

LUTHERAN WORLD SERVICE INDIA TRUST

COUNTRY PROGRAM STRATEGY 2010-2015

Foreword

In an overpopulated country, ridden in poverty, illiteracy, economic exploitation, oppression of all kinds, social injustice, caste and communal problems, any development organization should understand the major issues and prioritise the initiatives.

LWSIT works with the ploughman who plods his weary way homeward after a back breaking day following his wooden plough, the potter who sits at his hand wheel, the cobbler who stitches with his hand the poorly tanned leather and the blacksmith who sweats at his anvil, banging with all the might that he could muster from his poorly fed malnourished body. In this scenario, how are we going to empower the oppressed?

Five year plans are drawn up by bureaucrats and technocrats who have International exposure or are trained in National Institutions, still geared to western concepts and practices, contradictory to the development needs of the poor of our country. We are caught in a situation where only those who can take advantage of the new technologies, resources for

*We have with people struggled
to rebuild*

*The foundation and the fire
Not merely to sojourn for
today. But to dream of
tomorrows as well.*

*These are just the beginnings,
humble yet strong/The road
ahead is hard and long to
reach new heights and touch
horizons/let us journey forward
together...in faith...with people
so that they may have life...life
in all its fullness with dignity,
hope and freedom.*

industrialization, higher education and political climate can benefit and that too at the cost of those already in abject poverty. Have their findings and innovations percolated to the vast majority living in over 600,000 villages and several slums in our country? Who benefits, how are we going to empower the oppressed?

In this context, do we provide life transforming methodologies particularly for the poor to navigate with absolutes in relativistic world and put in special efforts to give back more to people's lives? Do we show the concern one has for another human being and change them as radiating personalities? Do we build inclusions and connectedness of the focus groups to a larger world in existence, be the voice of the voiceless and provide fullness of life to these people? Do we help the communities to identify problems and by working closely with them help them find lasting solutions? Do we just show a hand out or a way out?

LWSIT has undertaken a process of SWOT analysis both at head office and project office level, the findings were reviewed and compiled to ensure that all stake holders have a voice in the shaping of its future work. Finally in the second workshop, the strategies and objectives were evolved involving the participation of board members and endorsed by the Board of Trust.

This provides the framework and common platform for all our programs to be meaningful and relevant. We want to challenge the powerful of this country and advocate with them to uphold the rights of the poor and oppressed. Our work in humanitarian assistance in emergencies, as well as in development programs, is founded on the conviction that we do the best by putting people at the centre. We are committed to “uphold the rights of the poor and oppressed” (Psalm 82:3), facilitating their empowerment to defend their rights themselves.

Reviewing instances of God’s faithfulness over the past, we can say hitherto the Lord has helped LWSI. As we look ahead to the challenges of the coming years, we can say, henceforth the Lord will be our strength and provider. May Christ be above all in our relationships, our thoughts, our activities, our finances and all aspects of our lives!

We are weak, but He who has called us will empower us to build communities of hope, not by might, or by power but “by my Spirit” says the Lord.

Kolkata,
Dated: 01-09-2009

Dr. Vijayakumar James
Executive Director
Lutheran World Service India Trust

All great things are simple, and many can be expressed in single words: Freedom, justice, honour, duty, mercy, and hope.

However beautiful the strategy, you should occasionally look at the Results.

It’s not enough that we do our best; sometimes we have to do what’s required.

- Sir Winston Churchill.

BACKGROUND AND JUSTIFICATION

1.1. National Context

1.1.1. Preamble

India, the seventh largest country in the world, well marked off from the rest of Asia by mountains and the seas, gives the country a distinct geographical entity. It covers an area of 3,287,263 sq. km. It has a land frontier of about 15,200 km. The total length of the coastline of the mainland, the Lakshadweep group of islands and the Andaman and Nicobar group of islands is 7,516 km.

With a population of more than one billion (estimated population for July 2009 is about 1,166 million), India is the second most populous country of the world. Though it occupies a mere 2.42% of the world's area, India is home to 17.5 % of the population of the world. Almost 40% of Indians are younger than 15 years of age.

India is a country of great diversity. There are regions which experience sub-zero temperature while some others experience scorching heat exceeding 45° C, up to 50° C during some periods of the year. There are areas which receive 800 -1000 cm rainfall in a year; the area with the highest rainfall in the world is in India, and there are areas with annual rainfall as low as 0- 20 cm.

1.1.2. Indian Society

All the major religions of the world are represented in India, some of them like Hinduism, Jainism, Sikhism and Buddhism emerged in the country. The majority of the population follow the Hindu religion (80.5%), followed by Muslims (13.4%), Christians (2.3%), Sikh (1.9%), Buddhist (0.8%), and Jain (0.4%). Given the huge population of the country, a small percentage of the population will amount to a significant number, for instance the non-categorized population of around 0.6%, will translate to 7 million - more than the total population of around 100 individual countries of the world.

Rural population constitutes approximately 72.2 % of the total and lives in more than 600,000 villages spread across the country. 27.8 % urban population live in more than 5,100 towns, cities and 380 urban agglomerations. According to census 2001, the literacy rate of India is 64.8% with 75.3% male and 53.7% women literate.

Dalits

Dalits are the most underprivileged section of the Indian Society. Deep rooted social customs, beliefs and practices have assigned the dalits an inferior position in the social hierarchy. 80% of the dalits live in rural India, 86% of them are landless, and 60% depend on or get occasional employment, mostly caste specific. Education is still a luxury to them and only 30% of the dalits are literate. Dalits are the target of hate crimes and violence. Over the years, the National Human Rights Commission has received an increasing number of complaints, which is a positive sign that more people are aware of its existence and the possibility to file a complaint. Despite many pro dalit legislations and welfare programs, human rights of the dalits are violated with impunity; they are excluded from the mainstream society and from the benefits of development.

Tribal People

The tribal people are another vulnerable and marginalized group in the country. Tribal people constitute roughly 8.2% of India's total population, nearly 84.3 million as per 2001 census. Approximately 22.8% of the global tribal population live in India. Social welfare programs with emphasis on mainstreaming threaten the identity, culture, language and livelihood of the tribal people. Tribal communities live in parts of the country which have rich mineral and forest resources. Increased control of forests by the government and use of forestland for mining, construction of dams, for setting up industries, agriculture and other commercial uses have adversely affected tribal economy, tribal lives, particularly that of women. Tribal people are losing lands because they do not possess entitlement records. Even a simple thing like collection of fuel wood has become more difficult since forests are less accessible. Migration has increased due to loss of livelihood on account of growth of mines and industrialization.

Muslims

The colonial period policy of divide and rule generated mistrust and antagonism between the Hindus and the Muslims and violent clashes between the two communities began to increase. India's birth as a free nation witnessed communal violence and bloodshed and this has continued with greater virulence. Conflicts between different religious groups were mostly an urban phenomenon, but have spread to the rural hinterland and Christians and Sikhs too are victims of violence. Beginning with the colonial rule, the social and economic status of the Muslims in the country progressively deteriorated. India is a secular democratic country which guarantees equal rights to all but despite constitutional guarantees and other legislations, for historical and political reasons, most avenues of employment, economic and social advancement remain beyond the reach of most Indian Muslims. They remain one of the most marginalized and deprived communities in India. Despite all legal rights, Indian Muslims continue to be backward, miserable and deprived. This has been confirmed by the High Level Committee appointed by the Government of India to study the Social, Economic and Educational Status of the Muslim Community of India.

Human rights-constitutional and other legal guarantees

The [Constitution of India](#) provides for fundamental rights which include the freedom of religion, the freedom of speech and the freedom of movement within the country and abroad. It is often held, particularly by Indian human rights [groups](#) and activists that members of the dalits or untouchable castes have suffered and continue to suffer substantial discrimination. Although human rights problems do exist in India, the country is generally not regarded as a human rights concern state, unlike other countries in [South Asia](#). Based on these considerations, the report "Freedom in the World 2006" by Freedom House gave India a political rights rating of 2, and a civil liberties rating of 3.

Human Right Act 1993 provided for the constitution of a National Human Rights Commission, State Human Rights Commission in States and Human Rights Courts for better protection of Human Rights. According to the National Commission for Scheduled Castes and Scheduled Tribes, a total of 98,349 cases of crime against lower castes were reported between 1994 and 1996, including 1,660 murders and 2,814 rapes. These figures do not include offences that Dalits did not report for fear of reprisal.

