

PLAN INDIA COUNTRY STRATEGY - V UPDATE (2022-27)



**GIRLS
RISE HIGH**

About Plan India

Plan India is a nationally registered not for profit organisation striving to advance children's rights and equality for girls, thus creating a lasting impact in the lives of vulnerable and excluded children and their communities.

Since 1979, Plan India has improved the lives of millions of children, girls and young people by enabling them access to quality education, healthcare services, protection, a healthy environment, livelihood opportunities and participation in decisions which affect their lives.

Plan India is a member of the Plan International Federation, an independent development and humanitarian organisation that advances children's rights and equality for girls. Plan International works in more than 75 countries worldwide.

Contents

1. Introduction.....	4
2. Why are we here: Seeking Relevance	4
2.1 Life cycle of girls' rights denials and challenges	4
2.2 Building Back Better- A sustainable, empowering, girl centric process	6
2.3 Achievements and Lessons learnt from CSP-IV (2015-2020) and CS-V (2020-22)	7
3. Country Strategy-V Update (2022-27) Framework	9
3.1 Purpose Statement and Ambition: Unto the Last Girl.....	10
3.2 Strategic Actions	10
3.3 Ways of Working Together- Enablers to the Strategy	10
3.4 Principles and Values of Working Together	11
4. Key Thematic Areas of Focus	12
4.1 Learn.....	12
4.2 Lead	15
4.3 Decide.....	15
4.4 Thrive	17
5. Monitoring, Evaluation, Research and Learning (MERL).....	21
6. Plan India's Delivery Approach	22
7. Where Plan India will Work	23
8. How We will Set Up	24
8.1 Progressive Roadmap of the Organisational Objectives	24
9. How We will Fund the New Country Strategy.....	26
9.1 Budgetary Requirements for CS-V Update (2022-27).....	26
9.2 Resource Mobilisation Strategic Priorities.....	27
10. Risk Assessment	28
11. Annexures	28

Acronyms

AIDS	Acquired Immune Deficiency Syndrome
AoGD	Areas of Global Distinctiveness
CAY	Child and Youth
CCCD	Child Centered Community Development
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
CMT	Country Management Team
CO	Country Office
CSP	Country Strategy Plan
CSR	Corporate Social Responsibility
DRR	Disaster Risk Reduction
FCRA	Foreign Contribution Regulation Act
GBV	Gender Based Violence
GDP	Gross Domestic Product
HIV	Human Immunodeficiency Virus
ICPS	Integrated Child Protection Scheme
ICT	Information and Communication Technology
INR	Indian National Rupee
JOVT	Job Oriented Vocational Training
MAM	Moderate Acute Malnutrition
MERL	Monitoring, Evaluation, Research and Learning
MNCH	Maternal, Newborn, and Child Health
NFHS	National Family Health Survey
NIOS	National Institute of Open Schooling
NITI Aayog	National Institution for Transforming India (Aayog is Hindi for "commission")
PCPNDT	Pre-Conception and Pre-Natal Diagnostic Techniques
POSHAN	Prime Minister's Overarching Scheme for Holistic Nutrition
PPE	Personal Protective Equipment
RKSK	Rashtriya Kishore Swasthya Karyakram
RM	Resource Mobilisation
SAM	Severe Acute Malnutrition
SDG	Sustainable Development Goal
SHG	Self-Help Group
SRHR	Sexual and Reproductive Health and Rights
STEM	Science, Technology, Engineering, and Mathematics
U-DISE	Unified-District Information System For Education
UN	United Nations
UNCRC	United Nations Convention on the Rights of the Child
UNICEF	United Nations International Children's Emergency Fund
VTEP	Vocational Training and Entrepreneurship Promotion
WASH	Water, Sanitation and Hygiene
Y.O.D.A.	Your Organisation's Data and Analysis

Executive Summary

Plan India outlines its bold purpose of ensuring, “**Girls Rise High**”, through the Country Strategy-V Update (2022-27). We will commit ourselves to ensuring that, “**Girls are empowered to take actions and get equal**”. We will achieve this through advancing rights, equality and justice for all girls and young women in India through interventions which are strategic, evidence based and gender transformative. The key thematic areas we will focus on are: promoting education; livelihoods; sexual reproductive health; nutrition and early childhood development and eliminating violence against children and gender-based violence. Also, we will respond to emergencies and build resilience in vulnerable populations. We propose to contribute to achieving UNCRC, CEDAW and national programmes of the Government of India as well as India’s SDG commitments.

