[7th September 2021]

People's Action for National Integration-PANI
[Empowering people to live a life with dignity]

Strategy and Strategic Plan
[2021-2026]

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PANI-Strategy and Strategic Plan (FY 2021-2026)
Resolved by: PANI-Governing Board
Date: 7th September 2021

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Purpose of strategy formulation and strategic planning

PANI strongly believes that every organization must have its own strategic plan. A strategic plan is a document that serves as tool for communication where every part of an entire organization can be made aware of the organization's goals, objectives, plans and directions that the organization will be taking.

The overall purpose of this strategic plan is to articulate the major strategic issues confronting PANI at the present time and to shape five year goals to effectively address these issues.

The following are the guiding points for formulating strategy.

1) To create a good fit between the organization and the requirements/evolving expectations of the stakeholders
2) To design pathways in view of current and changing working environment
3) It is increasingly being felt that there is a need to shift from some current strategies and coming up with newer strategies
4) To respond the current challenges of legal compliance, HR performance, systems' efficiency while keeping pace with changing environment in development sector.
5) Where we are now with the situation and analysis and where we want to be. [The gaps between these two by devising the strategies to reach destination/strategic goals]

PANI's first strategic plan was developed in year 2001 for the period of 10 years (2001-2010), the second strategic plan was prepared in year 2011 for the period of 5 years (2011-2016), third strategic planning was done in year 2016 for the period of 5 years (2016-21). This is the fourth strategic plan of the PANI for the period of next 5 years (2021-2026).

This strategy and strategic plan have been generated through an intensive process of 9 months (December 2020-August 2021) by the Core Management Group-CMG of PANI in leadership of chief functionary who represents the governing board on day to day basis in the organization.

The PANI-CMG conceptualized a planning process for creating this strategic plan document and involved /included the viewpoints of entire staff through conducting several rounds of discussion/brainstorming sessions and strategic planning workshops-SPWs. Extending the planning process to all level of staff is expected to have the dual benefits of strengthening the plan as well as creating a broad sense of ownership in implementation of the final strategic decisions. In this strategic plan the strategic and operational issues have been given equal importance.

And as a final step; this strategic plan is being table in PANI's Governing Board meeting to discuss thoroughly and approve it through a resolution.

Chapter-I

a) Who we are?

People's Action for National Integration (PANI) is a leading development organization in Uttar Pradesh, incorporated under Societies Registration Act XXI, 1860. It was founded by a group of Gandhian social activists in 1986 and was registered in 1989. PANI envisions itself as a medium for building an inclusive society that prospers in harmony with its surroundings. PANI's MISSION is to empower people so that they have greater control over their life situations and take responsibility to make a world that is mutually rewarding. PANI has its own Theory of Change that highlights their work across five main thematic verticals- (i) Gender and Governance-women & adolescent girls' empowerment (ii) Integrated Child Development (iii) Health, Nutrition & WASH (iv) Food Security & Sustainable Livelihood (v) NRM & Climate Change. PANI is implementing its various development programs currently in the 18 districts of Uttar Pradesh and 1 district of Himachal Pradesh and has already forged strong alliances at the local, state, national, and international levels. It has created a network of 469 grassroots level NGOs and has received certificates of honour for transparency from Guide Star India, Good Governance from Credibility Alliance, and Process Validation from the Charities Aid Foundation. As of date, there are 358 staff members in PANI working in different capacities at different levels. It has an annual financial turnover for FY 2018-19 is Rs. 18 Crores, for FY 2019-20 is 29 Crores and for FY 2020-21 is 37 Crores.