The Indian laws prohibit discrimination on the basis of descent or occupation (caste). While the laws are non-discriminatory the practice is different. This means that dalits and those who occupy the lower rungs of the caste hierarchy, still live isolated in the outskirts of the villages, never get an education and work mostly as day labourers under slave-like conditions. All Indian states have introduced a quota system to ensure that the tribal people dalits and those from the lower castes are appointed to a certain number of positions in the public sector. They have assured seats at universities and other education institutions. They have secured seats in the legislative assemblies both at local and national level. Critics point out that quota system is undemocratic, perpetuate disparities and contribute to maintaining discrimination and animosity. The constitution guarantees equality and supportive legislations are in place, but deep rooted prejudices, corruption and ignorance mean that most often the system does not have the intended effect. A lot has to be achieved in terms of protecting the human rights of all the citizens.

1.1.3. Political Situation

India, the largest democracy in the world, faces many political challenges. The political situation in the country, particularly during the past two decades has been one of opportunism, populism, caste / communal / religious fanaticism marked by the growth of regional and caste based politics. The country has witnessed the growth of regionalism, the growth of regional and caste based political parties. As a result, the mainstream national political parties have experienced erosion in their political support base across the country. They have had to surrender political space to the regional and caste based parties and are unable to secure a majority in the national parliament. In order to gain majority in the parliament and form governments, the national parties depend on their regional allies. Coalition governments have become the order of the day. These alliances are marriages of convenience, often remaining in government and enjoying the fruits of power being the sole motivating factor behind forging the alliances. Caste and regional interests override political and economic ideologies and greater national interests. The inability of the governance systems to solve the problems of the people has created a situation in which violence is seen as a very effective means to attract the attention of the powers that be. Caste and ethnic conflicts, communal violence, extremist and fundamentalist threats, political rivalry and clashes have not only destroyed the social fabric but also pose the biggest threat to grassroots development and peaceful coexistence between communities.

1.1.4 Economic Profile

The economy of India is the 12th largest in the world by market exchange rates and fourth largest in the world by GDP measured by a purchasing power parity basis. Agriculture on which more than 60 % Indians survive, has a share of only 17.2 % to the GDP, whereas industry on which 12 % population make their livelihood has a share of 29.1% in the GDP, while service sector shares 53% of the GDP and 28% working population is engaged in that sector. This is a reflection on how the recent economic development has widened the economic inequalities in the country. Even within the sectors there are huge gaps and the rural population which largely depend on agriculture lag behind due to multiple factors.

India's economic growth decelerated in 2008-09 to 6.7 per cent. This represented a decline of 2.1 per cent from the average growth rate of 8.8 per cent in the previous five years (2003-04 to 2007-08). Though this represents a substantial slowdown from the average growth per annum during the previous five years, it is still significantly higher than the average 3.3 per cent per annum growth during 1998-99 to 2002-03.

1.1.5 Governance and policy

National and provincial governments have introduced many poverty reduction programs directed towards the poor, particularly for those below the poverty line and for women, Scheduled Castes (SC) and Scheduled Tribes (ST), children and other marginalized sections.

The Public Distribution System (PDS), designed to deliver subsidized food grains and other essential commodities through fair price shops to the poor is not among the best managed social welfare schemes implemented in most of the Indian States.

Rural Employment Guarantee Scheme under the National Rural Employment Guarantee Act (NREGA) guarantees 100 days employment in a year to an adult member of a Below Poverty Line (BPL) family in rural area. This massive program can make huge difference in the lives of the rural poor but is beset with major implementation problems, including malpractices.

“Annapurna Yojana” entitles senior citizens not receiving old age pensions to 10 kilos of food grains per month free of cost through the PDS. “Antodaya Anna Yojana” provides food based assistance to destitute families at highly subsidised rate.

Mid Day Meal Scheme is aimed at protecting children from class room hunger, promoting school attendance, undermining caste prejudices and reducing gender gaps. Cooked meal is provided to primary school children of all government and government aided schools for about 210 days in a year. Under a revised proposal the benefits of this scheme will be extended to children studying in middle schools as well.

Integrated Child Development Services provides an integrated package of services such as supplementary nutrition, healthcare, and pre-school education to children under 6. The program also extends benefits to adolescent girls, pregnant women and lactating mothers.

The National Rural Health Mission (2005-2012) aims at improving access to and availability of quality health care for rural poor including women and children. The mission focuses on strengthening the health service delivery mechanisms in rural areas of India particularly in 18 states, which have weak public health indicators and infrastructures. The mission articulates the commitment of the national government towards an increased expenditure on health sector and strengthening of public health management and delivery systems. It is inevitable that this will also help to provide better emergency health services during disaster situation.

National Maternal Benefit Scheme (Janani Suraksha Yojana) provides small financial grants to expectant mothers from BPL families to meet pregnancy and child birth related expenses for two pregnancies/child deliveries.

National Family Benefit Scheme provides cash assistance to BPL families on the death of a primary bread winner if she or he is aged between 18 and 65 years.

National Old Age Pension Scheme addresses women and men aged 65 years and above without assured means of subsistence. Under the scheme, such persons receive small monthly cash grants. Widow Pension provides small monthly pensions to the dependant widows of

BPL families. “Balika Samridhi Yojana” provides cash grants to take care of the health and education expenses of the girl children from BPL families.

The Right to Information Act- 2005 secures the citizens right to access information from any public authority in order to promote transparency and accountability in the working of every public authority.

The Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act 2006, is a key piece of forest legislation passed in India. The law concerns the rights of forest dwelling communities to land and other resources, denied to them over decades as a result of the continuance of colonial forest laws in India. However, the law has also been the subject of considerable controversy- opponents of the law claim that the law will lead to massive forest destruction.

The Constitution of India guarantees to all Indian women equality (Article 14), no discrimination by the State (Article 15(1)), equality of opportunity (Article 16), and equal pay for equal work (Article 39(d)). In addition, it allows special provisions to be made by the State in favour of women and children (Article 15(3)), renounces practices derogatory to the dignity of women (Article 51(A) (e)), and also allows for provisions to be made by the State for securing just and humane conditions of work and for maternity relief (Article 42). The other positive legislation dealing with human development and gender equity are the Protection of Women from Domestic Violence Act-2005, which protects women from all forms of violence.

India has ratified the United Nation’s Convention on Rights of the Child (UNCRC) and has passed several enabling legislations to protect children, prohibit child labour and promote education and welfare of the children.

The Government has launched a new scheme “Pradhanmantri Adarsh Gram Yojana” (PMAGY) for the integrated development of scheduled castes dominated villages in the country.

“Sarva Shiksha Abhiyan” is flagship programme of the Government of India for universalization of elementary education in a time bound manner, making free and compulsory education to children of ages 6-14 a fundamental right.

“Rashtriya Madhyamik Shiksha Abhiyan” (RSMA), launched in 2008-09 is aimed at expanding and improving the standards of secondary education.

The Government's policy on Special Economic Zones (SEZs) has met with criticism and resistance mainly against the policy of land acquisitions without consent, sufficient compensation and adequate livelihood alternatives to the affected land holders and land dependent families.

1.1.6 Regional and Global Dimensions

India shares her borders with several countries, which are experiencing political instability and violence. Afghanistan, Pakistan, Nepal, Myanmar, Bangladesh and Sri Lanka are among India’s neighbours wracked by political instability and violence. India has strong historical ties, cultural and trade relations with all these countries and the developments in these

countries have adverse impact on the political developments and economic growth of India. In 1962, India fought one war with China but current Sino-Indian relationship is smooth, yet characterised by mistrust and border disputes. China has laid claims on vast tracts of Indian territory in Arunachal Pradesh. China is wary of India's growing economy and political clout in the region and beyond and sees India as a threat to its own hegemony and dominance in Asia. India sees China as an unreliable neighbour, capable of exploiting every opportunity to undermine India's growth, stability and territorial integrity.

India- Pakistan relationship is turbulent; the two countries have fought three major wars after 1947. India sees an unstable Pakistan, under military rule and controlled socially and politically by fundamental Islamist groups such as the Taliban as the biggest security threat to India. In 1999, India had to mobilise its defence forces to repel terrorist groups and Pakistan army backed intruders who had occupied Indian territory in Kargil, Kashmir. It was evident that this attack on India was sponsored and actively supported by the Pakistani Government. Pakistan continues to wage a proxy war against India, allowing terrorist groups to use Pakistani territory to carry out attacks against India. The last of such major attacks was on 26.11. 2008 when ten armed terrorists with their origin in Pakistan mounted an attack on Mumbai, the commercial capital of India, killing hundreds of people. India is a victim of terrorism, originating in Pakistan and sponsored by the Pakistani State; India suffers on account of Pakistan's refusal to remove anti India terrorist groups from Pakistani soil. The arms race between the two countries consumes a large percentage of GDPs of both countries at the cost of the poor, denying them opportunities for growth. The arms race further intensified after 1998 when India proved its nuclear capabilities.

