



act:onaid

www.actionaid.org/india

PEOPLE FIRST

COUNTRY STRATEGY PAPER | 2011 - 2016

ActionAid India is part of a global federation and a full affiliate of ActionAid International that has presence in over 40 countries worldwide. Since 1972, the poor and the excluded have been at the centre of our discourse and actions in India. In 2006 we got registered as an Indian organization called ActionAid Association. We are governed by an independent General Assembly and a Governing Board.

ActionAid works in 24 states and one union territory of India. We work with the poorest and the marginalised in the most inaccessible areas in partnership with several grassroots organizations, civil society groups and platforms.

*“This Country Strategy is for the period from 2011-16
2017 will be an overlap year when the new strategy will be formulated”*

©ActionAid Association

All Rights Reserved. No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, mechanical or photocopying, recording, or otherwise without the prior permission of the publisher.

Preface	3
An ants eye view of India	4
Our values	8
Our vision	8
Our mission	8
Our identity	8
Overall goal	8
The core ideas of social transformation	8
Strategic Priorities	9
● Peoples' control over resources like land, water, forest, minerals, commons and livelihoods	10
● Radical democratisation of the society, economy and polity at all levels	11
● Assertion of women and girls' rights as human rights	12
● Children are recognised as political and equal citizens	13
● A just, secular, violence free and peaceful society and state	14
● Solidarity with struggles and progressive actions beyond local and national boundaries	15
Our approach	22
● Partnerships with community based formations, social movements and other social organisations	22
● Fellowships and cadre building	22
● Strategic engagement with the state	22
● Political parties and trade unions	22
● Engaging with youth and youth organisations	22
● Media and communications	22
● Building knowledge partnerships	23
● Global south - south - north partnerships	23
● Humanitarian response for people affected by natural and human made disasters	23
Organisational goals and priorities	24
● Building synergies between functional units	24
● Enhance impact, quality and accountability of programme, policy and campaigns	24
● Capacity enhancement	24
● Promoting feminist thoughts	25
● Consolidating and synergising our resource base	25
● Judicious utilisation of funds	26
● Coherence and alignment of structure to mission and organisational goals	26
● Strengthening Governance	26
Conclusion	27
Regional Offices in India	28

“...And they tell me that
This life is good
They tell me to live it gently
With fire, and always with hope.
There is wonder here ...
-Ben Okri, An African Elegy”

Photo Credits

Cover page: Srikant Kolari@ActionAid

Page 10: Nilayan Dutta / Tom Pietrasik / Firoz Ahmad Firoz@ActionAid

Page 11: Kazu / ActionAid

Page 12: Firoz Ahmad Firoz / Nilayan Dutta / Sanjit Das@ActionAid

Page 13: David Orr@ActionAid

Page 14: Atul Loke / Panos Pictures / Srikanth Kolari@ActionAid

Page 15: Partha Pratim Ray@ActionAid

Page 16: Soumi Das / Srikant Kolari@ActionAid

Page 17: Soumi Das@ActionAid

Page 18: Chintan Gohil@ActionAid

Page 19: Prashanth Vishwanathan@ActionAid

Page 20: Silva Ferretti / Lalit Dabral / Sanjit Das@ActionAid

Page 21: Florian Lang@ActionAid

Page 23: David Orr@ActionAid

Back cover: Sanjit Das@ActionAid

ActionAid India is part of a global federation and a full affiliate of ActionAid International that has presence in over forty countries of Asia, Africa, Americas, Europe and Asia Pacific with its headquarters in Johannesburg, South Africa

Since 1972, the poor and the excluded have been at the centre of our discourse and actions in India. In 2006, we were registered as an Indian organization called ActionAid Association India. We are governed by an independent General Assembly and a Governing Board.

In these four decades, we have extensively worked with dalits, tribals, muslims, the urban poor, most excluded communities, people living with HIV/AIDS, fisher communities, people affected by disasters, women, children and persons with disability across the length and breadth of the country. As an approach, we have evolved from a 'service based' to a 'rights based' organization promoting democracy, human rights and social justice and seeking to challenge the hegemonic forces of social, cultural, political and economic exploitation.

Over the past 15 years we have been guided by three country strategy papers (CSP) each with a mandate of contextualising our actions for a period of five years. It is directing us to bring to bear, our partners, excluded communities, networks and experiences to make informed choices of strategies, focus areas, plans, actions and organizational structure. The second and third country strategy papers, 'Taking Sides' and 'Rights First' re-affirmed our faith in the agency of the poor and excluded communities and their struggle to challenge exclusion, unjust social relations and power structures and to secure the right to life with dignity. In India today, as we unveil this CSP, we witness a nexus between the historical social identity based discrimination and the neoliberal economic order where poverty, patriarchy and disparities have

reached crisis levels. The State needs to move towards a paradigm shift in terms of constitutional welfare and development responsibilities, and usher indirect social welfare schemes with long term egalitarian and humanitarian goals. The process of Mahatma Gandhi National Rural Employment Guarantee Act, Right To Information, Forest Rights Act, and now the Right to Food vis a vis the Food Security Bill, among other progressive measures for short term and long term universal poverty alleviation should be initiated with collective participation. This was the original manifesto of the Common Minimum Program of UPA I and this will be the best tribute to the spirit and content of the Indian Constitution. The review of our interventions during the last five years called for a movement towards expanding the rights approach beyond achieving entitlements, and further than the exclusive pursuit of individual rights. It also enhanced our understanding of patriarchy, caste based injustice, alienation of ethnic and religious minorities. The CSP IV therefore aims to deepen our understanding of peoples' ability for progressive expressions and solidarities within the context of social and ecological injustices, economic, political and cultural dispossession and feminization of dispossession.

The mission embodied in this document is a consequence of a prolonged yet deliberate process of reviews, consultations and cooperation with mass movements, communities, activists, Civil Society Organizations, academicians and ActionAid team members. It is our shared vision of social transformation and a reiteration of our willingness as ActionAid to learn, participate and contribute to such transformations in India and beyond.

“ जब जुल्मों सितम के कोहे-गरां,
रूई की तरह उड़ जायेंगे
हम सहकर्मों के पांव तले,
ये धरती धड़-धड़ धड़केगी
और अहले हुक्म के सर ऊपर,
ये बिजली गढ़-गढ़ गढ़केगी
हम देखेंगे लाजिम है कि हम भी देखेंगे
-फैज अहमद फैज”

“ It is possible that we might
live to see the day when the
high mountains of tyranny
and oppression will disperse
and the excluded will be in
positions of power”

Faiz Ahmed Faiz”

The Constitution of India with its pillars of social justice, equality, secularism and socialism has been a continuous source of inspiration for many social transformation agendas in India.

People's struggles have drawn from the Constitution to argue against discrimination and injustice and to better their lives. The current milieu of a liberalizing state along with land conflicts, displacement, shrinking of the pluralistic fabric of our society, are threatening these emancipator values of the Constitution. The consequence is, a reinforcement of a social and economic order which is in violation of the dream of our freedom fighter.

