BSSS adopts the model of working through partners in their respective districts. These partners are the existing church based organizations which have similar vision to work within the marginalized and vulnerable societies. Working through partners helps in covering large areas. Partners have their prior presence in those areas which helps BSSS to work together and achieve better results with limited resources.

Staff strength: The core staffs of the organization at the coordination level are experienced which helps in working more efficiently. Most of the core staffs are having vast experience and are within the organization since last 8 to 30 years. They have a very good understanding of the areas where organization works and also very good subject knowledge on the respective themes. Thus, the staff level understanding on their job is good and this helps the organization to work efficiently.

Areas of concern:

Part time engagement of frontline staffs: The frontline workers who are supposed to deal the development needs are part time workers who are not able to deal the issues in depth be it livelihoods, trafficking. Thus, their involvement limits to events like awareness camps, meetings, etc. Thus, some of the most critical themes to work upon are just touched and not intervened deeply. Working with in-depth presence on any issue requires sheer dedication and time allocation. Thus, organization needs to think of the engagement pattern of the grass root level staffs.

Skill and knowledge base: Almost more than 50% of the grass root level staffs (including partners) lack in-depth understanding and skills in emerging issues like livelihood, trafficking, education. This raises a question on the suitability of the partners. Partners are supposed to be equally efficient and skilful. In order to work on partnership model, BSSS needs to develop partnership management framework for selecting appropriate partners in the field.

Non adherence to timelines: There have been delays in implementation of activities. Some of the activities within the progress reports are found to be delivered beyond the scheduled time. Activities are meant to be delivered on time so as to achieve the outputs on time.

Aspect 12: Organizational structure:

Areas of strength:

Core committee: Organization has a core committee which includes Director, Assistant Directors and Project Coordinators and Assistant Coordinators, Finance Officer and documentation Officer who discuss day to day project related issues

Job Description: Staffs have been provided with job descriptions. Thus, staffs have a very clear understanding on their jobs and know what the major deliverables they need to achieve.

Practice of delegation and decision making: Delegation is being practiced within the organization. Operational management at project level is decentralized and the senior most level do not have to micro-manage each and every aspects. Thus, minor operational decisions are being taken by coordinators.

Areas of concern:

Core committee: There is a small core committee which includes Director, Asst. Director, Project Coordinators and Assistant Coordinators, Finance officer and documentation Officer but it needs to be streamlined as it does not have clear role-responsibilities, functions, accountabilities

Work load: At the top level, program and finance is being handled by single persons at the sometime there people with dual responsibility. BSSS needs to develop its operational structure, profile each position and organizing the team accordingly

13. Emerging needs of the community: Apart from the organizational assessment a participator context analysis was also conducted in 4 of the districts as samples. These districts were Mayurbhanj, Balasore, Bhadrak and Keonjhar. The major objective of the context analysis was to understand the changes brought or occurring in the operational regions and what are the present needs of the community out there. Tools were developed and community & stakeholder interactions were carried out for the same. The team met various stakeholders like the government officials from health, agriculture, education department and also their village level representatives. Some of the CBOs like SMCs, SHGs, GKS, etc were also interacted. General community from all age group and category were also interacted so as to understand the present situation. Based on the trend analysis and discussion with the community the following are the emerging needs of the community:

- **Agriculture enhancement** – The target group with whom BSSS works, most of them are tribals with marginal land holding. About 70% of the land quality in these regions of Orissa is acidic presently and it has been due to very large scale use of chemical like

UREA in past few years. Also lack of proper irrigation facility has hampered the agriculture sector adversely. Thus, promotion of agriculture is coming out as one of the major needs of the community. There are however, several schemes ongoing in these aspects. Thus, the organization could work based on convergence model. Since most of the target populations are farmers and have small land holdings, organization needs to device a holistic livelihood package