2. DEVELOPMENT CHALLENGES

2.1 Poverty

More than 300 million Indians live in abject poverty - more than all the poor in Africa and Latin America combined - resulting in India being the country with the world's largest concentration of desperately poor people. According to some estimates 426 million Indians live below the international poverty line. India has 19% more poor people than all of Africa put together. Despite 'Green Revolution' and increase in food production, for a variety of reasons, 50% of the Indian children are undernourished and 1/3rd of the population suffer from chronic energy deficiency. A complex combination of deficiency in monsoon rains, poor harvests, higher energy prices, high input costs and complex global trade conditions is driving food prices up worldwide. India too has not remained immune to this phenomenon. Almost 100 million people have been added to the list of the hungry people in India due to increased food prices as a result of the effects of globalization during the last few years.

21st century is witnessing rapid urbanization and the rapid growth of urban population, particularly in developing countries, including India. According to 2001 census, around 286 million people live in urban India. As per India Urban Poverty Report, 2009, India will have 41% percent of its population, approximately 575 million people living in cities and towns by 2030 AD. As per the latest NSSO survey reports there are over 80 million poor people (BPL) living in the cities and towns of India. The rural-urban migration continues unabated and these inbound populations settle down on encroached land and are considered illegal settlers. They are not entitled to basic municipal amenities and services.

2.2 Agriculture and Food Security

Agriculture is closely dependent on the endowment of natural resources and environmental conditions of soil and climate. India is a land of many climates and varieties of soils, affording scope for much diversity in agriculture. The climatic, soil texture and socio-economic diversity of the Indian crop-production scene is dotted with many cropping patterns.

The operational agriculture holdings are small, the average farm-size in most areas is lower than that in most tropical countries. Crop production, therefore, presents such an enormous diversity owing to differences in latitude, altitude and variability of rainfall and natural resource diversity. High input based intensive farming which boomed in India as green revolution spread is backfiring in many areas now. Natural soil fertility has reduced drastically due to intensive inorganic practices; water table has gone down to alarming levels in many parts of the country. Drought and floods cause crop failures and considerable loss of agricultural production. Failure of high investment crops due to climatic conditions, diseases and pest attacks has compelled many farmers to commit suicide. National Crime Records Bureau statistics say close to 200,000 recorded farmers have committed suicide in India since 1997. If we include the suicidal death of women headed farmers, share croppers, farmers cultivating on lease basis, who are not officially recorded as farmers the figure would be much higher.

2.3 Natural Resources

India's total cultivable area is 1,269,219 km² (56.78% of total land area), which is decreasing due to constant pressure from an ever-growing population and increased urbanisation.

India has a total water surface area of 314,400 km². India's inland water resources comprising of rivers, canals, ponds and lakes and marine resources comprising the east and west coasts of the Indian Ocean and other [gulfs](#) and [bays](#) provide employment to nearly 6 million people in the [fisheries](#) sector. In 2008, India had the world's third largest fishing industry.

India's natural resources are coming under increasing pressure from the growth in population, increase in the number of the poor as well as urbanization and industrialization. Continued destruction of natural resources and deforestation, water and atmospheric pollution, destruction of carrying capacity of land/soil due to excessive use of chemical fertilizers and pesticides etc., have steadily created environmental imbalances. 60% cultivable lands in India suffer from soil erosion, water logging and salinity. 4.7 to 12 billion tons of topsoil is lost annually from soil erosion. Forest area covers 18.34% of land. Water sources are becoming increasingly polluted, ground water table is fast depleting. Access to clean drinking water is major problem in urban and rural areas.

India is rich in mineral wealth, has rich reserves of coal, iron ore, manganese, mica, bauxite, natural gas and petroleum. Country's oil reserves can meet only 25% of the total demand, leading to dependency on other countries with many adverse bearing on the economy and energy security of the country.

2.4 Climate Change and Disaster

Climate crisis is increasingly being realized globally. The human drive to invent and build has led to extraordinary advances and great technological promise. It's also had grave,

unintended consequences. Unless the climate crisis is faced with ingenuity, resolve, and a sense of urgency, much of the world as we know it will begin to unravel before our eyes. The warning signs are plain to see. The 10 warmest years on record have all occurred since 1990. Mountain glaciers are fading on every continent and the sea ice is melting. The seas have begun a slow but menacing rise.

India is highly sensitive to climate change impacts and associated vulnerabilities are of particular concern. The country faces more erratic monsoon patterns, more floods and droughts, and steadily shrinking Himalayan glaciers. The melting Himalayan glaciers are expected to wreck the heavily irrigated 16.2 million hectares farmlands of Asia by increasing floods and decreasing long-term water supplies. India with 17.5% of the world population contributes to approximately 4% of global greenhouse gas emissions. Vast populations depend on climate sensitive sectors like agriculture and forestry for livelihood. Rapid environmental degradation poses a constant threat to India and contributes to natural calamities. While the monsoon rains which prevail in India from June to October is the lifeline for the Indian farmers, the rains also cause devastating floods in different parts of the country.

It is feared that climate change could alter monsoon patterns leading to dry spells and droughts that could affect hundreds of millions of people. Monsoons are an essential part of the Indian climate, bringing months of steady rain to the subcontinent. In some of the regions, up to 80 percent of all annual rainfall comes during the monsoons. Extreme monsoons also cause severe flooding, landslides, and human displacement, as well as crop and infrastructure damage. Heavy monsoons in central India have become more frequent and intense since the mid-20th century, probably linked to global warming.

Climate change could exacerbate water shortages especially during the dry season. India already struggles with water scarcity. The country has 17.5% of the world's population, but only 4 percent of its water resources. Worst-case-scenario warming could cut per capita water availability in India by over a third by 2050. The Himalayas, the world's tallest mountain range, has the largest concentrations of glaciers outside the polar region. An estimated 750 million people live in watershed areas of rivers originating from these glaciers. Some of the [Indian glaciers are receding](#) at an alarming rate.

Annual crop yields could decline by around a quarter by the end of the century. The amount of dry spells in India could increase, particularly on the north-western border with Pakistan, where water issues already cause bilateral tension between the two countries. About 60 percent of summer crops could be affected by insufficient rainfall. The damage from a delayed monsoon could spill over to curb business and household income, which in turn would weigh on investment and consumption, which would put the squeeze on service firms.

During the last decade India had to cope with major calamities such as super cyclone and high floods and droughts in the state of Orissa, earthquake in the state of Gujarat and Maharashtra, devastating floods in West Bengal, Bihar and Assam, Tsunami in Tamilnadu and Andaman and Nicobar Islands, and very recently cyclone "Aila" devastated the lives of nearly 5 million people along the Bay of Bengal coast in West Bengal. Recurring and frequent droughts, often severe, affect the lives and livelihoods of millions of resource poor farmers, agricultural labourers and allied agro-based activities resulting in starvation and large-scale migration etc. Thus, natural, social and human made calamities make the situation of the poor and the marginalized more vulnerable.

By adversely affecting freshwater availability, biodiversity and desertification, climate change tends to disproportionately impact the poorest exacerbating inequities in access to food, water and health. Climate change therefore is intrinsically linked to other environmental issues and to the challenge to sustainable development.

2.5 Health

Millions of India's poor are vulnerable to the potential health impacts of climate change, such as malnutrition due to food insecurity, or the increase in extreme weather events. Malaria is already a public health concern, affecting between one and two million people each year in India. Scientists predict longer transmission windows and broader geographic distribution of the disease if temperatures continue to rise. Incidences of other vector-borne diseases, such as Dengue fever and Japanese Encephalitis, could also increase. Indian healthcare system was challenged to respond effectively to the outbreak of avian flu and most recently by the H1N1 pandemic. Also there are signs of emerging new diseases attributed mainly to climate change.

Thirty percent of the world's births, 20 percent of the world's maternal deaths and 20 percent of the world's child deaths occur in India. More than two million Indian children die every year from preventable or curable diseases. India has the highest prevalence of tuberculosis. Modern day health problems like diabetes, cardiac ailments and cancer are emerging as big threats to the Indian population.

Access to improved water sources to Indian population is 86% while access to sanitation is 33%. 700 million Indians do not have access to proper toilet facilities. WHO estimates that around 700,000 Indians die every year due to diarrhoeal diseases.