Today's dominant ideology with its overbearing belief in the "trickle-down doctrine" has vastly exacerbated social and economic inequalities in the country. Comparable estimates of the 50th (1993 -1994) and 55th (1999-2000) rounds of National Sample Survey data reveal that inequality increased both in rural and urban India. Unemployment has also increased in most parts of the country. Discrimination and violence on dalits, women and religious minorities have increased. The acquisition of land for Special Economic Zones, Agri Export Zones, coastal corridors, large dams, real estate and airports has led to unprecedented alienation of land and other sources of livelihoods of the peasantry, indigenous peoples, dalits, petty commodity producers, and the fishing communities among others who are being driven out and forced to migrate, making women and girls even more vulnerable to trafficking and sexual exploitation. Natural resources are being expropriated and sold off for a song, at huge ecological costs. The poor in cities are being forcibly evacuated from their homes in the name of development.

It is a contradiction that agriculture, forestry and fishery that feed the nation and provide employment to a vast majority of our fellow citizens are in deep crisis. Agricultural lands are being diverted to non - agriculture purposes displacing large numbers of farmers and landless labour from their livelihood base and putting the food security and food sovereignty of the country at risk. The total neglect of public investment has ensured that the agriculture & allied activities grew at 2.5 per cent as against the growth of Gross Domestic Product (GDP) at factor cost estimated at 6.9 percent in 2011-2012. This is

as per the latest information (Advance Estimates) of National Income for 2011-2012 (at constant 2004-2005 prices), released by the Central Statistics Office. The situation has been much worse for small and marginal farmers who constitute 80% of farming households and who are mostly dalits and tribals with restricted access to both input and product markets. This, in turn, has led to a loss of assets, including land, by the small peasantry and loss of livelihood of the landless labour. It is also a contradiction that the small peasantry who produce and provide 50% of the food in India have to be hungry and poor. The NCRB data* suggests that 2, 70, 940 farmers committed suicide between 1995 – 2011 and studies show that every fifth farmer committing suicide is a woman. Tribal communities, who have lived in harmony with forests, protecting and nurturing them for centuries, are being forced out of their abode in the wake of capitalist development. The coastal lands are being taken over for various 'development purposes' violating the customary rights of the fishing communities and putting their livelihoods in jeopardy. The viability of occupation of farmers and fishing communities are steadily declining. As communities get dispossessed and men migrate in search of labour the feminization of the agrarian crisis has scripted untold miseries in every corner of the country.

ActionAid believes that the issue of agrarian crisis is beyond agriculture per se and encompasses land reforms and related policies in the country. While quoting that "land reforms have reached a dead end" (Planning Commission 1989:51) the reverse transfer of large tracts of land from farmers to private industrialists and realtors is at the core of the current set of land reforms in India. Thus, policy reform should aim at radical steps towards social justice that ensure food sovereignty with the fundamental principles of right to food and the right to land. The right of each nation or people to define their own agricultural and food policies, respecting the right of indigenous peoples to their territories, the rights of traditional fisher folk to fishing areas, and peasant based sustainable, or agro ecological, agricultural practices.

Indeed, the project of rural industrialization at the service of majorities did not fully take off, scuttling effectively any opportunity for the peasantry to exercise a livelihood choice beyond wage work in agriculture. Even the settings up of allied industries that compliment agriculture have not captured the imaginations of our policy makers. Most public sector industries which have played a crucial role in laying the foundation for modern economic activity in India were situated in or close to large cities. The stark difference between the development of the rural and urban areas is the product of this missed opportunity.

The current policies, in contradiction, are promoting subsidies and a complete takeover of industrialization by large private corporations squeezing out any possibility for impoverished rural communities, without adequate support from the State to start small scale industries and collective local initiatives. Further, the policies are promoting acquisition of land from farmers and handing them over to private companies. This process has to be stopped, reversed and changed. Our policies must promote small and medium industries in rural India that are owned by rural communities themselves, if livelihood options are to be real for millions of 'depeasantised labour' in India. Dalits, who come under the lowest rungs of the caste hierarchy, have historically been dispossessed not only of resources but of their rightful dignity and identity.

While our progressive Constitution and laws provide a strong framework for protection and promotion of rights of our most marginalized communities such as tribals and dalits, discrimination and atrocities on dalits are increasing, and marginalization of tribals continues. Dalit women bear the enhanced burden of sexual atrocities in their work as well as a part of their 'occupation'. Women form a coherent group characterized not only by biological essentialism but through shared oppression. A complex interaction of caste, class, ethnicity, culture, religion, location and other institutions have a direct bearing on the degree of this oppression. The existing patriarchy and 'gender regime' in India have only been exacerbated by the explicit adoption of neoliberal reforms. Though Human Development Indicators are not 'just' descriptions of the conditions of women, it is still pertinent to note that women fare much worse on health, education and other key life determining indicators. The worsening of the adverse sex ratio in the country has to be considered as a direct threat to the Right to Life which is amply manifested in the

2011 census which shows a decline from 927 to 914 in the child sex ratio (0 - 6 years).

In terms of public sphere, we witness a large number of women suffering from extremely discriminatory conditions such as gendered division of labour, unequal access to credit, the absence of security and exploitation. Despite Supreme Court orders in 1998 and efforts to bring about a law, women routinely face sexual harassment at workplaces. Women's right to participate in governance and empowerment faces deliberate hurdles despite the 73rd and 74th amendment and the Women's Reservation Bill. Moreover, women in India are socialized into being silent about their experiences of structural violence which range from discrimination and violence faced in workplace, public and private sphere.

In fact, traditional norms and cultural hegemony teach them to accept, tolerate and even rationalise this violence. Domestic violence challenges the myth of the family as a sanctuary of tranquility and shatters the peaceful image of the home and the safety that kinship provides. The highly inadequate implementation of the progressive legislation brought about by the feminist movement against Domestic Violence of 2005, clearly reflects the patriarchal nature of our society. In our cities, there is increasing migration of dispossessed communities from the countryside joining the urban poor looking for subsistence occupations but denied of even basic facilities as citizens. The adoption of urbanization as an ideology displaces people from villages while the practice of credit worthy cities expels them from cities. They are homeless or critically housed in shanties, wandering without any rights either in cities or in their original rural hinterlands.

Those who are self employed in petty businesses or eke out a living as street vendors, also face the threat of being dispossessed by policies that promote large transnational corporations at the cost of small and medium businesses. These rapid growth of urban populations, 'exclusion' practices against the urban poor and skewed distribution of urban spaces (As per the National Housing Bank(NHB) and NCAER estimate for the period 2007-12, the total housing shortage at the end of tenth plan has officially been assessed as 24.71 million dwelling units for 67.4 million Households, where 98% of this shortage was in the Low Income and Economically Weaker Sections (EWS)

segment.) bring to fore the need to reinforce the agenda of right to housing and to urban spaces.