b) Aims and Objectives of Organization

1) To promote and encourage national integration and communal harmony.
2) To promote and develop appropriate rural technology.
3) To promote and develop non-conventional and renewable energy sources
4) To promote and develop health and nutrition for women and children.
5) To promote integrated development of the area.
6) To promote, undertake and set-up training centres, research, evaluation, educational activities and extension in furtherance of aims of the association.
7) To secure and raise funds, aids and other support from national and international agencies, governmental agencies to carry out the activities of the associations.
8) To promote natural resource management, environmental conservation and create awareness and knowledge on climate change and its adverse effects.
9) To promote economic growth through agro-based livelihood, skill development and other income enhancing activities.
10) To run primary, junior high school, intermediate and degree colleges and vocational institutes for promoting the education in area.
11) To promote holistic development of women, adolescent and children.
12) To work for the development of the most vulnerable and marginalized sections of communities.
13) To provide assistance to other development organizations and agencies to contribute the development process.
14) To implement humanitarian response initiative on disasters and epidemics.

c) What we do?

Implementation is the core strength of PANI. It works to address the root causes of poverty and inequality through community-based interventions. PANI implements the programs with high level of commitment, inclusiveness; values and respects people's rights and tries its best to deliver high quality results in a manner accountable to stakeholders. PANI conceptualizes, develops and implements the projects/programs in the following **thematic areas**.

- Gender & Governance (women and adolescent girls' empowerment)
- Integrated child development
- Healthcare, Nutrition & WASH
- Sustainable Livelihood development
- NRM and Climate Change
- Integrated Community Development
- Humanitarian response initiative on disaster and pandemics

d) Key functions of organization

The 4 Core Functions of organization are -
1. To conceptualize, formulate and submit quality project proposals to potential donor agencies to bring projects (i.e. resource mobilization/fundraising to work on aims and objectives of organization)
2. To implement projects (i.e. to provide management & technical support to project teams to implement project successfully with results-oriented approach)
3. To keep organization legally compliant
4. To keep organization strategically & professionally managed; and on track of growth to work on greater scale year-by-year

e) Where we are?

PANI-SWOT Analysis is as under.

STRENGTHS:
1) Identity and credibility of organization in sector, govt and community
2) Strong Core Management Group (CMG) as sub-committee of Governing Board
3) Strong Finance Committee as sub-committee of Governing Board
4) Strong mechanism in organization for legal compliances
5) Organization's adaptability in changing regulatory framework by the Government (FCRA Amendment-2020, Income Tax Act (12-A & 80G renewal, CSR registration and changes in government policies)
6) Organogram and clear roles and responsibilities- Decentralized leadership in organization and project management
7) Transparency with funding partner organizations
8) Vision and Mission of the organization
9) Strong Implementation Teams
10) Capacity to plan and implement community-based projects
11) Use of community strengths-Community based organizations
12) Good relationship with all stakeholders
13) Resource mobilization strategies
14) Replication of experiences and learning derived from implementation of various projects

15) Different issue focused projects
16) Networking with like-minded grass-root level organizations
17) Innovative at core
18) Long presence on ground
19) Flexible strategy to accommodate with new changes

WEAKNESSES:
1) Lack of accessibility of local resources
2) Lack of local governance system's involvement in monitoring of the project
3) No Negotiation with Funding agencies on aspects of sustainability
4) Dependence on Funding Agencies

OPPORTUNITIES:
1) Good credibility of the organization
2) Good linkages and relationships with resource organization/funding agencies
3) Ability to adapt accountability to the new trends of funding opportunities
4) Good scope of intervention in operational areas
5) Scope of collaboration with govt
6) Broader global development framework in form of Sustainable Development Goals-SDGs and Schedule-VII activities of CSR Act, NITI Aayog Indicators, Human Development Index etc.

THREATS:
1) Reduction in inflow foreign funding in India
2) Preparation of the organization to cope-up with external changes
3) Retention of the staff and outsourcing of competent human resource

Chapter-II

a) What we aspire?

PANI envisions itself as a medium for building an inclusive society that prospers in harmony with its surroundings.

PANI's mission is to empower people so that they have greater control over their life situations and take responsibility to make a world that is mutually rewarding.

Core values are Equity, Dignity, Respect, Integrity, Transparency, Accountability, Professionalism, Collaboration and Serve the Under-Privileged.