2.6 HIV and AIDS

As per 2007 sentinel survey by National AIDS Control Organization (NACO), the estimated figures indicate a decline in adult HIV prevalence in India, from 0.37% in 2006 to 0.34% in 2007. The survey reveals slight drop in the high prevalence states, but the prevalence has increased in some low prevalence states. In India, overall the numbers of people with HIV and AIDS stands at 2.31 million, women constitute around 39%. There is a rapid increase of HIV infection among women, particularly married women who reportedly have single partner. These women are the silent sufferers. Children below 15 years of age constitute 3.5% of the estimated number of People Living With HIV and AIDS (PLHA).

It has been revealed from the survey that, where HIV interventions are visible in the community, or where they were started earlier, the results are much better, indicating a positive impact of the interventions.

2.7 Human Rights and Development

The United Nation's Universal Declaration on Human Rights enshrines the right to political, economic, social, and cultural self-determination; the right to peace; the right to live in a healthful and balanced environment; and the right to share in the Earth's resources. Large sections of India remain disadvantaged in their quest for equitable treatment under the judicial system. Human rights abuses are often generated by intense social tensions that disproportionately affect women, the poor, religious minorities, and other disadvantaged groups like 'dalits'.

Dalits and tribal people continue to face discrimination, exclusion and acts of communal violence. The constitution, laws and policies adopted by the Indian government provide a strong basis for protection, but are not being faithfully implemented. Denial of rights causes serious breach in peace and prosperity. Low wages, inhuman working conditions, child labour, denial of quality education, job opportunities, adequate health care, social-insurance programs, housing etc threaten peace and perpetuates poverty.

Apart from structural discrimination and social discrimination based on caste or descent, there exists discrimination within the families. Women and children particularly the girl children are discriminated against. Women's rights are violated within the family, girl children are denied equal rights, denied of nutrition, healthcare and education. The old and the infirm are denied of their rights. The vulnerabilities of the physically challenged, the disabled, are rarely addressed and their rights violated. The state and social development organizations are challenged to upholding the rights of these invisible groups.

2.8 Gender Discrimination

Fewer than half of rural Indian women are literate. Deep-rooted cultural beliefs and traditional practices deprive women of education, health care and nutrition. Violence against women is widespread, and includes infanticide, foeticide, child abuse and rape.

The gender gap is not empirical, but it is a belief-gap: belief that women's lower socio-economic position, and the traditional gender division of labour, is part of the natural order. This conception of gender gap is usually reflected and conveyed in everyday messages in the mass media and school textbooks. Women in India have been brought up, with a mind set that the men and boys are stronger physically and in other spheres of life and that the women get shelter and social security under men. This takes extreme dimensions among certain communities and faith groups. The price of social security that each woman has to pay is by submitting to the worst possible forms of violence, atrocities, insult and humiliation. Other than discrimination in communities, there is discrimination within the family itself.

Amendments to the constitution and recent legislation have given some powers to local structures such as Panchayat Raj Institutions (PRI) elected village level governance system. In these institutions 1/3 of the seats are reserved for women. However, their participation in these local bodies is very weak or nonexistent. Despite many attempts during the last 12 years, the much talked about Women's Reservation Bill which seeks to reserve 33% of seats for women in Parliament and State Legislative Assemblies could not be enacted due to stiff resistance from political parties.

2.9 Migration

Nearly 30% of the Indians who constitute the bottom strata of the population are grossly underprivileged and resource poor. They manage their livelihood mainly from natural resources like land, water, forest etc. In spite of all the developmental policies and programmes they are food insecure. The rural poor, when deprived of sustained and regular sources of employment and income from land based activities migrate to other areas in search of wage labour. Without the capacity to bargain and also the negotiating skills, they usually become victims of exploitation by middlemen.

Rural urban migration splits families as male work force migrates out. This creates social problems and contributes to HIV/AIDS. In many places nuclear families migrate in search of employment, leaving behind the old people in difficult conditions.

In addition to this regular phenomenon of rural urban migration, in the next four decades, millions of people will be forced to flee rising seas, floods, drought and other climate-induced effects, with the melting Himalayan glaciers particularly putting at risk the biggest irrigation systems. The coastal regions will be vulnerable due to storm surges, coastal and beach development schemes and coastal erosion. A rise in global temperatures due to greenhouse gas emissions could leave India facing a rush of 125 million people (75 million from Bangladesh and 50 million in India) migrating into or within the country. It is likely that most migrating or displaced people would move inland, to small - to medium sized cities and a smaller number would move to mega-cities along the coasts or on the main branches of river systems. This may generate severe tensions and instability in the context of already dwindling urban resources. Although the precise number of migrants is not estimated, the ecosystem-based activities such as subsistence herding, farming and fishing will be the dominant driver of forced migration.

Coastal India, particularly in West Bengal, Maharashtra, Tamil Nadu, Andhra Pradesh and Gujarat are at the maximum risk of “out-migration”. Yet, the issue of migration is missing from India’s national action plan on climate change. The fishing communities, which live on the coasts, are the least resilient and capable of facing the situation. They will lose their primary livelihood and will be forced to move to other livelihood options and move inland in search of alternative livelihoods.

3. LWSI TRUST

3.1 Who we are and what we do

LWSI Trust (LWSIT) was registered on September 4, 2008 to take over, manage, operate and own and continue the India Program of the Lutheran World Federation/Department for World Service, Geneva. The United Evangelical Lutheran Church in India (UELCI) and the National Council of Churches in India (NCCI) are the key stakeholders, thus upholding the Trust’s identity as a Christian ecumenical organization.

Lutheran World Service India (LWSI), the India program of the Lutheran World Federation, Department for World Service, became operational in 1974 in response to the refugee problems in West Bengal after the Bangladesh War of Independence. Over the years, LWSI expanded the scope of its work to other states and continued to work with the poorest of the poor and those affected by disasters without regard to race, sex, creed, caste, nationality or political conviction. Over these years, LWSI has rendered disaster relief and development assistance in the states of West Bengal, Bihar, Orissa, Assam, Andhra Pradesh, Tamil Nadu, Maharashtra and Gujarat. The Trust, as the successor to LWS India, has inherited a rich legacy of experience of implementing rural and urban development projects, disaster preparedness and response projects across India.

LWSIT will continue the work of LWSI with the underprivileged rural and urban communities. Social mobilization to promote collective approach to address their socio-economic challenges is the key intervention strategy. Awareness raising, sensitization and training programs are organized for the community representatives to develop their common understanding of developmental issues. In this approach people are placed at the centre, and external support is viewed as complementary and supplementary.

LWSIT will continue to implement Social Transformation, Economic Empowerment and Risk Reduction Projects in rural and urban communities as continuation of the a) Urban Development Project b) Rural Development Project c) Disaster Preparedness Project implemented by LWSI. The Trust will continue to implement Disaster Response Projects under the ACT Appeal mechanism in different parts of the country.

3.2 Advantages of LWSI Trust

Creation of LWSIT, the localization of LWF/DWS India program, represents the transition from being a country program to becoming an independent organization with strong national identity and roots in the country. The national ownership of the organization increases the legitimacy and relevance of the interventions, increases the scope for growth, greater flexibility and freedom of action. It reflects organizational progression and growth, reduction in external dependence, opportunities to reposition and build a new identity in the national context.

LWSIT inherits a rich legacy from the LWF/DWS India program. Unlike many national NGOs the India program was less hierarchical decentralised decision making by empowered people at all levels was the hallmark of the program. The program had excellent knowledge of the local operational contexts and strong interaction with the communities at the grass root level. The Trust shall strive to protect and take forward the evolved positive values and practices as well as the valuable lessons learned over 35 years of working in India.

SWOT analysis as part of the exercise for developing this Country Strategy Document, identified the following key advantages of LWS India.

LWSI had strong governance and management systems which ensured transparency and accountability at all levels. Participatory, flexible approaches were followed in all processes.

Though a faith-based organisation, the staff composition of LWSI showed its secular nature. It enjoyed secular credentials among the stakeholders.

LWSI provided adequate freedom of work and scope for learning for the staff, paid decent living wages, and staff received adequate skill development opportunities. Well-defined financial management systems were in place and were followed by all. LWSI had strong internal communication systems.

3.3 Mandate

To bear witness to the Indian Churches' commitment to accompany the poor, the marginalized and the excluded in their quest for justice, full realisation of human rights and life with dignity.

3.4 Vision

People of India living in just, secular and peaceful societies, in communal harmony and with dignity, united in diversity and empowered to achieve their universal rights to basic needs and quality of life.