We take pride in the strength of our democracy, and how people have found space within it to argue, petition, protest, cooperate, collectivise, engage, resist, demand, overcome and achieve social transformation despite our serious concern on the emerging social and political economy in India. Such spaces cut across classes and amongst the middle classes too; a trend for progressive change is noticeable which opens newer avenues for expansion of rights and democracy. ActionAid derives strength in this ability of people to find opportunities in adversity.

The Indian Constitution has made several provisions for children and the Government has strived to create a network of institutions to secure the rights of children. Today, India has the largest network of state run schools, largest noon meal programmes, largest immunization and nutrition programmes which caters to needs of the children, mostly of poor and excluded communities.

Yet, the condition of children in India raise several concerns. India has the highest proportion of undernourished children, 35% of low birth weight cases and the highest number of neo-natal deaths in the world.

The infant mortality rate is 57 for 1000, and even more if figures are desegregated, making it worse than Sub-Saharan Africa. A girl child born to a poor Indian family is twice more likely to die before her fifth birthday in comparison to others and the multi grade education system is biased against children of poor and excluded communities. The system in denial has willfully violated the rights of children that it vowed to protect as a signatory to the UN Convention on the Rights of Children. Knowing fully well that macro policies in many sectors directly

influence the rights of children, the State needs to play a creative and visionary role in those sectors.

On the governance front, the improper devolution of power, though mandated for strict implementation by the Constitution and its amendments and legislations like PESA and the 6th Schedule bodies, has incapacitated the establishment of a true grassroots democracy. Instead, there are strong and often anti - constitutional moves to sanctify executive decision making processes and institutionalize para-statal organizations at the direct cost of elected representatives, democratic institutions, peoples' participation and democracy itself. Autonomy of local governance bodies already compromised by existing socially constructed power structures, has been further dented by so called reforms. Large swathes of the natural resources rich central India inhabited by indigenous tribal peoples are facing displacements by highly influential large corporate interests. The pillage of natural resources for private profit and the total disregard for indigenous peoples' contribution to the protection of these resources raise fundamental questions: Who owns these resources and at what human and ecological costs will these resources be exploited? Indian democracy, which upholds freedom of faith, expression of belief and practices, also came under severe strain during the blatant attacks on minority communities in specific states. Discrimination based on a communal mindset has led to Muslims lagging behind socio-economically and politically.

Communalism in the form of cultural nationalism creates a state of insecurity among the minority communities. It is not only a matter of deeper understanding as to how communal tendencies take root in a multifaith, diverse society like ours, but also calls for social action to protect and uphold ideas of a secular, plural, socialist and sovereign India. As most of the poor in India are Dalits, tribals, Muslims and women, there is an evident caste-class-gender perspective in the poverty dialogue that has to be brought to the centre stage of dominant discourse. Persons with Disability (PWDs) are subject to deprivations of multifarious dimensions in their lives owing to stigma and social attitudes which exclude them from equal opportunities. ActionAid will strongly base all its learning and actions on these social dimensions of poverty and exclusion. Peoples power in redefining the important concepts of rights, citizens, equality and progress and the adaptation of newer strategies to live a life with dignity beyond mere survival is what we stand for. Our humble

contributions in the fields of right to food, initiatives against social exclusion, indigenous tribal people's rights, promotion of secularism, rights of people living with HIV and people with disability have all been inspired by the power of the people to effect change. In India today, we constantly experience many progressive assertions. This includes feminist struggles that are challenging patriarchy and restructuring gender relations, Dalit struggles for dignity, and tribal movements for identity and access, and control over common resources. There has been a flourishing of people's movements; in this dynamic, socially transformative resistance we see real possibilities of expanding democratic spaces, enacting pro-poor legislations and resisting the continued violation of people's rights.

At ActionAid India, we celebrate the transformational potential of the people and their struggles. It inspires us to reaffirm our commitment to social transformation.

The energy and 'change potential' of people's struggles beyond borders must be seen in the

context of unequal power relations that exist globally. Over the last years, and particularly with the multiple crisis in India and the world, we have witnessed progressions of people's assertions in all continents both in the shape of active resistance, as well as in advances of people-centred alternatives in 'developing societies'. As India yearns to be more influential in the global scene, we see a role for people's movements and organizations like us to make a positive contribution in strengthening South South relationship and to resist the North dictated anti people agendas adopted by governments in the South. In our own South Asian neighborhood, where a magnitude of the world's poor reside, we will harness the strengths of shared histories and identities towards bringing about a just world order.

We recognize the increasing need to work beyond the geographical confines of our country. Many southern countries that see value in larger alliances between themselves are willingly coming together, as are the people's struggles to question global hegemonies. In this context, building of peoples' solidarity and linkages across countries of the South and across the South and in the North towards a new world is a possibility that ActionAid India will fully embrace.

Our Vision

A world without poverty, patriarchy and injustice in which every person enjoys the right to life with dignity.

Our mission

To work in solidarity with the poor and participate in their struggle to eradicate poverty, patriarchy and injustice.

Overall goal

A just social order brought about by the dispossessed claiming their right to dignity and identity through enhanced democratic participation and structural transformation.

Our values

We reiterate our values and stress on 'praxis' in our work, in our effort to deepen our commitment to transform our organisational culture.

- Solidarity, camaraderie and sisterhood with the poor, the powerless and excluded women, girls, boys and men will be at the core of our struggle against poverty and injustice.
- 'Personal is political': without contradiction in the practice in private and public sphere.
- Courage of conviction, requiring us to be creative and progressive, bold and innovative without fear of failure.
- Equality, justice and diversity, requiring us to work to ensure equal opportunity to every person, irrespective of caste, class, race, age, gender, sexual orientation, colour, ethnicity, disability, location and religion.
- Humility and modesty in our conduct and behaviour.
- Transparency and accountability.
- Independence and neutrality from any religious or party-political affiliation.

Our Identity

diversity of alternatives, which stand as credible solutions and would seek to build a just world. We also promote a critical yet constructive engagement with the State to advance and promote peoples' action for claiming rights and securing progressive social change. Depending upon our interaction with the myriad actors, we see ourselves in varied roles from being a support agency to engaging directly. These elements require us to be credible, nondomineering, continuously learning and evolving a knowledge based, activist, self reliant and internationalist organisation. We are a national

organisation which believes in expanding and learning from people's struggles all across the globe.

We are an agency that works in partnership alongside formations of excluded people, mass movements, intellectuals, knowledge institutions, media and civil society organisations. We recognise that this endeavour requires engagement with multiple actors at multiple levels. Hence, we are rooted with communities and social formations. We recognise the diversity of alternatives, which stand as credible solutions and would seek to build a just world. We also promote a critical yet constructive engagement with the State to advance and promote peoples' action for claiming rights and securing progressive social change. Depending upon our interaction with the myriad actors, we see ourselves in varied roles from being a support agency to engaging directly. These elements require us to be credible, nondomineering, continuously learning and evolving a knowledge based, activist, self reliant and internationalist organisation. We are a national organisation which believes in expanding and learning from people's struggles all across the globe.