We will ensure that **20 million girls and young women in India, primarily from poor and disadvantaged communities will LEARN, LEAD, DECIDE and THRIVE**. To realize this ambition, we will strengthen the capacities for leading community development among 500,000 girls and young women. Over the past decades Plan India has been working in collaboration with large number of community-based groups of mothers, children, adolescents and young people. We will continue to work with 100,000 such groups as our volunteers for gender transformative actions by improving their capacities and digital inclusion thus achieving our 2027 goals.

Our focus will be on under-24 years girls and young women, primarily from disadvantaged families, those who have been severely impacted by the COVID-19 pandemic. We will target our gender transformative programming in 100 priority districts from 18 states which includes Aspirational Districts as well as 15 urban agglomerates. To successfully deliver on the bold ambition for 2027, we will collaborate with the government, civil society, UN agencies, businesses and philanthropists. Our learning and good practices from grassroots programming would be leveraged to improve policies, government schemes and their implementation at district and state levels. We will extend technical assistance to district and state governments to accelerate achievement on the national and SDG commitments in areas linked to children, adolescents, girls and young women.

We will work with both girls and boys to enable them to acquire knowledge and skills, build their agency and create safe spaces and systems. We believe this will help advance girls rights, transform gender power relations and accelerate the progress on gender equality. Girls and young women would be empowered to have a strong voice and participate in decisions that affect their lives and well-being. Simultaneously, we will engage boys and men to actively support the shift of social norms and break gender stereotypes that prevent girls from reaching their full potential. We will put in place robust monitoring and learning mechanisms, and leverage cutting-edge technologies to continually assess and improve our work and efforts.

To be effective on gender transformative programming, our skills and capabilities need to be augmented through collaborations, alliances and networks. We will ensure that these networks are led by girls themselves with Plan India playing the role of a facilitator and catalyst. We will improve efficiencies in our programme delivery operating model through enhancing our technical expertise, adopting digital technology and innovations for advancing gender equality and girls’ rights.

To support our 2022-27 ambition we will raise funds from institutional, government, CSR and individual donors. The Country Strategy–V Update (2022-2027) would require an investment of INR 1,634 Crores (198.4 million Euros) which we would acquire by diversifying our funding portfolio, robust donor outreach and expanding our fundraising products. We will harness the advancements in technology to increase our fund-raising efficiencies and donor communications. Our governance and organisational management practices will be pivoted on feminist leadership principles and participatory methodologies.

1. Introduction

Plan India's Country Strategy-V Update (2022-2027) titled **"Girls Rise High"** presents the contemporary analysis of the girls' rights, child rights and gender equality in India. It articulates the purpose, ambitions and strategic objectives that we will pursue to ensure that 20 million girls and young women are able to learn, lead, decide and thrive. Also, the strategy seeks to enable girls and their families and communities to build back better post the COVID-19 pandemic through girl-centred resilience pivoted on empowerment, inclusion and gender equality. Plan India firmly believes that gender equality and social transformation will happen only when girls lead and participate in rights-based development processes determined through data and evidence. We commit to gender transformative programming that addresses the root causes of gender inequality and child poverty in the poor and disadvantaged families and communities across different states and districts of India.