3.5 Mission

Inspired by God's love for humanity, LWSIT challenges and responds to the causes and consequences of human suffering and poverty with commitment to justice and dignity for all.

3.6 Core Values

- **Justice**
- **Democracy**
- **Secularism**
- **Accountability**

3.7 Program Goal

Empower men, women and children of disadvantaged communities to enhance their quality of life, through rights based approaches for sustainable livelihood, food and human security.

3.8 Priority Focus Groups

- Marginalized rural and urban poor, among them the traditionally disempowered such as the scheduled castes, scheduled tribes, other backward classes, dalits, and religious minorities are the priority focus groups. Within these groups, special attention will be given to improve the living conditions of women, children, the aged without caregivers and the physically challenged.
- Victims of natural and manmade disasters.

3.9 Priority Focus Area:

LWSIT will continue to operate and take forward the development programs of LWSI in West Bengal, Orissa and Assam while simultaneously exploring the possibilities for expanding intervention to other states with high concentration of dalits, tribal people and other marginalized sections. The Trust will also respond to the relief and rehabilitation needs of disaster-affected communities anywhere in India depending on the magnitude of the disaster and the availability of resources.

4. STRATEGIC PRIORITIES, OBJECTIVES, APPROACHES, MODES OF OPERATION AND TIME FRAME.

4.1 Strategic Priorities

Social transformation and empowerment

LWSIT work will promote self reliant communities aware of the causes and consequences of their deprivation and exclusion; confident of their capacity to challenge discrimination and exclusion and improve their situation; sensitive to the human rights/ dignity of all; committed to act to realize their human rights, while striving to free themselves from the oppressive caste and gender based discriminatory practices.

Economic empowerment

LWSIT work will enable women and men to realise their right to sustainable livelihoods; increase economic freedom for women; make agriculture and natural resource based occupations more remunerative, environment friendly and climate change adaptive; deepen opportunities for alternative sustainable livelihoods optimally utilizing local resources.

Gender equity

LWSIT work will recognize the unequal position of women in the patriarchal society; acknowledge their unique vulnerabilities and needs, recognize their human rights; recognize their contributions to the economy and the society and their right to just share of the benefits of development and support affirmative actions to ensure opportunities for women and girl children to realize equal status in the family and the society.

Mainstreaming Disaster Risk Reduction

LWSIT work will recognise the importance of mainstreaming disaster risk reduction in all developmental work; build in elements of risk reduction into project activities including mitigation, preparedness, awareness raising, and capacity building.

Inclusion

LWSIT work will recognise the presence of various forms of discrimination in the society; ensure that all sections of the community are included in our humanitarian service in an equal manner without bias.

4.2 Strategic objectives.

LWSIT will follow these strategic objectives during the period 2010-2015 to work towards its vision, mission and addressing program goal.

1. Community empowerment, access to rights and entitlements

Objective 1: Communities are empowered to secure rights to improved quality of life

Strategies

- Promote self-managed, inclusive and sustainable organizations and structures for implementing local actions to protect their human rights
- Develop capacity of men and women within the communities to plan and implement appropriate actions to address social and economic challenges.
- Strengthen gender balanced leadership of the CBOs and groups and support them to follow democratic norms and work according to agreed standards and rules
- Support CBOs and groups to establish effective links to different duty bearers, to strengthen advocacy and rights based approach.
- Increase awareness in the communities regarding the role, responsibilities and functions of the elected local self government institutions and encourage them to participate in elections to local self government institutions
- Facilitate community action to promote functional literacy skills among illiterate adult women, men and out-of-school children.
- Facilitate community action to increase school enrolment and reduce dropout of girls and boys

- Facilitate community action to improve access to primary health care.

Evidence of change

- Communities are engaged in gender responsive community development actions, addressing social issues and violation of rights.
- Communities have mobilized resource from within and from the duty bearers
- Men and women are actively participating in local self- governments.
- Increase in school enrolment rates/decrease in school dropout.
- More girl children are enrolled in schools and continue schooling.
- Children are immunized against six killer diseases.
- Under nutrition in children is reduced.
- Pregnant women receive proper ante-natal and post natal care.
- Communities are better equipped to prevent STD and HIV infection.

2. Food Security and sustainable livelihood

Objective 2: Greater numbers of poor and marginalized people achieve sustainable livelihoods.

Strategies

- Support skill development initiatives to improve income and livelihood opportunities.
- Promote location specific sustainable agriculture systems and practices.
- Strengthen transferable and adaptable indigenous knowledge.
- Promote self help groups to manage savings, credit and micro finance schemes.
- Facilitate marketing of products produced by self help groups.
- Promote community controlled environmental protection and regeneration measures.

Evidence of change

- Improvements in household level food security.
- Reduction indebtedness to money lenders.
- Women have access to credit and income earning opportunities.
- Communities are engaged in environmental protection and regeneration activities.

3. Disaster Response & Disaster Risk Reduction.

Objective 3: Communities are prepared for reducing vulnerability to disaster risks, able to respond effectively to and recover from disasters and emergencies caused by climate change events as well as man-made and other causes and adapt to the impacts.

Strategies

- Promote community resource groups, strengthen disaster awareness and help develop coping capacities of at risk communities to prepare for disasters and manage risks.
- Ensure that LWSIT has trained, competent, and gender balanced teams to respond to disasters and to train communities to improve local capacity for disaster mitigation and management.
- Respond timely and effectively to meet the immediate needs of disaster victims in terms of water, food supplies, medical care, and temporary shelter.

- Ensure restoration / expansion of family shelter as well as community infrastructure and associated services.
- Establish effective structures and mechanism for resource mobilization.
- Maintain up dated data base of vendors and service providers.
- Create rapid emergency response fund for timely intervention.
- Participate in national, regional, and local networks, advocate the cause of disaster victims and promote rights based approaches in disaster response interventions.
- Promote community action based on appreciation of climate change and impacts.
- Engage in advocacy work at different levels on climate change related issues.
- Adhere to globally accepted standards such as SPHERE and HAP.

Evidence of change

- Relief supplies reach affected communities within the quickest possible time.
- LWSIT has broad based resource partnerships for disaster response.
- Trained and competent staffs of LWSIT address the emergency needs of disaster victims and are working to build capacity of the communities to respond to disasters.
- Communities in disaster prone areas have formed disaster management teams and they can take up primary response immediately during and after the disaster.
- Communities have developed local understanding of climate change mitigation and adaptation processes and are adopting appropriate technologies.

4. Organizational Capacity Development

Objective 4: Enhance organizational capacity to assure high quality services with accountability and transparency in emerging and challenging contexts.

Strategies

- Invest in staff skill development.
- Put in place effective HRD&M policy.
- Develop policies/strategies for advocacy work, resource mobilization, communication /visibility.
- Develop corpus fund for the Trust.

Evidence of change

- High quality programs acknowledged by partner communities and other stakeholders
- More resources are available from diverse sources.

4.3 Strategic Approaches

Rights Based Approach

LWSIT believes in a rights based approach wherein the poor and the marginalized can access the resources they need to address their basic needs as their right through self-empowerment

strategies. Therefore, in its programmes LWSIT will address issues of human rights and right to development.

Empowerment approach

LWSIT understands that empowerment of people gives them capacity to plan and implement actions on their own to improve the quality of life. This includes people's ability to generate, access and use resources effectively and to adopt effective participatory processes in a sustained manner.

Integrated Approach

LWSIT accepts that the multifaceted needs of the poor and marginalized communities cannot be solved or addressed by sector-based or compartmentalized approach. In its programme operations LWSIT will enable communities to deal with all aspects of their lives in a holistic manner.

4.4 Modes of Operation

LWSIT will follow the LWF/DWS guidelines and policies in its planning, monitoring and evaluation practices. This means that a Country Strategic Plan is prepared with participation of senior staff of the organization, which guides the LWSIT for the next six years. Within this framework LWSIT shall prepare detailed Planning and Monitoring Documents for the programmes for implementation. Each year a detailed plan and budget is prepared, which is based on the planning done at the community level. Systematic, regular and participatory monitoring will be applied. LWSIT methods of planning and monitoring are intended to promote community level planning and monitoring capabilities. Participatory methods are followed with the use of different tools to ensure maximum involvement of the people. Projects have flexibility to adjust their work to reflect people's changing views and aspirations as well as changing circumstances of LWSIT.

The following organisational processes will be used for implementing the programs.