The core ideas of social transformation

We believe that poverty is a consequence of a historic process of exclusion and injustice which is based on identity of individuals and communities that stem from caste, class, gender, ethnicity, religion or location. This process is further aggravated by a policy regime enforcing a skewed development agenda, thus bringing about an unjust socio-economic order and cultural polarisation, and an unprecedented dispossession of the masses. In the preceding period we have worked on a human rights based approach, which advocates change in structural inequities through continuous struggle of the people. We understand that merely claiming rights will not establish an egalitarian social order unless the poor can voice their ideas of growth and development in an equal playing environment and participate in truly democratic processes to translate these ideas as implementable policies and practice towards a just world. We believe that challenging patriarchy and bringing about a change in the position of women is an integral part of our commitment. We would seek to restore the question of ecological justice to the centrestage of contemporary discourse and would emphasise on a sustainable relationship with nature. We acknowledge that people continuously respond to their circumstances through innovation that provides alternatives towards a world order driven by equality, freedom, secular pluralism and justice. We will strive to promote and support such people, their progressive movements, and the alternatives they offer.

Strategic Priorities



In achieving the overall goal, we will
focus our efforts on six strategic
areas of significant importance

Peoples' control over resources like land, water, forest, minerals, commons and livelihoods



Key Promises

Under this strategic objective, we make the following key promises which would be achieved in the strategy period:

1. Women in the communities and the areas that we work in will own land — agriculture land, forest land, homestead land. Their sharecropper rights will be settled in their favour.
2. Women in the communities in our areas of work, especially those who own land, will practise climate compliant sustainable agriculture with real day - to - day praxis. The communities will also be food secure.
3. Domestic workers, street vendors and the urban homeless in the cities that we work with would have secure livelihoods and housing.
4. Tribal, forest dwelling communities and fishing communities would establish control over the common resources. This will result in direct gains in terms of local empowerment.
5. Heightened consciousness, collective will and organised campaigns will positively accomplish to end starvation deaths among the particularly vulnerable tribal group (PVTG), tribal and dalit communities in areas where we work.

ActionAid will stand with people in their struggle to realise their right to resources like land, water, forests, coast/other commons, and housing. It will ally with forces that promote progressive land reforms in the country.

We will restore progressive land reforms agenda to the centrestage of policy making by supporting people's efforts, their self advocacy, campaigning and joining forces with other like minded people/ organisations. Consequently, there would be time bound, effective and positive contributions to policies and reforms, since, as collective catalysts, this will lead to the creation of new processes for an able, aware and result oriented constituency which will further accomplish this agenda across the country. We will make efforts to ensure food security and food sovereignty by supporting climate compliant sustainable agriculture practices as well as campaigns and policy advocacy. We will support action and research against free trade agreements that impinge on our sovereign national policies on food, land and agriculture. We will also support changes in state policies and encourage the creation of a strong culture of rural industrialisation.

We will support the strengthening of national level networks of peasants who will shape the food security dialogue in the country and influence agricultural policies that promote sustainable cultivation and appropriate budgetary support to the peasant community. We will support indigenous tribal communities to exercise their right to forest and other natural resources constitutionally mandated to them.

We will support implementation of existing, enabling legislations on land and housing for the landless and the urban poor and the regularization of rights of the tenants, shelterless and urban settlements. The title of the land in the name of women will be an important priority. We would intervene in processes that would accrue in the form of land and housing rights for the urban poor all across the country. Consequently, there will be a significant rise in the ownership of land and housing amongst the poor and excluded communities, especially women in the areas that we work in. We will make efforts to bring together relevant peoples' initiatives across the nation towards building the required critical mass. We will support the scaling of innovative practices and create avenues for the voicing of progressive local practices.

We will continue to support the struggles of landless labourers, small farmers, micro enterprises and

domestic workers to secure livelihoods and complimentary laws and policies. We will support effective implementation of existing laws like the MGNREGA in rural areas and the enactment of newer laws and policies to benefit small enterprises and alternative livelihoods. We would have thus created formations after such concerted initiatives among unorganized sector workers in their efforts to protect their right to livelihood and in demanding State support to further their aspirations. We will also support the emergence of movements of the urban poor to claim their rights for urban spaces, livelihood and housing. We will challenge the criminalisation of migrants and demolitions of urban poor settlements and displacements under the guise of 'urban renewal'. The important aspect of participation of the poor in urban governance will have positive impact at the end of the CSP period.

We will support collective actions for protection and the use of commons for survival and livelihood of indigenous tribals, Dalit and fishing communities. Their right to livelihood and opportunities for economic and social empowerment would be brought to the centrestage of policy discourse and actions.

We will join forces with workers' efforts for the universalization of transformational social protection as a right and create public opinion against commoditisation and privatization of commons, public services and people's initiatives. We will advocate against anti-poor policies. We will strengthen the institutions and practices of indigenous tribal communities that promote egalitarian and eco-justice centric social life. We will advocate against the market economy driven targeted welfare programs and seek rights based social protection in the country.



Democratisation of the society, economy and polity at all level



Key Promises

Under this strategic objective we make following key promises which would be achieved in the strategy period:

1. Gramsabhas under the Panchayat (Extension to Scheduled Areas) Act (PESA) are functional at the level of decision making in all the scheduled areas that we work in and take into account the views of women, and vulnerable and minority groups in the communities.
2. Monitoring systems established and institutionalised for government programmes through social audits/ public hearing/right to information in all the villages / PRIs / local governments where we work.
3. No untouchability will be practiced in the villages where we work.
4. We would actively support and stand in solidarity with the struggles of the dispossessed, struggles for the promotion of inclusive politics and resistance against atrocities and discriminatory practice.

ActionAid will make concerted efforts to politically empower the excluded by supporting a bottom up democratisation of our polity, society and economy by supporting initiatives that encourage the participation of the excluded not only in all three tiers of government but also towards creation of a just society. It will fully work towards the re-distribution of resources.

We will support the collectivisation of the excluded and build democratic consciousness among youth and women around issues of marginalisation, governance and democracy; work towards institutionalising a bottom up participatory planning process where the dispossessed communities will play an active part in decision making processes. We will create an informed cadre of youth and women at the national level representing each of the states that we work in that will impact local governance institutions through improved participation and decision making. We will also initiate dialogue and action towards enhanced participation of subaltern women in governance and decision making. We will work towards to promote a just social order through democratisation of social relations that is now based on hegemonies of caste, class, patriarchy, religion, ethnicity, knowledge and culture. We will join forces with women and other groups via public advocacy and campaigning.

We will adopt participatory planning as an instrument of people's planning to be practised by Panchayati Raj Institutions (PRIs) in all the villages that we work in. Thus there would be an actual scenario of no untouchability or violence against women in all the villages that we work in. We will actively support and stand in solidarity with dalit struggles for the

promotion of inclusive politics and resist atrocities and the practice of untouchability.