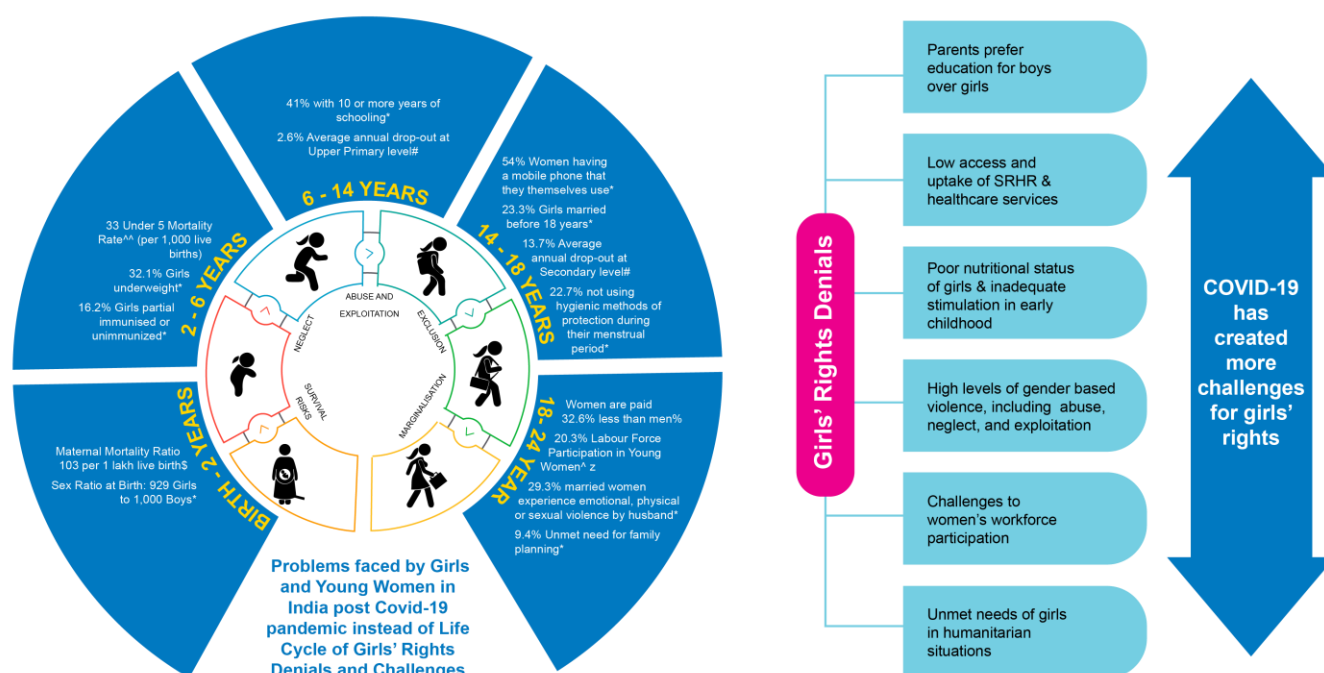
The strategy is shaped and developed collectively from the reflections and ambitions of the Plan India team, including our community volunteers, management team, Governing Board, Plan International Federation, and children and young people from our programme areas. It articulates the role that Plan India would play in the much larger development efforts of the girls, children, communities and governments in India and globally, to advance girls' rights and empowerment enabling millions to access welfare services important for their holistic and sustainable development.

The Country Strategy-V Update (2022-27) will also have implications for internal working of Plan India. We will accelerate our fundraising to align with the purpose and ambitions, bolster our internal and external communications, attract new talent, enhance technical expertise, build new collaborations and adopt new-age finance management, talent management and administration practices. We will uphold values of equality, diversity, transparency and accountability to girls and young women. The Country Strategy-V Update (2022-2027) will guide Plan India in its efforts to strengthen the Plan International Federation working for an equal, just and humane world for all girls, boys and young women.