Chapter-III

How we formulated strategies? (Process of strategy formulation)

The following processes have been used to formulate this strategy paper.

a) The outcomes of the gaps analysis and environment scanning are as under.

1) Lack of human resource requirement planning
2) Lack of adequate professional approach in data management
3) More requirement of domain expertise
4) Limited communications with outer world/development sector
5) More and more reliance on project-based funding and lack of alternate sources of funding by providing services to sector and govt.
6) Regulatory reforms/amendments by govt and increased compliance requirements
7) Reduced in-flow of foreign contributions
8) High expectations of CSR donors from implementing organizations
9) Challenges in establishing collaboration with govt
10) Occurrence of natural disasters and epidemics/pandemics
11) SDG- UNDP framework as an opportunity to navigate our interventions towards a greater cause/commitments
12) NITI Aayog's indicators as an opportunity to align interventions with it
13) Unavailability/scarcity of quality human resources
14) No effective implementation of pro poor recent govt acts and schemes viz. PRI act, MGNREGA, food security act
15) High degree of match- making with donor perspective and expectations for resource mobilization
16) Community's expectations of direct benefits
17) Soil quality degradation
18) Issues of water conservation and factors linked to climate change
19) Decreasing actions of civil society in Uttar Pradesh as well as in country
20) Increased techno-managerial approach in implementation
21) Discrimination in community due to digital divide
22) Uncertainty in policies like farm acts
23) Increased political influences/policies are driven by political agenda

b) The key learning agenda of organization (based on gaps identification)

1) Professional management of human resources
2) Efficient data management
3) To have better communications with stakeholders, donors and employees
4) Understanding donors' aspirations through periodic consultation
5) To make more efficient program/project planning and management system
6) To keep organization professionally managed as per nationally and internationally accepted standards for not for-profit development organizations

c) The spectrum of potential strategies (emerged based on gaps analysis and environment scanning)

1) Develop human resource information management system and a long-term human resource requirement planning (numbers, skills/competencies) and provisioning
2) Develop more robust budget planning and tracking system- organization level as well as project level
3) Develop more strong resource mobilization/fund raising system
4) Digitalization/using software for different functions of organization
5) Making more efficient program/project planning and management system according to the changing scenario of the sector
6) Keeping organization professionally managed as per nationally and internationally accepted standards for not for-profit development organizations

Chapter-IV
The strategy of organization

Strategic goals:

The strategic goals and strategies have been designed to attain the vision and mission of the organization. Th spectrum of potential strategies as mentioned in preceding chapter; has worked as base thinking canvas for choosing the strategic goals and strategies for accomplishing the mission of organization.

Strategic goals have been framed into <u>two categories</u>.

[A] Strategic goals for organizational governance and management to take organization at the next level of growth and excellence

The following are the strategic goals that have been set for the next five years to achieve the organization's objectives.

1) Attract the most suitable human resource in organization through a cutting-edge human resource development strategy
2) Keep organization professionally managed as per nationally and internationally accepted standards for not for-profit development organizations- Reviewing and taking organization's policies, systems and processes at next level to achieve standard practices for legal compliances, program/ project management, financial management, HR management and administration
3) Developing branding and communications strategy/guidelines
4) Developing mechanism for ensuring more transparency in public domain
5) Developing advanced level system for result data and impact management
6) To make more efficient program/project planning and management system for- **Need Assessment:** Understand Community Needs & Priorities, **Developing Effective Proposal and Budgeting:** Understand the information needs of different donors, contents, annexures required, budgets, results framework etc and **Project Implementation:** To develop an advanced level understanding about pre-implementation planning, implementation, monitoring tools, course correction if required etc.