We will support the strengthening of democratic institutions like the Panchayati Raj institutions, ward sabhas and 6th Schedule areas that have a direct governance mandate for the communities that we work with. Gramsabhas under PESA (Panchayat Extension to Scheduled Areas Act) and ward sabhas in urban areas will be functional at the level of decision making in all the areas that we work in and these would take into account views of women and the vulnerable and minority groups in the communities.

We will ensure universalisation of public services and advocate against policies, institutions and ideologies that dilute the State's constitutional mandate in delivering quality public services for all. Consequently, we would have significantly contributed to movements in India that strengthen democracy and hold the government constitutionally accountable for quality public services. This would also lead to monitoring systems established for government programs through the institutionalisation of social audits/public hearings/right to information, institutionalised in all the villages/PRIs/local governments in the areas that we work in.



Assertion of women and girls' rights as human rights



Key Promises

Under this strategic objective, we make the following key promises which would be achieved in the strategy period:

1. Communities are able to analyse the manifestations of patriarchy and question it in the public and private spheres of their existence.
2. All forms of violence against women would end in the communities and areas we work in.
3. Support and evolution of pro-women policies as well as identifying and removing anti-women references in all our parliamentary policies and laws. This would be a part of critical feminist analysis.
4. The idea of subaltern feminism is understood, internalised and grounded in action in all our programmes.

ActionAid India would facilitate processes in order that the agency of the women claim their rightful position in society through a critical analysis of patriarchy, exclusion and are enabled to secure claim over resources (like land, other natural resources, labour, urban space) time and control over their bodily integrity in order to fight systemic discrimination and structural violence.

We will challenge patriarchy and discrimination against women through critical analysis of the socio political consequences of being a woman of a dispossessed group (*such as on adverse sex ratio, child marriage, social evils like dowry, trafficking, honour killing, caste panchayats, witch branding*).

We will contribute towards the recognition of sexism, hetro-sexism, caste, class, ethnicity, culture, religion and location as factors of oppression amongst the groups we engage with.

We will facilitate a feminist and egalitarian analysis of the nuanced manifestations of patriarchy and question it in both the public and private spheres with communities we work with and society in general . We will work towards women's space and worth in public and private spheres (*work and wages, gendered division of labour, unpaid work at home*).

We will support women's groups towards enhanced understanding of their worth marked through processes that establish equal wages, confrontations over gendered division of labour which ameliorate a womans status and recognition of women's work at home clearly marked by greater prestige. We will promote sustained action over assertion of spaces for women, both in the public and private spheres in rural and urban areas.

We will engage in collective action that will lead to tangible gains like elimination of violence against women by promoting and supporting progressive laws (for eg PWDVA, PWSHW), action researches and politicisation of women's groups We will facilitate the agency of the dispossessed to question and confront any form of violence against women, with enhanced feminist understanding of violence being systemic and structural and enable the contribution of dispossessed in bringing about newer progressive laws for women.

We will have primary information based on researches to collaborate and advocate with multifarious stakeholders towards proper implementation of feminist laws and building a culture of zero tolerance towards violence against

women. We will work towards sexual autonomy and bodily integrity, freedom of choice (*time, labour, environment*) and association; and enhanced security for women. We would be active party in witnessing a change wherein women assert complete control over their bodies and sexuality, are not threatened in any manner and have the freedom to choose their partners/livelihood/spaces We would also positively support efforts which are marked by collective action by women towards assertion of their rightful position We would also facilitate processes which build and enhance security for women in both public and private sphere to enable them to lead a life of their own choice where there is no threat of violence We will work towards building subaltern feminist thinking and processes by consciously supporting sustained debates, analysis, researches, advocacy and action on feminism from the eyes of the dispossessed. Within the feminist movement, we would also support the recognition of dispossession through collective action and advocacy by the groups we engage with such that the idea of subaltern feminism is understood, internalised and grounded in action.



Children are recognised as political and equal citizen



Key Promises

Under this strategic objective we make the following key promises which would be achieved in the strategy period:

1. Children between 0 -18 years of tribals, Particularly vulnerable tribal group (PVTGs), dalits and other vulnerable communities that we work with will be well nourished. There will be no starvation deaths in the villages we work in and children have access to adequate nutrition and healthcare.
2. All government schools in the areas of our direct intervention will be functional and will provide quality and discrimination free education to all children - tribal, dalit, muslims, Particularly vulnerable tribal group (PVTGs), and children from other vulnerable communities.

The rapid transformation of the governance landscape in India has completely muted the possibilities of the needs and expressions of children informing systemic responses.

We will support children from excluded communities to situate their demands in larger socio - political contexts. We will support children's movements that are built on their ability for social analysis and foresight. We will work to facilitate children's agency and leadership through political education/critical analysis by engaging with children's groups, campaigns and networks to demand for children's rights to survival, protection, development and participation. Children's collectives will dynamically engage at local and national levels in articulating their demands. They will build networks with other child rights initiatives in the country and organise into a visible force. Children's groups in our work areas will be able to negotiate for their rights through participation. Active youth groups will be built at local and national levels.

We will encourage learning from progressive social security systems from across the world and explore potentials for a similar system in India. We will support community initiatives that promote high quality educational opportunities for children and resist low quality schooling and privatisation of

education. The current trend where social programs are subsumed by neo - liberal reforms will be reversed. We would have thus initiated a process where progressive social protection can influence a change in policies. We will contribute to movements of adults and children demanding a common school education system for all.

We will support demands for the review of existing democratic institutions and their scope in ensuring the full realisation of child rights in India. As a logical extension of this work, we will advocate for strengthening of these institutions and demand for newer institutions required to meet the said objectives.

There will be heightened consciousness among children and adults of marginalised communities on making government institutions responsible for the protection of child rights. We will ensure protection of children, especially girls, from discriminatory practices of sex selective abortions, trafficking and sexual assault.



A just, secular, violence free and peaceful society and State



Key Promises

Under this strategic objective we make the following key promises which would be achieved in the strategy period:

1. Trained peace cadres of young women and men are built across India to uphold communal harmony and peace and assert secular foundations of the society and state.
2. Progressive laws and policies (for instance, Sachar Committee report) will be fully implemented in the areas that we work in.
3. Secularism will be embraced as a value in all the communities we work in.

ActionAid India is proud of the plural, ethnic and religious diversity of India.

We will proactively engage with the government, secular groups, religious minorities and affected communities, the media, and the larger civil society, in strengthening the principles of secularism and

pluralism in our country. Inspired by these principles, we will support people's resistance to communal politics and practices wherever they occur. We will support a peace cadre of youth based on the principles of secularism, social justice and pluralism to promote a harmonious and peaceful milieu in society. We will work directly with the affected communities who are victims of communal violence and campaigns, especially women and children. We will bring the development concerns of minority groups into the national discourse. Our work with minority communities would positively contribute to organisational knowledge on this sensitive issue and encourage improved participation of other communities and civil society at large, including voluntary agencies.