Promotion and strengthening of CBOs and Groups

LWSIT considers communities as primary stakeholders in all interventions. The people centred approach can only be strengthened through mobilization of communities for collective decision making and actions. Collective action by the communities is essential to meet their strategic and practical needs. Community organizations and groups will be promoted, their assets developed, their leadership trained and supported to implement actions. By adopting a rights-based approach the Trust will strengthen the capacity of community organizations to relate to and negotiate with the duty bearers to secure their rights.

Strengthening Civil Society, Advocacy and Lobbying

LWSIT believes in advocacy as a mode of work. The Trust accepts that NGOs and communities have got the dual task of collaborating with the government while at the same time engaging the policy and decision makers through lobbying, campaign and advocacy processes to influence the policies in favour of the poor and marginalized.

Strengthening Local Self-Government Institutions

Decentralized local governance institutions, both rural and urban provide great opportunities for women and dalits, and particularly for the poor among them to enter these bodies and make these bodies respond to their needs. LWSIT will work to improve the management,

leadership and communication skills of these sections of the community to enable them enter these institutions.

4.5. Cross Cutting Issues

Disaster Response and Risk Reduction

LWSIT is committed to responding to all disaster situations within its geographic operational areas and to major disasters across the country, subject to needs and availability of funds. In view of multiple vulnerabilities to different disaster situations, disaster risk reduction will be considered as cross cutting issue in all program operation of LWSIT.

Climate Change Adaptation

Over 700 million rural population of India directly depend on natural resources and climate sensitive sectors for livelihood. Climate change is likely to impact all these sectors. Climate change will most affect the poorest and those least equipped to cope with the changes. One of the program priorities would be on climate change adaptation measures. Developing common understanding on the issues of climate change with reference to the local perspective, appropriate agricultural and other natural resource based practices, judicious water management, and multi-hazard resistant habitat are to be emphasized.

Sustainable livelihoods and food security

Under the globalization and free market domination the poor and marginalized have become more vulnerable and their coping mechanisms have been further weakened. LWSIT recognizes that respect for the environment is important to sustain food security and livelihood. Therefore, guided by these realities and values, the Trust will support community initiatives for improving agriculture production, promote appropriate income generation activities based on the use of local resources and promote water, soil conservation and management as well as environment protection and regeneration measures.

HIV

Among the operational districts, several have been identified as HIV high prevalence districts. People are exposed to multiple vulnerable factors to HIV infection. Ignorance of safe practices, migration in search of livelihood, and exposure to unethical and improper medical practices are among the major vulnerability factors. Therefore, intensive efforts will be made to build awareness on universal preventive measures of HIV, reduction of stigma and discrimination among all, particularly among the adolescents and those in the reproductive age group. Communities will be helped to establish effective linkage with service providers for detection, care and support.

Gender

Efforts will focus on ensuring women's access and control over resources and increasing women's negotiation capacity. Special needs of women and men will be taken into consideration at every stage of intervention. Women and men will be motivated to participate actively in the planning, implementation and monitoring of the development initiatives. Project will adopt affirmative action to create opportunities and enabling conditions for women to participate without inhibition. Budget will be gender responsive.

Peace and harmony

Peace is a prerequisite for development and in the absence of peace development achievements face the danger of getting wasted. In the recent years India has experienced

inter-communal conflicts and violence. As in the case of other disasters, the poor and marginalized were the worst victims of these human made disasters. Therefore, LWSIT will work to promote communal harmony, and foster community initiatives which will strengthen secular democratic values and forces.

4.6 Time Frame

The strategic objectives and approaches outlined above will be followed over the next six years. However, at the end of the third year, the strategies will be reviewed and revised based on the experiences gained over the first three years and taking into account the changes in the operational context and environment.

LWSIT will develop situation specific exit guidelines for exiting from the communities. Clear milestones of progress will be established and the Trust will exit from partner communities on achieving the milestones. On an average, in the development projects, the Trust will work between 06-08 years in a given community but the duration will depend on the availability of resources and the progress achieved by the communities. Trust's decision to exit on achieving the stated goals will be made known to the communities while initiating the program. To retain stable size of the program, the Trust will take up development work in new communities while withdrawing from older communities.

In cases of disaster response interventions, the operational period in affected communities will vary from case to case depending on the nature and magnitude of the disaster and the vulnerabilities of the communities. Crisis phase intervention with immediate relief usually lasts a few weeks to months; post crisis rehabilitation activities may continue up to 1 year. However, in the aftermath of major disasters in disaster prone communities, the preferred mode of intervention would be to link relief and rehabilitation to development. Such interventions would be of longer term to rebuild communities, to restore livelihoods and reduce vulnerability. Such interventions would have the characteristics of long term development projects.

4.7 Justification and continued presence

The justification for LWSIT to continue the operations of LWSI is based on three clusters of consideration:

- Need in the country and within the constituency for continued support;
- Ability of LWSIT to respond to the needs and challenges;
- Complementarities with other actors similarly addressing the challenges.

Need for continued support

There are a large number of pro-poor, pro- development legislations and social security schemes which protect the human rights of the vulnerable groups and address their development needs. But due to bureaucratic hurdles, lack of sensitivity among the duty bearers and in the absence of awareness among the rights holders, the benefits of these well meaning schemes and enabling legislations rarely reach the intended target groups. Social prejudices are deep rooted and discrimination based on caste, creed, ethnicity, gender, and age is rampant. The rights of the poor and the marginalized are violated and they are denied their just share of the benefits of development. Sustained intervention over a reasonable period of time is essential to bring about changes in the mindset, attitudes and work culture.

Ability of LWSI Trust to respond to the challenges

LWSI was known as an organization of high integrity, widely perceived as impartial, reliable, professional and accountable. The Trust, as the successor, has the capacity and the skills to take forward this legacy. The LWSI staffs have been absorbed by the Trust; they have deep understanding of the communities, stakeholders, primary focus groups and partners. The staff team is experienced, committed and have the professional skills and knowledge to address the critical development challenges. LWSI was invited to participate in several national and state level processes, planning workshops and action campaigns related to peace, poverty and emergency preparedness; as the successor the Trust shall continue to participate in, contribute to and gain from such opportunities.

Complementarities with other actors

There are several international and national NGOs and movements providing development and humanitarian services in India. There are differences in the coverage areas, target population and/or modalities of operations. Despite the differences, there are synergies and opportunities for cooperation and collaboration to deepen the impact of the intervention. Membership in ACT Alliance gives LWSIT the opportunity to work with, share experiences, and learn from other Christian ecumenical organizations in India. The right to food movement in India is another example where LWSIT has worked with advocacy groups to protect and uphold the right to food of the marginalized groups. Another example would be the Inter Agency Groups in different states which coordinate disaster response, improving the efficiency of the response mechanisms.

5. GOVERNANCE, MANAGEMENT AND ALLIANCES**5.1 Governance and Management**

Lutheran World Service India Trust (LWSIT) has been established to carry on and promote the programs initiated by the LWF/DWS through LWSI and to establish other programs for the benefit of the disadvantaged sections of the society irrespective of race, creed, caste, gender, nationality or political conviction.

LWSIT has the following governance and management structure and system in place.

The Board of Trustees will establish the overall strategies and policies for the governance of the Trust. The Board reviews and approves the long term strategic plans and policies, all program and project proposals and plans including Annual Action Plan and budgets prepared and elaborated by the Executive Director. The Board monitors the achievement of the objectives set on yearly basis, ensures proper and timely reporting on the activities of the Trust and dissemination of information with regard to all important issues and developments involving the organization, its program and projects.

The Executive Director, reporting to the Board, is the chief executive officer of the Trust, in charge of the overall operations and resources of the Trust and for overall supervision of the affairs of the Trust.

An Advisory Committee consisting of professionals from the fields of social development, disaster management, law, finance, human resources and other specialized fields advise the Board on different programmatic and organizational issues.

Management Committee consisting of senior staffs assists the Executive Director with day to day operations and management of the Trust.

5.2 Organizational priority

In the growing face of terror and violence, oppression and intolerance, tyranny and torture, war and anger, hatred and selfishness, LWSIT is called to convey the message of hope, justice and peace which brings forth life in all its fullness and challenges to be the harbinger of peace and harmony. Development is a process of change, from the rigid traditional model to the flexible model which responds to the needs of the present, a method by which communities can be helped to develop themselves with their capacities and resources towards self reliance, programs concerning the welfare of people, a movement for progress to infuse confidence in the people.

Gender insensitivity and violence against women continue to increase at an alarming rate. Degradation of climatic conditions, eco systems and changes in the environment are evident. Floods and cyclones on one hand, famine on the other, atrocities on dalits and especially dalit women, show an increasing trend. Education and health continue to be the concerns of the Indian Churches. The HIV/AIDS situation in the country continues to be alarming. In the name of development, modernization and industry, the tribal people are displaced from the forests that are part of their being. Religious and caste affiliations have polarized youth.