7) Collaboration with SATHI-UP and its member organizations in other States for strengthening small civil society organizations
8) To start and run some relevant social enterprise initiatives and schools by PANI
9) Integrating Digital Development across all projects as cross-cutting interventions
10) Bring in new learning and capacity to PANI-Core Management Group (CMG)
11) To develop an Advisory Group at PANI and legal advisor/s and Chartered Accountants for PANI
12) To empanel at least 20 retainer consultants/resource organizations
13) To empanel vendors/service providers
14) To scale-up collaboration with govt and its schemes
15) To emphasize on linkages and alliances building in sector
16) To sharpen resource mobilization strategy- spectrum of donors from where PANI intends to mobilize resources- CSR funders, foreign funding agencies, Indian philanthropic donors, bilateral/multilateral funding agencies etc

The strategic goal-wise detailed decisions are as under.

Strategic statement	Detailed strategies	Indicators of progress
Strategic goal-1: Recruit the most suitable human resource in organization		
Enable HR department to recruit/select human resource with long-term perspective of the organization/sector	i) Come up with a HR strategy with a clear-cut mandate which is non-negotiable ii)Make the recruitment process more objective by specifying job descriptions with pre-defined selection criteria iii) Create and sustain enabling environment to maximize human resource efficiency and motivation	i) Improvement of performance over a period of time compared to the baseline ii) Trend analysis of the profile of candidates applying for job in organization iii) Increased number of human resources having high level of skill and expertise to cater the needs organization and its stakeholders particularly of donor communities.
Strategic goal-2: Keep organization professionally managed as per nationally and internationally accepted standards for not for-profit development organizations		
Develop the readiness of the organization to be comply with national and international standards	i) Establish contacts, relationship with individuals/organizations/think tanks/networks/alliances to be updated with changes taking place. ii) Acquiring required knowledge and disseminating these within the organization and networks iii) Establishing system/s to comply with the changed/ latest standards and practices	i) Number of contacts/alliances developed ii) Numbers of communications/meetings/seminars attended by the relevant team members of the various departments/sections iii) Compliance dashboard of the organization having green or red flag
Strategic goal-3: Developing branding and communications strategy/guidelines		
Organization is having upgraded branding and	i) Refining the existing branding and communication	i) Ready to use refined guideline is in place and being updated periodically.

communications strategy/guideline.	guideline having flexibility to accommodate the requirements of new funders and stakeholders ii) Establishing system to roll-out branding and communication guideline uniformly across the board. iii) Making branding and communication as a part of M&E functions.	ii) Guideline for branding and communication is known and understood by the implementing teams iii) Compliances and gaps are captured in M&E plan
Strategic goal-4: **Developing mechanism for ensuring more transparency in public domain**		
Organization is attempting to create more transparency in the system which is visible in public domain.	i) Governing Board regularly evaluate and suggest the mechanisms to ensure more transparency in the system ii) Sharing organizational information including financials in public domain iii) Strengthening mechanisms to ensure the more transparency with community to whom we are working with.	i) Number/frequency of agenda being discussed in the Board regarding transparency ii) Organization's legal and financial information are regularly updated on PANI's website, relevant govt websites, annual report iii) Implementation teams having periodic interaction with community to share status of work done and take their feedback iv) Number /frequency of giving periodic update to block and district level govt officials.
Strategic goal-5: **Developing advanced organization level system for result data and impact management**		
To create organization level results and impact dashboard to measure its resource efficiency.	i) To establish a separate division for result/impact measurement and management ii) To establish a system of collating result/impact data theme/project-wise and aligning it to- a)Organization's goals & ToC b)SDGs, c) CSR's Schedule VII activities, d)NITI Aayog's Indicators, e) Human Development Index-HDI framework/indicators, f)Vision of New India by 2030 by GoI, g)Uttar Pradesh's vision 2030 aligned to Sustainable Development Goals h)FICCI's envisioning India 2030 i)Word Bank Group's the 2030	i) Impact management division is established and functional ii) Technically sound framework for data capturing and analysis is in place iii) Yearly theme-wise and project wise impact report is generated to share with donors and stakeholders

	development agenda iii) Measuring efficiency of project cost versus results and efficacy of intervention models used in various projects	

Strategic goal-6: To make more efficient program/project planning and management system