We will actively network with progressive groups and human rights organisations to resist communal forces and communal violence by a collective, critical understanding of the politics of religious hatred. We will relentlessly and creatively promote concepts of secularism, pluralism, peace and justice amongst impacted communities and the larger civil society.

The commitment to secularism will become a constant and inevitable part of the civil society discourse.

We will network with human rights activists around India and cultivate an environment of sharing and solidarity across states to build a platform of secular activists at the national level.

We will challenge all kinds of religious fundamentalism that suppresses women's rights and spreads obscurantist and regressive thinking. We would have thus worked to challenge policies that are discriminatory and against the spirit of pluralism and diversity as enshrined in the Indian Constitution.

We will work with groups that engage with community leaders and institutions with a progressive stand on women's rights. In local context, there will be a catalytic process of a marked change in social relationships of women - vis - a - vis men, individual choice, work and religious practices. We will make concerted efforts to dissect, question and expose the illegitimate and illegal use of the State apparatus and official resources for advancing hate politics and communal agenda. In terms of secular initiatives, we would repeatedly and continuously stand in creative and collective solidarity with human rights activists who work to protect the diversity of our nation. We will actively interact with government institutions to help develop policies and practices that promote secular values in society. Wherever required, we will counter communal politics and resist anti-constitutional legislations that curtail religious and faith.



Solidarity with struggles and progressive actions beyond local and national boundaries



Key Promises

Under this strategic objective we make the following key promises which would be achieved in the strategy period:

1. South - South and South - North people to people forum formed.
2. Policy dialogues on issues of resources (water, shared eco - system) initiated.
3. Promote progressive policy advocacy efforts at multilateral forums such as the G20, SAARC, ASEAN and other bodies based on lessons from the ground.

India has a critical role towards promoting sovereignty and self reliance among countries of the south.

As a founder member of the non - aligned movement, and several southern assertions since Independence, India has supported processes towards the coming together of southern countries across all continents to not only foster a sense of solidarity, but to counter undue influences by dominant countries of the day. We will seek to extend this legacy of India to promote a closer interaction between civil society and people's movements across borders and to internationalise the struggles of the poor and excluded in creating enabling environments for progressive international advocacy.

We will promote solidarity of the excluded across local and national borders to foster a sense of solidarity and to counter anti-people policies of governments. Build on existing cross - border initiatives that promote civil society members of south - south countries to work together for regional

stability and extend solidarity for each others' cause. Participate in building an international network of progressive groups and reinvigorated social, political, financial and cultural initiatives that are challenging the hegemony of rich countries, mostly in the north. Promote knowledge and experience sharing for the common good of humanity and celebrate the expression of diversities.

We will challenge the hegemonic control of resources (fossil, energy, fuels) and support the processes which lead in regaining control over natural resources by the excluded peoples of the south keeping in mind the questions of ecology and mass displacement. The presence of an international network of activists, human rights defenders and academicians who are able to relate to issues of autonomous control and terms of use of natural resources will accrue to the benefit of southern countries and sustainable ecology.



Our approach will define our engagements with community organisations, media, state and non state actors, social movements and various stake holders. Our civil society is vibrant with myriad colours of progressive individuals, groups, organisations, institutions, and most importantly, people's movements. These groups provide a ray of hope through their courage of conviction and consistent social actions.

1. Partnerships with community based formations, social movements and other social organisations:

We acknowledge that partnership with social organisations and movements is the backbone of our endeavour towards social justice and equality. Our primary engagement will be with the dispossessed communities in their struggle for their rights. We will build partnerships with groups/individuals who are directly involved in the struggle of the dispossessed communities, community based groups, social movements and the community of Non Governmental Organisations who share a common vision of secularism, democracy, feminism and social justice. The nature of engagement and support to these various actors will differ and will depend on the nature of mutual association.

In this partnership, we will endeavour to support efforts and actions through:

- Adequate resources, including financial and other forms of support to address immediate poverty needs of the poorest and marginalised. - Solidarity actions to contribute towards their cause.
- Developing knowledge for policy and praxis journeying together in building collective knowledge.
- Supporting campaigning and advocacy at various levels.
- Promoting collectives and platforms. As one among equals, we will work towards bringing together and synergising the various forces to strengthen the struggles of the dispossessed. We also work directly, in places where partnership with local non-governmental organisations or community based organizations.

2. Recognising the critical role played by activists, we will support them through a fellowship program.

The core thrust will be on leadership development and building active agents of change. The fellows can be individuals belonging to the dispossessed

communities or integral to movements, organisations and institutions who believe in people's struggle for social justice. In partnership with the social movements, struggle groups and Non Governmental Organisations, we will design leadership development training modules and the pedagogy for cadre building.

3. Strategic engagement with the State:

Our engagement with the State will be two pronged. We will be working with the broad alliance of the dispossessed to carry out a dialogue with the State to evolve appropriate policies. Besides, we would work with the State to generate alternatives and policies through joint action. Thus, our driver of engagement with the State will be based on the principles of 'cooperate where you can, resist where you must'.

4. Political parties and Trade Unions:

We will foster constructive, open and critical dialogue with the political parties, their trade unions, as well as non party trade unions, to amplify and push forward the agenda of the dispossessed, while being guided by our mission and vision.

5. Engaging with youth and youth organisations:

Young people are drivers of change with their independent thinking and affirmative actions. We will engage the youths to harness and nurture their potential to be active leaders in a social transformation process. We will work with student unions and youth clubs with shared values in building opinions on critical issues and invite them to join as volunteers in our endeavours.

6. Media and communications:

We recognise that media is diverse in nature and hence we need to have an open and varied approach in our engagement. We will initiate strategic partnership with media personnel. This partnership will range from engagement with press clubs, journalist forum and other media institutions, as well as individual journalists and editors. Media

fellowships for journalists will sensitise them to the realities of the margins and the existence of an alternative discourse.

7. Building knowledge partnerships:

We will strive to evolve a knowledge - activist organisation with decentralised yet connected knowledge hubs. We will develop partnerships with civil society groups, activists, academics and research institutions to create knowledge forums on critical issues of social action. These knowledge forums will contribute to contemporary social movements and struggles by conducting research, documentation, bringing out regular policy briefs and by planning and designing campaigns.

8. Global South - South, North - South partnerships:

Many of the issues of dispossession have transnational dimensions and would require engagements beyond boundaries. We will work towards building people to people contacts, solidarity and linkages across countries of the south and various movements in the north so as to make governments and institutions accountable. We will put people's issues at the centrestage at the global level.

9. Humanitarian response for people affected by natural and human made disasters:

The susceptibility of earth to natural and human made disasters has never been more than in present times. India is one of the most disaster prone countries of the world. Its current model of economic growth, with the least concern for environmental and ecological impact, makes its people more prone to such disasters. Also, the threat of human-made disasters remains a possibility.

ActionAid will proactively work with affected people from the most vulnerable communities and remote areas that are left out from the mainstream relief efforts to build community resilience and strength. Women will be at the core of our humanitarian work and we will ensure their participation in all decision making processes as well as their leadership in setting directions for resilient societies. Our humanitarian response will ensure respect for people's dignity and their cultural sensitivities, within a rights framework. The whole humanitarian response will be designed as an active process of change - an opportunity for development, social change and gender justice, rather than just a passive process of charity and giving.