2. Why are We Here: Seeking Relevance

Country Strategy-V Update (2022-27) is derived from a detailed situation analysis of demographic, socio-economic, child rights, gender and social inclusion data from both primary and secondary sources. Additionally, we have reflected on the lessons learnt from the Country Strategy Plan-IV (CSP-IV) and CS-V (two years of our public health and humanitarian work during the COVID-19 pandemic). We have analysed the short- and long-term implications from the COVID-19 pandemic in the lives of children, girls and young women.

2.1 Life Cycle of Girls' Rights Denials and Challenges



Girls and young women in India are confronted with a life cycle of rights denials and challenges as is depicted in the infographic above. The Government of India is addressing these challenges through its flagship '*Beti Bachao, Beti Padhao*' scheme. COVID-19 pandemic has aggravated the challenges for girls and young women. Country Strategy-V Update (2022-27) has identified **six** girls' rights issues (refer box below) as its priority based on multiple stakeholder consultations, girls' rights situation analysis, CSP-IV review, insights gained from CS-V and program and policy analysis of government, CSR and UN system.

The **primary reasons for girls' rights denials and challenges** are listed below:

1. Parents prefer education for boys over girls
2. Low access and uptake of SRHR & healthcare services
3. Poor nutritional status of girls & inadequate stimulation in early childhood
4. High levels of gender based violence, including abuse, neglect, and exploitation
5. Challenges to women's workforce participation
6. Unmet needs of girls in humanitarian situations

2.1.1 Deep-rooted patriarchy aggravated by the COVID-19 pandemic: India has improved its key social development indices over the past years through a modest social sector spending at 6 percent of GDP and well-designed schemes on early childhood development, nutrition, immunisation, child protection, maternal and child health and rural poverty alleviation. During 2005 to 2020 India reduced child mortality (under 5 years) from 74 to 33 per 1,000 live births¹, deprivation of nutrition from 42.5 percent to 32.1 percent, deprivation in sanitation from 70.9 percent to 29.8 percent.² Notwithstanding these impressive gains, the status and position of girls and women in India remains low. High levels of gender-based violence, maternal mortality, school dropout amongst girls, low women's workforce participation and child sex ratio are some indicators that are reflective of the low status and position of girls and women perpetuated by patriarchal social norms³. Under-five mortality for girls in India is 8.3 percent higher than for boys⁴, indicating that girls have a higher probability of dying before attaining the age of five years than boys. This highlights that the root causes of male-female differential is the socio-cultural mindset of the people and the widespread prevalence of gender based discrimination.

The patriarchal social norms also lead to constraints on girls and young women. NFHS-5 (2019-20) shows that only 42 percent of women (15-49 years) have freedom of movement to go alone to the market, health centre or outside their community; only one out of five women have control and decision-making power on the money they have earned through their work. COVID-19 pandemic has aggravated the situation further by diminishing the family and society's ability to positively engage with and change the gender social norms that perpetuate patriarchy.

2.1.2 Gendered determinants of poverty: India is applauded as an emerging economy with one of the highest GDP growth rates in the world today. The Global Multi-dimensional Poverty Index (MPI) report 2019 and 2020, shows significant reduction in the proportion of people in poverty from 55.1 to 21.9 percent. Despite the decline, 269.8⁵ million Indians continue to live with multidimensional poverty. The NFHS-5 (2019-20) data shows 75 percent of the Indian urban population in the top two wealth quintiles, while more than half of the rural population (54%) falls in the bottom two wealth quintiles. This anomaly is exacerbated by gender inequalities as per the Global Wealth Report 2018 from Credit Suisse, which estimates that India's women own just about 20 to 30 percent of its \$6 trillion overall household wealth. The class and gender divide in poverty has been further widened by the COVID-19 pandemic thus increasing the fragility and vulnerabilities of girls and young women. Though overall employment declined in the country in 2020-21, compared to 2019-20, women lost more jobs in percentage terms and their share in the workforce went down from 10.66 percent in 2019-20 to 10.19 percent in 2020-21⁶. According to Azim Premji's State of Working India Report 2021, during the lockdown and months after, 61 percent of men remained employed, only 19 percent women remained employed⁷.