Fine tune the present project planning and management system by including the latest requirements of the sector.	i) Need Assessment: Engaging new tools and technologies (aspirations mapping, community diagnosis, vulnerability indexing etc) to understand community needs & priorities ii) Developing Effective Proposal and Budgeting system: Developing proposals in write-shop mode involving persons from different departments as per the information needs of different donors, contents, annexures required, budgets, results framework etc iii) To do community validation on proposed interventions/activities iv) Project Implementation: To strengthen an advanced level understanding of project teams about pre-implementation planning, implementation, monitoring tools, course correction if required etc.	i) Tools are in place and teams with an ability to use these tools for needs assessment are ready ii) High quality proposals are being developed in more consultative mode engaging more participants from different divisions and considering priorities of the sector and donors iii) Community validation process is in place iv) Project implementation manual is updated periodically.

Strategic goal-7: Collaboration with SATHI-UP and its member organizations in other States for strengthening small civil society organizations:

i) PANI and SATHI will help each other in expanding their presence in new geographies where there is evident need for strengthening civil society organizations at grassroot and contribute to the development process of the regions.
ii) PANI will explore opportunities to engage SATHI network organizations in programs that require larger geographical coverage or regional focus.

Strategic goal-8: To start and run some relevant social enterprise initiatives and schools by PANI

i) Based on requirements of the community; high impact creating social entrepreneurship opportunities will be identified and executed.
ii) Social entrepreneurship activities will be around community needs and will focus more on

community-based self-sustainable models.

Strategic goal-9: **Integrating Digital Development across all projects as cross-cutting interventions:**

i) To create larger impact and outreach by integrating digital technologies and platforms
ii) Making ICT intervention as a tool for increasing efficiency and impact of upcoming interventions/projects

Strategic goal-10: **Bring-in new learning and capacity to PANI-Core Management Group (CMG)**
i) Establishing a system to bring-in new learning and capacity inputs to CMG based on changing scenario and needs of the sector.
ii) Establishing a system of inducting associate CMG members depending upon operational scale and thematic diversity
iii) Governing Board of the organization prospecting and channelizing more opportunities and growth to the CMG members

Strategic goal-11: **To develop an Advisory Group at PANI and legal advisor/s and Chartered Accountants for PANI**

Forming a advisory group comprising thematic experts and legal experts	i) Reaching out to existing pool of experts and taking their consents/referrals ii) Discussing their profiles and consent with Governing Board iii) Taking them onboard on Advisory Group of PANI and taking consultation from them from time to time	i) At least 10 thematic and legal experts are in the advisory group ii) Consultation frequency on six-monthly basis iii) The advisory group will work as ready reference for the PANI-CMG

Strategic goal-12: **To empanel at least 20 retainer consultants/resource organizations**

Forming a group of experienced consultants and resource organizations	i) Reaching out to existing pool of consultants and taking their consents/referrals ii) Discussing their profiles and consent with PANI-CMG iii) Taking them onboard for their services on need basis	i) At least 20 consultants are on board ii) The group of consultant will work as ready pool of experts for various projects.

Strategic goal-13: **To empanel vendors/service providers**

Empanelling vendors for different services and supplies	i) Listing vendors for particular services and supplies by doing market surveys ii) Finalizing a list of vendors on their suitability of services and profiles. iii) Inviting EoIs from vendors and finalizing after negotiations iv) Signing of annual contracts and start taking services and supplies from the finalized	i) At least 5 vendors for each selected service and supply are on board and giving their services

		pool

Strategic goal-14: To scale-up collaboration with govt and its schemes
i) PANI will continue to work as bridging medium to facilitate poor and marginalized community to access the benefits of govt entitlements schemes.
ii) Engaging digital technologies to reach out unreached segments of the society
iii) Feeding govt departments with ground level data on gaps to support them for efficient and effective implementation of schemes
iv) Capacity building of Gram Panchayat level bodies and functionaries to increase their implementation capacities

Strategic goal-15: To emphasize on linkages and alliances building in sector
i) Approaching like-minded networks and alliances to forge partnership to contribute to the larger development goals and strategies on the basis of existing expertise and experience.
ii) Being part of the alliances to contribute to larger issues and agenda related to ecology, environment and socio-economic inclusions