In order to deliver on the strategy, we will define our internal organisational priorities which are based on following guiding principles and actions during this strategy period.

- We will renew, nurture and strengthen our organisational processes, systems and procedures based on the principles of collaboration and delegation of decision making to the point of action. This will be aimed towards building synergies, convergences and transparency.
- We will institutionalise action and reflection processes at all levels to build our knowledge base and accountability at all levels.
- We will strengthen our feminist orientation and our respect for diversities in the organisational culture and teams.
- We will enhance our team capacities and upgrade team knowledge and skill to cope with new challenges.
- We will develop a simpler and enabling organisational structure in order to deliver our strategic priorities. We will realign our roles to allow optimisation of existing potential and ensure greater accountability.

Building synergies between functional units

We will seek to achieve convergence through policy, campaigns, fund raising and communications. Such a shift will entail promoting systems with the orientation of collective working in common spaces with other social organisations and mass movements through collective action and advocacy. Hence, we will have to objectively assess our capacities, skills and attitude for adapting to new roles, and realign the roles and structures. We will emphasise on striking a balance between consolidation of our ongoing efforts and innovation. This would require us to work on development and promotion of people centered and sustainable alternatives which strives towards building an ecologically and socially just world.

Enhance impact, quality and accountability of programme, policy and campaigns

Strengthening the quality of our programme work will be a key organisational priority during this strategy period. This will be achieved through the following:

1. Learning will be an integral part of our work. We will learn and build our knowledge base through the action reflection process and participate in various debates. Our contributions to program policy debates will be informed by our deeper engagement with the dispossessed communities and their struggles. We will create a system and structure to transmit knowledge from local to global and vice versa, to enable us to learn and innovate in our actions.
2. Our planning, monitoring and evaluation system will align with our analysis of change. This will be process oriented and go beyond just delivery of results, thus, constantly improving our practices keeping our strategic goals in mind. Impact analysis will be geared towards building confidence by celebrating successes and learning from failures.
3. We will measure our progress and advance from the lens of marginalised and dispossessed communities that we take sides with. Our mission advances will be measured by progressive and positive changes of power, position, condition and life world of social groups such as dalits, tribals, muslims, women, people living with disability and HIV AIDS, fisherfolk and coastal communities, urban homeless etc.
4. There will be greater need for documenting and communicating the stories of changes which will require us to develop skills in simple and creative writing. We will simplify our reporting system at various levels to make the reporting enjoyable rather than make it ritualistic. We will build synergy between communication, programmes and policy.

Capacity enhancement

In order to enhance our growth as a learning organisation, consistent capacity building of team members and partners will be critical. This will be driven by a continuous assessment of gaps in skills and knowledge requirements. We will take a relook at the present staff training and capacity building system and create opportunities for innovative ways of capacity building for individuals and groups based on their attitude towards learning and special

interests. This calls for an organisational culture based on the internalisation of values articulated earlier. This would contribute in building a strong sense of a shared vision, mission, and values, backed up by the necessary skills, attitude and behavior to realise our political strategy for change.

Promoting feminist thoughts

We will stress on consciously promoting feminist thoughts and processes within the organisation as commitment to achieving women's rights is central to our work. This is not limited to programmatic interventions but applies equally to us as individuals and as an organisation. It is important to note that feminist ideology, with its deep belief in the significance of feminist thinking for economic/ ecological / social justice and democratic consciousness, applies to both private and public spheres. Thus, it justifies the tenet of 'Personal is Political'. We will strive to promote and support individual and collective conduct that is founded on feminist principles and values meant for men, women and others in the organisation. We will also support processes that inculcate empowered, focused and motivated teams, appreciating diversity and letting a thousand flowers bloom' in accordance with the values of humility, mutual respect, equity and justice, transparency and accountability, togetherness and collective decision making. There would be zero tolerance to sexual harassment.

Consolidating and synergising our resource base

We value our financial resources as significant in our journey for social change. In this strategy period, we will work towards becoming a self-reliant Indian organisation allowing greater autonomy in governance.

Being an Indian organisation also has its challenges and hence diversifying and expanding our resource base will be crucial. We are aware that fundraising in India is maturing. There are successful models available. In the last strategy we have tested different models which have been successful for us and are hopeful of building upon these further and rolling out our operations across the country.

We will work towards promoting innovative engagement with citizens to involve them in contributing and partnering for change. For this, we will build a facilitating internal environment, efficient systems and optimal fund raising structures with capacities and collective ownership. By the end of this strategy period, we aspire to support 35% of our

work through local funds in India (excluding the institutional partnership income). Funds will be raised from Indian citizens, Indian trusts and foundations and India based corporates. Child sponsorship will remain the main funding stream. Brand awareness and communication with supporters will be crucial for connecting with a large number of people. We will also explore newer and innovative fundraising instruments, tools, ways, means beyond child sponsorship in order to support our diverse work needs. We consider child sponsorship income as high quality resource which not only provides us with reliable long term funding but also brings with it the solidarity of a large number of people located geographically apart.

We will engage with children not as mere beneficiaries of our work, rather as actors and agents of change. We will also ensure that child sponsorship mechanism is empowering to the children and communities and will promote a more cohesive integration of child sponsorship operations into our program planning and development. We will promote processes that build a culture of enhanced transparency and accountability to supporters and to the communities we work with in general and to the (sponsored) children in particular.

We will expand and diversify our donor base for ethical resource generation and pro-actively reach out to institutional partnerships like governmental donors, bilateral, multi-lateral donors and trusts and foundations (both Indian and international). Donors will be carefully identified keeping in mind our values and mission. We will also partner with government agencies, departments and ministries from central and state government) as well as non - governmental sources.

Partnership development efforts will be decentralised & capacity building of our teams will be an important aspect. By the end of the strategy period, 15% of our work will be supported through institutional and other partnership funds. Focus will be to identify donors/ funding opportunities that allow flexibility in the use of resources and contribute to our strategy. Funds raised for emergencies and humanitarian response will be in addition to this flexible funds.

We will expand our relationships with donors not only for fund raising but also to influence the strategic and operational policies and priorities of the donors. We will stimulate creative resource mobilisation through collaboration with like minded partners for joint, competitive consortium bids and tenders.

Judicious utilisation of funds

1. We will align our resource allocation with our strategic priorities and constantly strive to achieve judicious utilisation of resources. We will also assess our utilisation in relation to the quality of our work, cost effectiveness and the impact achieved. We will promote innovative systems, processes and cost alternatives that reduce business/ transaction costs to increase efficiency and depth.
2. Modesty, while spending on ourselves, will be the key guiding factor. There will be zero tolerance with regard to fraud, corruption and financial irregularities.