- **Alternative and supplementary livelihood options** – Livelihood has emerged as one of the most critical and major needs of the community today. Incidences like migration, child labour, etc are key causes of income issue. Thus, promotion of livelihood for income enhancement is on top priority.
- **Youth employability** – Youths in most of the villages were found to be unemployed or very temporarily employed. Thus, community feels the need to have a strategic intervention for increasing the youth employability.
- **Access to quality education** – It was noticed that the school enrollment has improved in last 5 years however the quality of education is missing in most of the government schools. Though the RTE seems functional but most of the schools are found to keep it at documentation level only. Thus, the quality of education at children remains poor. Thus, the need of the hour is to provide access to children for quality education.
- **Unsafe migration and Trafficking** – Odisha is one of the most vulnerable state specially these 4 civil districts of BSSS where people migrate to other states/cities for job and become subject to trafficking as well. This is one of the core problems in all the districts of BSSS jurisdiction.
- **Child protection in the urban area:** Out of 4 civil districts some district such as Mayurbhanj and Keonjhar has lots of street and working children. Since these children stays in the slums, railways station, street, they face all forms of violence and abuses.
- **Alcoholism:** One of strongly rooted problem is alcoholism in almost all the districts.

SECTION-II: Key Strategic Decision for Organizational relevance, effectiveness and sustainability

In order to develop strategic plan, a two days workshop was facilitated at Balasore Social service society, Balasore, Odisha wherein representatives of BSSS Governing board members, management, finance and other operational staff participated. The most vital aspect is the presence of Director during the two days workshop helped in reaching to concrete decisions.

Key Approach:

As per the mission statement, Balasore Social Service society (BSSS) will follow **empowerment approach** through forming CBOs, promoting self help practices, building capacities of communities & other stakeholders through different ways and means. The focus of this approach will be to bring self reliance among the direct and indirect stakeholders.

Program Areas, Target Group and Program Goal

Program	Target group	Program Goals
Livelihoods: ○ Agriculture enhancement ○ Alternative and supplementary livelihood options ○ Youth employability	Small farmers (less than 2.5 acre cultivatable land), Landless household, youth of most marginalized household (Tribal & other backward section)	Improved household income of economically weaker families by creating sustainable livelihood opportunities
Access to quality education	6-14 years children in the rural areas – special focus on GIRLS	All children have access to quality education till secondary schooling
Unsafe migration and Trafficking	Unsafe Migration: Men, women, youth and children trafficked & potential victims, Youth & adolescent, children, women	<ul style="list-style-type: none">• Household migrating outside will have opted for safe place for employment• Reducing incidences of trafficking
Gender based violence	Women and Girl children, Victims Survivors	Reduced Gender based violence and women and girls living quality of life

Program wise Focused Districts in Next Five Years

Program	Districts			
	Mayurbhanj	Balasore	Keonjhar	Bhadrak
Livelihoods: <ul style="list-style-type: none"> • Agriculture enhancement • Alternative and supplementary livelihood options • Youth employability 	√	√	√	√
Access to quality education	√	√	√	
Unsafe migration and Trafficking	√	√	√	√
Gender based violence			√	

Organization has decided to keep its focus on all four civil districts and work intensively on above mentioned 4 thematic areas. Note: BSSS need to carry out an assessment of blocks in the identified district and select most vulnerable block for intervention

Organizational Strategies:

The organizational strategies for next five years are as following:

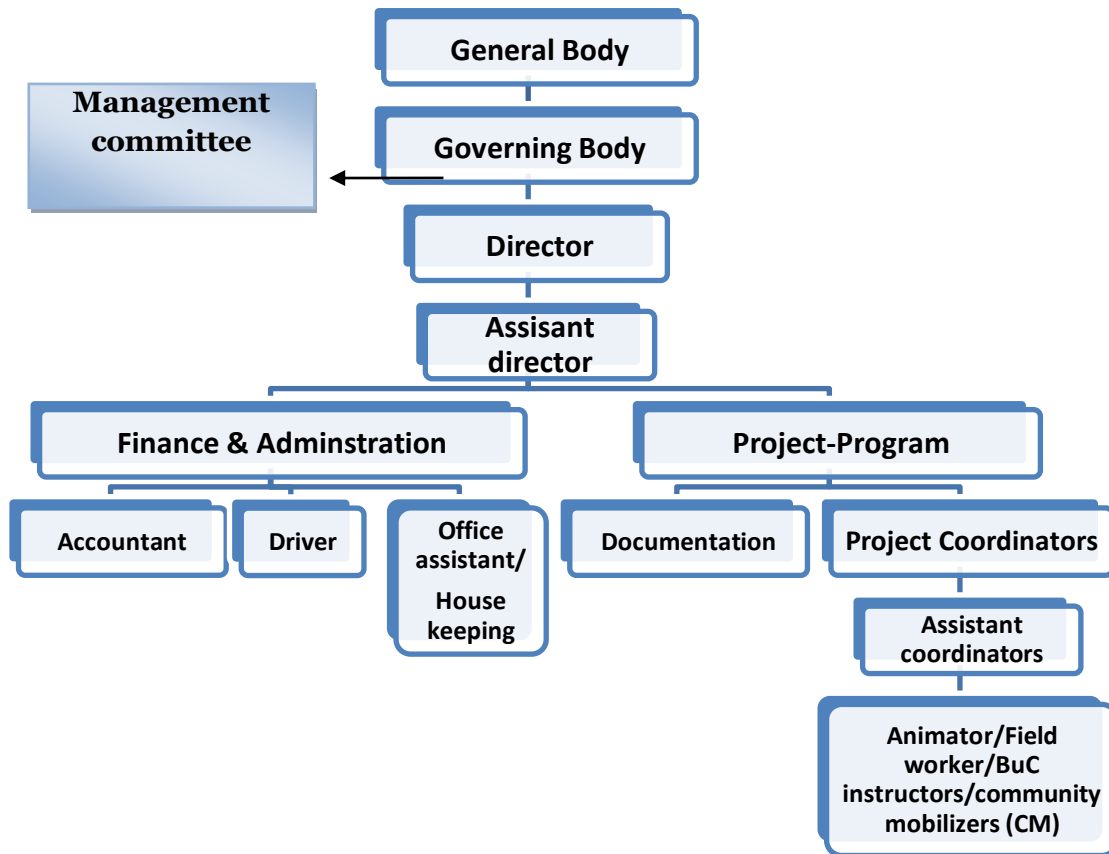
1. **Thematic Interventions:** BSSS would design and implement thematic or issues based projects. This will bring the depth in the projects in terms of its strategies and resources which in turn help in bringing outcome and impact level RESULTS. Livelihood may become integral part of all other themes mentioned in the program section.
2. **Un-reached and un-served areas:** organization select remote village/slums/DRR prone area or unreached and unserved areas where government services are weak and NGO presence is less/limited so as to create clear visible change.
3. **Cluster Approach:** Though the organization has decided to work in 4 civil districts as focus however, it will design and implement its projects in geographically compact location i.e. choosing cluster of panchyat and blocks for the implementation and not spreading without covering the villages or blocks in the same cluster.
4. **Impact oriented:** It is decided that BSSS will work in a compact area/region till the issues has been saturated and impact is visible. This would require long term intervention in the region through various projects on similar theme.
5. **Partnership with other agencies in the Districts:** In order to enhance the reach out and value addition, BSSS would also like partner with local organization church and non church both.
6. **Capacity Building:** BSSS adopts Capacity building as one of the core strategies; as it believes that there is ample potential among underprivileged families, communities,

service providers and other stakeholders to achieve development which can be strengthen and develop through capacity building.

7. **Working through CBOs:** Organization will work through CBOs as integral part of all intervention as this will also lead towards sustainability of the interventions
8. **Working with government systems/service delivery:** BSSS will work closely with the government to improve upon its service delivery system so that the services reach to the community efficiently and effectively.
9. **Active Engagement with civil society at various levels:** Organization has decided to engage with state and national level networks working on the similar issues for larger level advocacy on the same.

ORGANOGRAM

Balasure Social service Society has decided following organogram for smooth operation and achievement of result



Note:

It is being discussed that Director will play a role of overseeing finance and Adm., resource mobilization, networking & linkages whereas Assistant director's function would be to ensuring program quality, capacity building, oversee program plan.

Strengthening Governance:

General body:

- The configuration of general body will have members one from each parish who will be the priest, one lay person from each parish, one senior superior of local convent involved in social work will be member of general body.
- BSSS need to reconstitute its general body
- General body meeting will be once in a year as per the present by laws
- The organization need to update the list of general body member and share it with other members.

Governing body/Board:

- As far as governing body/board is concerned configuration of member remains the same as written in the bylaws. President and vice president of the society will be by default the bishop as the president and vicar general as the vice president. Treasurer and secretary will be nominated by the president of the society. Rest members will be elected by general body members out of which one will be priest, one will be nun, one will be lay man and lay woman.
- President can invite any external person as invitee during board meeting
- The board meeting will be conducted once in a quarter for first year and once in six month thereafter.
- The corum consists of two third of the total members.