It is in this context that the LWSIT organizational priority is to enable people and those who are crushed and battered to experience the good news of justice, peace, equality, hope and life, life in all its fullness. Thus, fulfilling the mandate to accompany the poor, the marginalized and the excluded in their quest for justice, full realization of human rights and life with dignity.

To address the narrated program goal of the organization in a professional and qualitative manner, the following issues have been identified as some of the organizational priorities.

Learning Organization

LWSIT will continue to strengthen itself as a learning organization, will promote a strong culture of cross learning within the organization. Systematic knowledge management practices will be introduced to strengthen organizational learning. Networking and alliances will help the Trust to share experience and learn from the experiences of others.

Institution Building

LWSIT recognizes the need to engage actively in institution building activities. As a newly emerged national NGO, the Trust will strive to build assets, capital and reserves and establish its national Christian ecumenical identity. The Trust will carry out resource mapping; identify resource agencies including ecumenical organizations sympathetic to the cause of the Trust and work with them to build corpus funds, movable and immovable assets and reserves to ensure the sustainability of the organization.

Retaining and Building donor's confidence

LWSI was known to national and international donors for its high quality of service, for meeting quality standards and other criteria set by international donors and other partners. LWSIT as the successor of LWSI will continuously try to raise the quality of its service to fulfil its mandate, in alignment with the donor priorities.

Diversifying resource base

LWSI was dependant on resource support from Related Agencies and traditional donors. It has also implemented some bilateral projects and some government funded projects. LWSIT will bank on these experiences, explore possibilities for raising resources from within country by participating in government supported programs and corporate social responsibility programs. The Trust will also approach other ecumenical agencies and like minded resource partners for support.

Building visibility

LWSI pioneered of many innovative approaches and activities. The vast and diversified nature of the country needs replication of these effective models. Moreover to establish the identity of the organization as a true national organization the Trust needs strong visibility at the national level. Therefore, LWSIT will put conscious effort for organizational visibility in the national context.

Building relationship with Indian Churches

LWSIT has the mandate to bear the witness to the Indian Churches' commitment to accompany the poor, the marginalized and the excluded in their quest for justice. To make its role meaningful it will build effective working relationship with Indian Churches, supporting them and strengthening them to extend humanitarian and developmental service to the poor and marginalized irrespective of caste, creed and ethnicity in the true spirit of selfless service.

Networking

LWSIT recognizes that the goal of upholding the rights of the poor and empowering the disadvantaged and marginalised can be better realized by working with likeminded organizations and groups. Therefore, the Trust will network and collaborate with likeminded NGOs, continue to participate in national and international forums and alliances to advance the cause of the poor and the oppressed.

5.3 Strategic Alliances

Strategic Alliance is a formal relationship between two or more organizations to pursue a set of agreed upon goals or to meet critical needs while remaining independent organizations. Strategic alliance done right is a powerful tool for development, providing enduring solutions to some of our greatest challenges to meet sector-focused development objectives. In short, alliances bring partners and resources together to generate or increase the prospects of working together. The alliance is to establish cooperation or collaboration which aims for a synergy where each partner hopes that the benefits from the alliance other than those from individual efforts. Strategic alliances are becoming a more and more common tool for expanding and linking with other agencies and establish a net work to identify sustainable or alternate development process.

Strategic alliances are sweeping through and are becoming an essential driver of superior growth. For likeminded NGOs, strategic alliances are a way to work together with others towards a common goal while not losing their individuality. Alliances are a way of reaping the rewards of team effort and the gains from forming strategic alliances. Other factors include an increasing intensity of competition, a growing need to operate on a global scale, a fast changing marketplace, and a convergence point in many areas. Especially at a time when growth is becoming the norm, the partnerships can leverage growth through alliances with

international partners. NGOs can enter international partnership by finding an appropriate alliance which operates according to need.

A strategic alliance is essentially a partnership in which you combine efforts to value add to the projects. Alliance is simply a collaboration or conjunction with networks to share experiences and look out for leveraging advantages while working closely with them. Alliances are formed for technology transfer, sharing research and development findings and develop new opportunities through new services.

LWSIT should therefore in the next 6 years explore all the possibilities to build inclusions to a larger world in existence to address the challenges and issues posed by poverty and collectively find ways to reduce them locally. This effort would place LWSI ahead of other actors in the arena.

LWSIT has its identity as a faith based, ecumenically oriented organization. In view of the transition and localization, LWSIT needs to foster alliances to achieve its goals and to address different areas of challenges. In this process, new potential partners both local and international need to be identified and working relationship and areas of cooperation need to be worked out.

Assets and corpus fund need to be in place to ensure sound financial credibility. All these could be achieved by working with compatible partners and show greater visibility of the organization.

5.4 ACT Alliance and Network

LWSIT shall continue to be a member of the ACT Alliance, will be actively engaged in humanitarian aid work and benefit from the continued membership in the ACT Alliance. LWSIT also envisages being a part of the ACT network to benefit from opportunities to learn from and contribute to the learning of other members in the ACT Alliance. LWSIT will continue to be in the ACT India Forum and collaborate with other members of the Forum in the interest of deepening the impact of the work. As a member of the ACT Alliance, LWSIT will strictly adhere to HAP Standards in Humanitarian Accountability and Quality Management and the Sphere Standards. It will also follow other applicable International quality standards and norms.

5.5 Program Related Partnership

LWSIT will practice and promote collaborative and cooperative approaches aiming at local resource mobilization, sharing of views and experience through a wider forum. Keeping communities at the centre, LWSIT will facilitate regular contacts, interface, training and sharing sessions as well as exposure programs with Government departments and other NGOs. LWSIT will explore possibilities of partnership for collaborative services and resources with government agencies. Local resource agencies will be identified and mapped. Capacity building of partners will be taken up. In programme implementation, more collaborative approach will be taken using local expert agencies. In this way LWSIT can create, extend, and replicate programs over wider geographical areas.

LWSIT will develop local organizations and leadership, build the capacity of the local organizations it works with to take forward the development actions and continue to relate to them as partners for replicating actions within the operational region. These organizations rooted in local communities and culture with deep understanding of the local development

challenges will be the partners of choice for promoting and strengthening rooted advocacy and rights based approaches to development.

LWSIT will proactively carry out mapping of the existing organizations in the operational region and identify the potential ones to work with, thus making them “Partners of Choice”. This will provide the Trust the opportunity to learn from the experiences of others and with its experience, knowledge and skills contribute to the growth of the partners.

The Trust will continue to be actively involved in and contribute to international and regional networks such as ACT-Forum, AZEECON, SAGA, Humanitarian Accountability Partnership (HAP), State Level Committee for Disaster Preparedness, Inter Agency Groups (IAG) of different states and SPHERE.

5.6 Role of LWF/DWS

The constitution of LWSIT guarantees that the Trust shall proactively seek and do all things as are necessary to retain the status as Associate program of the LWF/DWS. The relationship shall be governed by a jointly agreed upon Memorandum of Understanding. The continued relation as an Associate Program will ensure continuity in terms of linkages and association and give the Trust valuable support in the areas of program and financial planning and management systems; quality assurance and credibility and opportunities for the staff participate in training and exposures, to share experiences and learn from the experiences of other country programs of the DWS.

5.7 Role of LWF Related Agencies

The strong commitment of the Related Agencies to the India Program contributed to its growth and evolution as a premier development and disaster response program in the country. LWSIT expects to maintain the strong fraternal ties with the Related Agencies. Where and as required the Trust shall negotiate and enter into separate direct agreements with the different Related Agencies to prevent disruption in funding and other forms of support. The Trust is committed to building and strengthening relations with the Related Agencies and delivering high quality results consistent with individual Related Agency priorities, expectations and reporting needs.

6. RESOURCES AND REQUIREMENTS

6.1 Human Resources

	2010	2011	2012	2013	2014	2015
Head Office	31	31	31	31	31	31
Program Development Unit	9	9	9	9	9	9
Program Operation	310	310	310	310	310	310

6.2 Financial Resources

							in USD
Projects	2010	2011	2012	2013	2014	2015	TOTAL
STEER Project-Rural	1,989,200	2,064,000	2,138,800	2,213,600	2,288,400	2,363,200	13,057,200
STEER Project-Urban	426,500	444,500	462,500	480,500	498,500	516,500	2,829,000
ACT Appeal Projects	600,000	600,000	-	-	-	-	1,200,000

Bi-lateral Projects	718,000	788,000	598,000	344,000	-	-	2,448,000
Program Development Unit	88,100	90,000	91,900	93,800	95,700	97,600	557,100
TOTAL:	3,821,800	4,586,500	3,291,200	3,131,900	2,882,600	2,977,300	20,091,300

Estimated expenditure in ACT Appeal projects in 2009 is 1.7 million.