¹ <https://data.worldbank.org/indicator/SH.DYN.MORT?locations=IN>

² National Health and Family Survey (Round 5) 2019-20, Ministry of Health and Family Welfare, Government of India.

³ National Health and Family Survey (Round 4) 2015-16, Ministry of Health and Family Welfare, Government of India.

⁴ <https://www.unicef.org/india/key-data>

⁵ <https://www.theglobalstatistics.com/poverty-in-india-statistics-2021/#:~:text=Poverty%20Percentage%20in%20India&text=According%20to%20World%20Poverty%20Clock%20in%202021%2C%20roughly%206%25%20or,population%20are%20living%20in%20poverty.>

⁶ <https://www.downtoearth.org.in/blog/economy/covid-19-and-jobs-the-salaried-younger-workers-and-women-suffered-more-79469>

⁷ <https://www.orfonline.org/expert-speak/trickle-down-wage-analysing-indian-inequality-from-a-gender-lens/>

2.1.3 Neglect of girls' issues in COVID-19 response: Two years of the COVID-19 pandemic and the measures taken to limit its spread have had a wide socio-economic impact. As per the enrolment and population projection data obtained from the Unified District Information System for Education Plus (UDISE+) around 108 million children were out-of-school from pre-primary to higher secondary section as a result of non-enrolment alone during 2020-2021⁸. Even though schools across the country shifted to online classes, about 29.6 million children in India were found to have no access to a digital device through surveys conducted in multiple states and union territories as of June 30, 2021⁹. A total of 1.2 million moderately and severely malnourished children were identified in the country as estimated by the *POSHAN* Tracker application under the *POSHAN Abhiyan* till the end of April 2020 which rose to approximately 3.3 million children as of October 14, 2021¹⁰. The impact was more on girls and women. Financial insecurity, limited access to social security schemes, violence within the families, food insecurity and lack of access to education were some of the effects experienced by adolescent girls and young women during the lockdown. Access to maternal and child health care services, menstrual hygiene supplies and contraceptive supplies were limited during the lockdown¹¹. According to the National Commission of Women data, India recorded a 2.5 times increase in domestic violence between February and May 2020.

2.1.4 Differential impact of climate change on girls and young women: Changing weather patterns are causing the increase in frequency and intensity of natural disasters in the region. Rising temperatures are hurting small and marginal farmers the most with farm incomes dropping between 4-14 percent. Low agricultural productivity is pushing more families to search for subsistence and increasing distress migration, unplanned urban agglomeration and urban fragility. In many of these contexts, women are more vulnerable to the effects of climate change than men- primarily as they constitute the majority of the world's poor and are more dependent for their livelihood on natural resources that are threatened by climate change. Furthermore, they face social, economic and cultural barriers that limit their coping capacity.

2.2 Building Back Better- A Sustainable, Empowering, Girl Centric Process

2.2.1 Empowering children, girls and young people: Despite the challenges, the biggest opportunity to build back better for India is its young population. India hosts the largest population of children and young people (citizens under 24 years of age) with 37 percent under-18 years and 12 percent in the age group of 18 to below 24 years¹². As per 2020 estimations, the youth population in India stands at 680 million persons of which 330 million are girls. Empowerment efforts by the governments and society with children and young people today, will help determine the quality, scale, speed of development, recovery and the future prospects of India. Through the Country Strategy-V Update (2022-27), Plan India mandates itself to actively support and catalyse the leadership of girls and young women, and empower them through gender transformative, direct interventions to overcome the myriad denials and deprivations they face during their life cycle.