GB will have following functions:

- Review of progress of current project in terms of its achievement against plan
- Review of new proposal to be developed or submitted
- Review of organization assets, its upkeep and it utilization
- Ensure legal compliance
- Review of the functioning of management team. GB would also interact with Management Team once in a year
- Review of income and expenditure of the given period
- Any other issues being brought by the director and board members.
- For changes proposed in the strategic plan board will pass resolution.

- There need to have orientation of board member on role and responsibilities.

Strengthening Management Team

Management team is a consultative body with the organization to deliberate on the strategic issues and take decisions.

- There will 5 member out of which at least one member will be female. Director, Assistant Director, Finance Officer, one female member & one Project Coordinator will constitute the management team.
- Management team will have its meeting Once in a month
- At least three members should be present to take day today decision.
- It will have following Functions:
 - Maintaining minutes of the meeting
 - Identify strategic issues & propose solution
 - Recruitment of the staff
 - Overall assessment of the organization & strategic planning
 - Action plan out of the discussion/agreed tasks, give accountability and demand results
 - Review of previous meeting action plan accomplishment
 - Decide & plan Celebration of major functions.

Enhancing Visibility of BSSS:

- Choose the most relevant issues and the area and demonstrate impact
- Active engagement with networks working on the similar theme at state and national level.
- On-going media presence.
- Develop attractive and user friendly website.
- Publish and share case studies, achievement, learning's through newsletter, annual report, and brochure.
- Develop and present position papers on the themes BSSS is working.
- Enhance strategic engagement with strategic government bodies, committees.
- Standardize official emails, letter heads with logo, colour and mission statement.
- Key project staff to have business cards and share it with relevant stakeholder
- Provide identity cards to staff

Strengthening Compliance

- Issuing appointment letter to animators.

- Salary structure as per govt. Norms
- Regarding PF, director will consult PF expert and proceed accordingly
- Start budgeting PF amount into the project budget or may be asked as welfare fund.

Financial sustainability:

- A team for fund raising which will consist of management team
- Preparing annual fund raising plan which will consist of total fund requirement, sources identification, activities for fund raising and responsible person for fund raising activity.
- Preparation of project proposal by a team and project coordinator (one in each quarter) and continue to send it to various donors
- Creating a successful model of a project and share it with external world specially donors.
- Inviting various sponsors into our project areas.
- Resource mobilization through own staff at local level.
- Create corpus fund through investment
- Partnering with govt. on some strategic issues.
- Director will be responsible to engage with various individual, corporate, govt, funding institution for fund raising

Capacity building and Grooming of staff

- Develop road map for each employee
- Practice strong Induction as decided in HR
- Capacity and performance assessment (performance appraisal, capacity building need assessment by superior of their respective team.)
- Develop annual capacity building plan including dedicating budget for the same
- Linkages with capacity building expert/agencies.
- Staff grooming by immediate superior and process will involve as follows.
 1. Feedback each other on knowledge, skills, and attitude and personality traits. Expert may be required to learn feedback strategies.
 2. Constructive On the job hand holding and mentoring.
 3. Recognize, encourage and motivate on regular basis those who are performing well.

List of Participants Participated During Strategic Planning Workshop on 13-14 June 2024

S.No	Name	Address
1.	Fr. Roy	BSSS, Balasore
2.	Bro. Francis	BSSS, Balasore
3.	Mr. Satyaranjan Mohapatra	BSSS, Balasore
4.	Mr. Sangram Murmu	BSSS, Balasore
5.	Mr. Chadrashekhhar Panda	BSSS, Balasore
6.	Mr. Silu Sah	BSSS, Balasore
7.	Jayasmita Das	BSSS, Balasore
8.	Mr. Sambid Giri	BSSS, Balasore
9.	Mr. Anirudha Pagra	BSSS, Balasore
10.	Mrs. Julie Hembram	BSSS, Balasore
11.	Mr. Nandakishore Behera	BSSS, Balasore
12.	Mr. Surendra Singh	BSSS, Balasore
13.	Miss Binita Singh	BSSS, Balasore
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