Strategic goal-16: To sharpen resource mobilization strategy- spectrum of donors from where PANI intends to mobilize resources- CSR funders, foreign funding agencies, Indian philanthropic donors, bilateral/multilateral funding agencies etc

Strengthening and re-orienting resource mobilization strategies of the organization to achieve five year strategic goals.	i) Scanning of different segments of donors and finalizing a list of potential donors having alignment with our organization's vision, mission, theory of change and strategic goals ii) Reaching out to the identified potential donors with introductory details and seeking their interests iii) Based on interest; submitting concept notes/proposals for their processing and grant-making iv) Continuing relationship with past, present and future potential donors through period emails and updates v) Keeping close watch on changing priorities and evolving requirements of current donors. vi) Exploring more opportunities to mobilize fund from CSR donors for the various project models which fit in broader development perspective & vision and are high impact creating.	i) At least 20 donors identified and approached every year ii) At least 20 donors reached for past relationships iii) Attending at least two workshops/seminars/events annual to keep apprised on changing dynamics of donor community iv) Exploring websites of all the current donors annually and make a plan of compliance

[B] Strategic goals for programmatic/thematic verticals to take it at next level of growth and excellence

Vertical-wise the following strategic goals have been set for next five years. These goals are aligned to Sustainable Development Goals-SDGs.

S. No.	Thematic vertical	Target group/s	Issues to be taken for intervention in next five years	Geography and geographic scale	Targeted outreach (No. of Individuals/ families)
1	Gender and Governance (women and adolescent girls' empowerment)	Women and adolescent girls from poorest and marginalized families	**Women empowerment:** 1) Gender mainstreaming in society/addressing gendered social norms 2) Ending all forms of violence against women iii)Equal right to work 3)Wage parity 4) Land right 5) Health right 6) Active participation in local governance for realization of entitlements	1. Uttar Pradesh (Preferably in aspirational districts) 2. Himachal Pradesh 3. Bihar 4. Odisha 5. Uttrakhand	200000 women (Current outreach is 70,000)
			Adolescent girls' empowerment: 1) Addressing gendered social norms to reduce vulnerability 2)Right to education and career-oriented skill 3) Right to health/ARSH and nutrition 4) Ending all forms of violence against girls 5)Preventing child, early and forced marriages 6) Enabling effective participateon in decision-making at individual, family, community and upper levels and taking leadership role to access equal opportunity. 7) Promoting use of ICT as an empowerment tool 8) Promoting human rights to seek equal opportunities in and out of home and having access and control over tangible and	1. Uttar Pradesh (Preferably in aspirational districts) Focus on Eastern UP, Bundelkhand and Tarai regions (5 blocks)	In Purvanchal region: 30000 adolescent girls (Including current outreach of 10218) In Bundelkhand region: 10000 In Tarai region: 10000 **Total: 50000 in UP** --------------

			intangible resources 9) Active participation in local governance for realization of entitlements		
2	Integrated child development	Children from poorest and marginalized families	1) Integrated child development 2) Early childhood care and development-ECCD 3) Child's education 4) Child protection- child labour, child marriage	1. Uttar Pradesh Focus on Eastern UP	50000 children (Current outreach is 15000)
3	Health, Nutrition & WASH	Poorest and marginalized families	1) RMNCH+A 2) Malnutrition 3) WASH/Environmental Health 4) Community Based Rehabilitation-CBR of special persons 5) Neglected Tropical Diseases (NTD) 6) Preventive measures to fight virus like Corona	1. Uttar Pradesh Focus on Eastern UP, Tarai region, Bundelkhand and Vindhya region	10,00,000 HHs (Current outreach is 5,00,000)
4	Sustainable Livelihood development	Small and marginal farmers	1) Agro -based sustainable livelihood promotion 2) Value chain development Micro-enterprise promotion 3) Skill development Migration risk management 4) Developing self sustainable community-based structures like-CHC (Custom Hiring Centers), village/livelihood resource centres 5) Farmer Producer Organizations	1. Uttar Pradesh 2. Himachal Pradesh 3. Bihar 4. Jharkhand 5. Odisha 6. Uttrakhand	2,50,000 HHs (Current outreach is 85,000)
5	NRM and Climate Change	All sections of society	1) Water conservation in agriculture 2) Soil conservation/ increasing carbon content in soil 3) Intervening on the issues that are increasing carbon emission 4) Environmental issues of Ayodhya taking into consideration rapid infrastructure development in city and on being it gradually an national/international tourist destination	1. Uttar Pradesh	2,00,000 HHs (Current outreach is 60,000)
6	Integrate	With focus on	Intervention encompassing	1. Uttar	50,000 HHs