Coherence and alignment of structure to mission and organisational goals

We recognise that organisational structure is the outcome of an organic process that enables the mission goals to be accomplished. It enables the staff to express, articulate and take ownership for their desires and commitments. CSP IV envisages that to contribute to the social transformation process we not only need an administrative cum functional structure, but also experience, skills, right attitude and behaviour, and knowledge systems within the team. It calls for realignment of assignments across locations to accomplish the mission's priorities. Deepening our support to people's struggles in a situation of increasing pressure on critical resources will also acquire us to strategically deploy our people.

Our strategic orientation should imply building a culture across the country which is outward looking and attempting to synergise actions across different functions, units and levels. Our regional offices will function as centres of civil society action by bringing together dispossessed communities, activists, representatives of social movements and media in order to synergise cross currents of thoughts. They will not be merely administrative centres for program implementation, but active partners in knowledge building, research advocacy and campaigns. This will deepen our tangible actions at the local level. Regional offices will be accountable for effective functioning of Local Rights Partners (LRPs).

Working around mission related priorities will demand more convergence across regions and with other actors working on these critical issues. Hubs will be created comprising persons with right skills,

aptitude, experience and knowledge from within ActionAid India as well as other civil society organisations. The hubs, located strategically across the country, will be issue based, process oriented, organisational constructs; they will not merely be ActionAid administrative structures involved in program implementation. They will generate ideas around the issues leading to research, advocacy efforts, Also they will organise campaigns, coordinate actions and create synergy between actions across different locations in the country.

ActionAid India national office will play a critical role in promoting, supporting and aligning strategy/ strategic issues: from local to international. Working collaboratively with all relevant stakeholders (internal and external) it will draw strength from the diversities in our country through initiatives in lateral thinking, research and innovation, programme - policy development, mass communication and campaigning. It will provide strategic support for capacity development and strengthen financial management to ensure accountability and integrity. In - country fund raising will be spearheaded by the national office with regional offices and multi - locational operations.

Inter - functional and inter - unit dependencies and interfaces will be critically examined, defined and documented with the objective of simplifying procedures and increasing coherence. Structures would be made more meaningful for the people to release their energies through rewarding relationships, so that they do not get compartmentalised or work in silos. Organisational development plans and actions would advance processes of reflection, creativity, motivation and team effectiveness to realise unity in values, thought and behaviour across all levels.

Strengthening Governance

The new legal entity of ActionAid India, i.e., ActionAid Association will, in the due course, take full ownership of our work in India, during this period. Our existing governance structure includes General Assembly, Governing Board and Sub - Committees. The Board and General Assembly members with varied skills and expertise will continue to provide strategic guidance and support in furtherance of our vision, mission and values. They will also play significant role in the wider federation of ActionAid International.

Conclusion

This strategy paper attempts to bring forth our vision of a just world and our humble positioning, as one amongst equals, in the everyday struggles of the dispossessed and the vast majority in the invisible margins.

We believe that through a process of democratic awareness it is possible to bring about social transformation. Based on this belief and our own evolving understanding of what future holds, we seek to reaffirm our commitment to be co - travellers in the

journey towards building another world on the premise of equality and social justice.

This set of strategies have emanated from a series of consultations with myriad set of actors, including ordinary people in the grassroots, and our own experience as an organisation. They are set to address the challenges that confront us today. So that we can hope of building a brighter, humane, ompassionate tomorrow replete with sensitivity and justice.

“ You waste the attention of your eyes, the
glittering labour of your hands and knead the
dough enough for dozens of loaves, of which
you’ll not get a morsel. You are free to
slave for others You are free only
to make the rich richer...
-Nazim Hikmat ”

Andhra Pradesh

E-9, Vikrampur Colony, Kharkhana,
Secunderabad - 500026
Telephone: + 91- 40 - 27844991
Tele/Fax: + 91- 40 - 40149631

Bihar

(covering states of Bihar and
Jharkhand)
317A, 1st Floor, Road No. 11A,
Patliputra Colony, Patna - 800 013
Telephone: + 91- 612- 2267557/ 58

Delhi

(covering states of Delhi,
Himachal Pradesh, Punjab, Haryana
and Jammu & Kashmir)
T-95/A First Floor,
C.L. House Gautam Nagar,
(Behind Indian Oil Building),
New Delhi - 110049
Telephone: + 91-11- 43460000
Fax: + 91-11- 41733208

Karnataka

139, Richmond Road,
Bangalore - 560 025
Telephone: + 91- 80 - 43650650
Fax: + 91 - 80 - 25586284
Sponsor a Child: + 91- 80 - 25586293

Madhya Pradesh

E-3/4B, 1st Floor, Arera Colony,
Bhopal - 462 016
Telephone: + 91- 755 - 4290208/4218561/
4218562/ 4218567/ 4218569

Maharashtra

Gopal Mansion, No. 51 & 52A,
Turner Road, Bandra (W),
Mumbai - 400022
Telephone: + 91- 22 - 26451851/ 1427
Fax: + 91- 22 - 26455371

West Bengal

19, Lake Temple Road,
Kolkata - 700 029
Telephone: + 91- 33 - 24657017/ 18
Fax: + 91- 33 - 24657022

North-East

(covering states of Assam,
Manipur, Meghalaya and Nagaland)
Flat 2B, Mandovi Apartment,
Opp. Rabindra Bhawan,
G.N.B. Road, Ambari,
Guwahati - 781001
Telephone: + 91- 361- 2638871/ 72
Fax: + 91- 361- 2638872

Odisha

331/A, Shahid Nagar,
Bhubaneshwar - 751 007
Telephone & Fax: + 91- 674 - 2544503/
2544224/ 2544279

Rajasthan

(covering states of Rajasthan
and Gujarat)
D-143/B, Kaushlaya Path
Durga Marg, Bani Park
Jaipur – 302012 (Rajasthan)

Tamil Nadu

23, West Park Road, Shenoy Nagar,
Chennai - 600 030
Telephone: + 91- 44 - 26191620/ 21
Fax: +91- 44 - 42183619/ 672

Uttar Pradesh

(covering states of Uttarakhand and
Uttar Pradesh)
3/545, 2nd floor, Sai Plaza Building,
Vivek Khand, Gomti Nagar,
Lucknow - 226010
Telephone: + 91 - 0522 - 4113494/
4113495/ 4113499
Fax: + 91- 0522 - 4021381

Field Offices:**Gujarat**

3/C River View Society,
Kandoi Bhogilal Mulchand Lane,
B/h., Sales India, Off. Ashram Road,
Ahmedabad – 380009
Telephone : + 91- 079 – 26582578/ 79

Jammu & Kashmir

2/A, Raj Bagh, Hatric Lane
Srinagar-190008
Jammu & Kashmir
Office No. +91-194-2311968
Mobile No. +91-9797217478



CONTACT US

ActionAid India
R-7, Hauz Khas Enclave
New Delhi - 110016, India
Tel: +91 11 40640500
www.actionaid.org/india

www.facebook.com/actionaidindia
www.twitter.com/actionaidindia
www.youtube.com/actionaidcomms