6.3 Resourcing Plan.

In the foreseeable future International Donors, among them the traditional donors and Related Agencies will continue to be the main resource partners for LWSIT. The Trust will work to broad base resource partnerships; proactively seek support from national and international agencies operating from within and outside the country. As the Trust grows in experience and acquires greater visibility, more donors are expected to be willing to buy into the programs and support the activities of the Trust. The Trust will explore opportunities to leverage government funded schemes; approach Indian corporate for financial support as part of corporate social responsibility programs.

6.4 Accountability and Transparency

Accountability and transparency, delivering high quality work in an accountable and transparent manner, is fundamental to LWSIT organizational strategy. Accountability is the acknowledgement and assumption of responsibility for actions, decisions and policies including the administration, governance and implementation within the scope of the role or employment position to report, explain and answerable for resulting consequences. LWSIT has strong systems in place including finance manual as guide book for

- Prevention of corruption and fraud.
- Risk analysis and control.
- External Audit
- Internal control
- Procurement policy
- Financial Reporting

The Trust will adhere to the relevant national and international codes of conduct and standards such as SPHERE standards and HAP principles etc; train and orient staff on the importance of adhering to these standards and principles, and build in systems to monitor compliance. As expression of its commitment to accountability to the communities that it works with, the Trust will put in place effective complaints system and grievances redressing mechanism.

7. RISKS AND ASSUMPTIONS

7.1 External Risks

Growing religious fundamentalism may pose a threat to LWSIT as a faith based organization. LWSIT will maintain its secular and inclusive approach in development initiatives as well as in disaster response programmes.

Political conflicts and polarization at the community level may hamper the project implementation. Project will maintain an apolitical approach and continue to keep build rapport with Government.

India is a nuclear power and Indian economy is considered to be booming, hence India is not a priority country for many donor agencies for development aid. This attitude ignores the fact

that more than 400 million people live in abject poverty. LWSIT will work with related Agencies and others to expose the irony of the Indian situation and seek support.

In many of the operational regions especially in tribal dominated areas, there are legal and illegal mining operations and growth of other industries leading to environmental degradation, land alienation, displacement of population groups and increased exploitation. The Trust will adopt Rights Based approach to combat these challenges.

Emergence of extremist groups indulging in violence and opposed to the democratic state may pose a threat for project implementation. The Trust will have to gain the confidence of the communities that it works with.

Corruption and bureaucratic hurdles in the delivery of state sponsored services and programs. LWSIT will aware the communities about the responsibilities and functions of the state and its agencies as service providers. The Trust will sensitize communities to view the services provided by the state and its departments as their rights as citizens and not a favour rendered by the bureaucracy, and to make use of different anti-corruption legislations to prevent corrupt practices.

Due to global warming and effects of climate change, frequency and magnitude of disasters have increased. Climate change adaptation and disaster management activities have been integrated as a cross cutting issue to enable people to strengthen their coping mechanisms.

Rights based approaches and principles of gender equity are seen as threats with the potential to destabilize the prevailing systems and culture. Continuous efforts will have to be made to build rights awareness among the rights holders and duty bearers.

Donors disinterested to support repeated humanitarian interventions following natural disasters. Repeated natural disasters in the country is largely due to climate change and the “developed nations” who are primarily responsible for the factors behind climate change should recognize their role, acknowledge their responsibilities and act to mitigate.

7.2 Internal Risks

Proper framework for cooperation with national ecumenical agencies and Indian churches are yet to be developed.

The Trust has not yet developed an appropriate HRD&M policy; this could de-motivate staff and affect proper planning and utilization of human resources.

The Trust and its predecessor LWSI have very little visibility at national level; this will negatively impact efforts to raise resources from within the country.

The Trust does not have reserve or corpus funds which will affect the sustainability of the organization and its programs.

Trust will be challenged to recruit and retain staff due to gradual decline in financial resources.

8. REVIEW MECHANISM

The Trust will follow participatory bottom-up planning, implementation, monitoring and evaluation strategies which ensure that the ownership of all processes and initiatives remain in the hands of the partner communities. Review and monitoring is carried out at different levels as explained below.

Community level: Members and leaders of the community organizations and self-help groups monitor the progress of activities on a day-to-day basis. CBOs and SHGs maintain complete record of all materials received and distributed, all loans given from community or group funds, all activities undertaken as well as details of the beneficiaries. They maintain minutes of their meetings, resolution books, cashbooks, loan registers and other relevant books of accounts.

CBO and SHG leaders and members from all the partner communities in the zone meet formally once a month to review progress of activities, share information and experiences. This meeting helps the communities and leaders to learn from each other and build solidarity among them.

Zonal level: Operations in a cluster of adjacent communities are managed and monitored by a team of LWSIT frontline personnel living together in a group at one convenient location.

Project Unit level: The Project Management Team headed by a Project Coordinator is responsible for coordination of planning, implementing and monitoring of all activities within the district.

The Project Management Team analyses the action plans and progress reports from Zonal Team and provide feedback. The Team uses the Monthly Reports, Quarterly Monitoring Reports and Annual Monitoring Reports from the zones to prepare corresponding unit level reports for submission to Program Head Quarters in Kolkata.

Program Headquarter level: Personnel from Program Development Unit (PDU) review and analyses all action plans and progress reports from the project units and provides regular feedback. PDU members and the Finance Department personnel regularly visit the project, interact with project personnel and community leaders and members. Documents and records at the project unit, zonal and community levels are scrutinised. Debriefing sessions at the end of the visit and visit reports discuss the major observations and recommendations and serve as guideline for the Project Unit Management team.

Executive Staff Meetings (ESM) are held at least twice in a year when senior project personnel and members of the Management Team jointly review project progress. Major program policies are reviewed in the ESM.

Participatory evaluations and assessments are conducted regularly. Project personnel facilitate Participatory Evaluation by community members.

Program Advisory Committee will periodically visit projects, review activities and make recommendations to improve program performance giving due consideration to the changing scenario.

LWSIT proposes to put in place systems for participatory external evaluations led by experts from within the country. Each year national teams including Trust personnel will assess at least one unit or one program component.

International Evaluation of the program has been planned after 5 years to evaluate the program in the light of organizational objectives.

Evaluation findings and recommendations are discussed at all levels within the organization and prompt action is taken on evaluation recommendations.

9. SUSTAINABILITY

LWSIT will work for the sustainability at the household and community levels. Sustainability will be achieved through;

- promoting community organizations led by members of the community
- strengthening community ownership of the development interventions
- empowering the communities to secure their rights and entitlements
- improving productivity from the resources owned by the communities
- strengthening access to common property resources and improving their productivity
- improving the collective managerial skills of community representatives

Ownership and responsibility sharing by the individuals and groups in the development process is the key issue to attain sustainability. LWSIT recognises that without adequate capacity and responsibility sharing within the communities; it is not possible for external agencies including Government to improve the status of the communities. LWSIT will work to eliminate dependency and establish self-sustainable development process and will hand over the development process to the local communities after certain level of achievement and after creating enabling conditions towards sustainability.

Communities will be sensitised and encouraged to generate capital and mobilize resources from within and outside the communities.

Economic growth possibilities will be explored through creation of self-employment opportunities with diversification of income opportunities for both men and women in the communities.

Institutional identity of the community-based organisations will be established by developing their capacity to manage program collectively within an organisational framework. LWSIT will work in close cooperation with Government, Self Government and other local partners to facilitate liaison and networking to ensure that communities receive resource support during and after the withdrawal of LWSIT intervention.

Sustainability of the LWSIT as a national NGO

In order to ensure its sustainability as a national NGO, the Trust will work to build corpus funds and reserves, acquire assets, diversify resource base, work with non-traditional partners, and strengthen visibility and reputation for innovation and excellence in all its

spheres of work. The Trust will position itself as a Christian ecumenical organization and as an instrument of the Indian Churches work with the Churches to create and strengthen its resource base. It will strengthen its relationship with international donors and agencies and at the same time strengthen its networking and linkage with government and other national partners and like minded NGOs to improve its visibility in a wider context and to work more efficiently on advocacy and rights based issues.

((((((((((((((((((((((((((((((((0))))))))))))))))))))))))))))))))))