	d Community Development	poorest and marginalized families	issues like livelihood enhancement, primary health & nutrition care, water & sanitation, education, NRM/environmental protection and empowerment	Pradesh (Preferably in aspirational districts) 2. Himachal Pradesh 3. Bihar 4. Jharkhand 5. Odisha 6. Uttrakhand	(Current outreach is 20,000)
7	Humanitarian response initiative on disasters and pandemics	-Poorest and marginalized families -Migrant workers	1) Post Covid intervention strategy for Response, Rehabilitation and Preparedness 2) Intervention strategy for food security and livelihood rehabilitation of migrant workers and their family members	North India	-

Chapter-V

Strategic planning /Implementation plan

PANI plans to follow two approaches for implementation of strategies.

a) Generic approach:

i) Each strategic goal has list of strategies which organization will implement in a time bound manner to achieve strategic goal.
ii) Departmental heads-like programs, finance, operations, HR, Networking and IT & Admin will take lead role in implementation of strategies which are directly related to their departments/sections
iii) Chief functionary and governing board will review the progress of annual action/implementation plan

b) Strategy-specific approach

Strategy specific approach will have three levels of implementation plan and it will be aligned to generic approach level implementation plan.
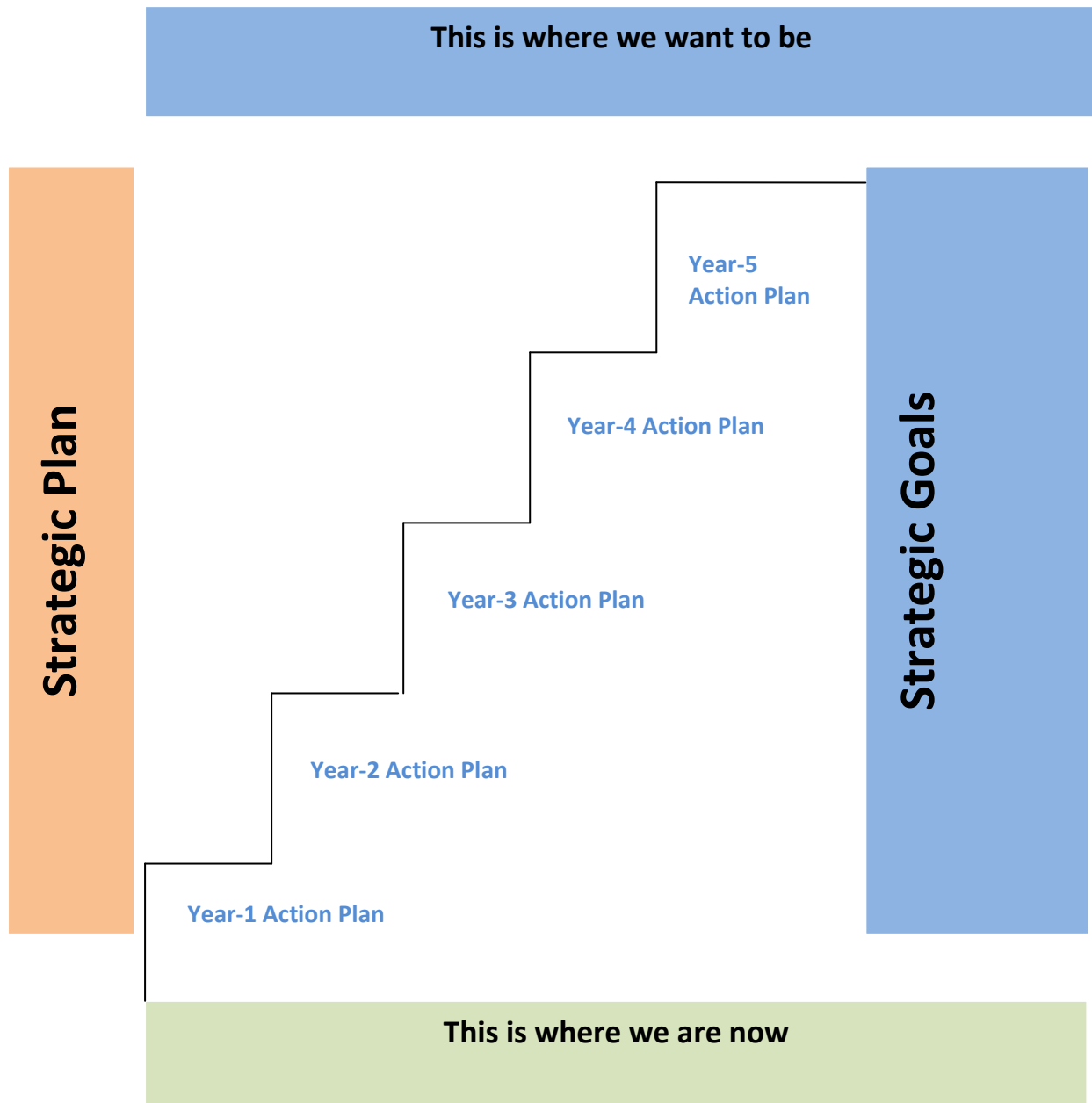
i) At thematic vertical/project level
ii) At Senior/Core Management Group-CMG level
iii) At Governance/policy level

The potential risks will be identified every year during preparation of annual action/implementation plan. Keeping in view the degree of implementation risks; the mitigation measures would be devised. This will be done through an intensive stakeholders analysis exercise.

Chapter-VI
Strategy and strategic plan- A sum up

This is where we want to be

Strategic Plan

Strategic Goals

Year-5
Action Plan

Year-4 Action Plan

Year-3 Action Plan

Year-2 Action Plan

Year-1 Action Plan

This is where we are now

Annexure-A

Process adopted for formulation of strategy and strategic plan and the timeline taken.

A	B	C	D
Stage	**Activity**	**Approach followed**	**Date/month by which completed**
Articulating and defining aspirations- Parking agenda for strategic discussion and decision	Meeting by PANI-CMG: Purpose of strategy formulation and strategic planning	-Internal discussions -Brainstorming sessions	During December 2020
Assessing the situation-external and internal	Discussion sessions	Formed a Group for analysis	During December 2021
Developing strategies	Conducting SPWs (Strategic Planning Workshops)	▪ Organized SPW-1 with project leaders ▪ Organized SPW-2 with entire human resource of organization during annual convention ▪ Organized SPW-3 with Core Management Group CMG of organization ▪ Organized SPW-4 with Core Management Group (CMG) of organization	31st January 2021 27th March 2021 8th May 2021 31st July 2021
Preparing draft strategy paper	Organized strategy paper writing sessions	Engaged two PANI's Core Management Group-CMG members to come-up with draft strategy paper	During August 2021
Get resolved/approved the strategy paper from Governing Board of organization	Tables strategy and strategic plan in Governing Board meeting of organization for discussion and resolution/approval	Presentation of strategic plan in Board by chief functionary and CMG members	7th September 2021
Plan implementation	Build a detailed implementation plan	-Planning by CMG of organization - Integrating plan at different levels for implementation	To be done after strategy is resolved/approved from Governing Board [September 2021 onwards]