2.2.2 Digital inclusion and empowerment of girls: The COVID-19 pandemic has accelerated the pace of digital transformation, yet access to such technology by children, girls and women still remains low; 33.3 percent of India's girls have internet access (NFHS-5) compared to 48 percent globally¹³. Data also shows that women own 33 percent less mobile phones than men in India¹⁴. Misuse of digital technology poses new challenges of privacy, cybercrimes and cyberbullying. Promoting girls' digital literacy and closing the digital gender gap will play an important role in achieving gender equality and promoting the rights of girls and women worldwide.

⁸ Government of India, Ministry of Education, Department of School Education and Literacy Report on Unified District Information System for Education Plus (UDISE+) 2020-21. Government of India, 2022

https://www.education.gov.in/sites/upload_files/mhrd/files/upload_document/report_udise.pdf

⁹ Ministry of Women and Child Development, Government of India Annual Report 2020-2021. Ministry of Women and Child Development, 2020

https://wcd.nic.in/sites/default/files/WCD_AR_English%20final_.pdf

¹⁰ Niti Ayog, Women and Child Development Division, July 2020. Accelerating Progress on Nutrition in India: What will it take? Third Progress Report. Niti Ayog, Women and Child Development Division, Government of India. 2020. Available at: <https://www.niti.gov.in/sites/default/files/2020-10/AbhiyaanMonitoringReport.pdf>

¹¹ Plan International (India), June 2021. Living under Lockdown: Impact of Covid-19 pandemic on Young Girls in India.

¹² Census of India 2011, Office of the Census Commissioner, Ministry of Home Affairs, Government of India, New Delhi.

¹³ <https://www.equalmeasures2030.org/story/unseen-52-of-women-without-access-to-the-internet/#:~:text=Globally%2C%2058%25%20of%20men%20have,compared%20to%2048%25%20of%20women.>

¹⁴ John F. Kennedy School of Government at Harvard University.

2.2.3 Partnership opportunities with corporates and philanthropists: The corporate and philanthropic sector responded rapidly to the COVID-19 pandemic to flatten the curve in short time and reduce the inequities in access to services. Corporate sector proactively engaged in CSR activities and helped the government fight the coronavirus outbreak by donating crores of rupees, supplying medical equipment and opening hospitals¹⁵. According to the India Giving Report, 2021 individual donations in India went up by 43 percent during the COVID-19 pandemic¹⁶. These positive practices provide an opportunity to build back better from the pandemic towards a more resilient and inclusive recovery.

2.3 Achievements and Lessons Learnt from CSP-IV (2015-2020) and CS-V (2020-22)

An independent assessment of the Country Strategy Plan-IV (2015-2020)¹⁷ using quantitative and qualitative methods assessed our program and organisational strategies and outcomes, and provided insights on the relevance, effectiveness, efficiency and sustainability.

During the COVID-19 pandemic, Plan India conducted a research 'Living under the Lockdown', comprising of a one-off survey and longitudinal qualitative phase with girls and young women affected by the pandemic. The insights gained from that has shaped and sharpened the Country Strategy-V Update (2022-2027).

2.3.1 Achievements of CSP-IV

Some quantitative achievements highlighted by CSP-IV are listed below.

1. Plan India implemented programs in 5,596 villages/urban slums across 81 districts in partnership with more than 17,000 community-based organisations and 128 NGO partners.
2. Early childhood programs supported 82,700 under-5 children (+ 82,700 mothers) with improved services on nutrition, immunisation, parenting and early initiation to learning.
3. 2 million girls and boys from underprivileged families were supported by ECCD and education programs to access quality education in schools.
4. 3.15 million children, youth and women had improved health awareness.
5. 8 million girls and boys in 64 districts in 11 states had the protection and safety net of the community-based child protection mechanism.
6. 13 million pregnant women were aware of their HIV status and had improved access to testing services.

2.3.2 Achievements from CS-V (2020-22)

During the CS-V (2020-22), Plan India has supported the people affected by the COVID-19 pandemic. Through the project #HelpIndiaHeal (Emergency Health and Food Assistance), dry ration and hygiene kits were distributed across our intervention areas and supported health institutes with Oxygen Concentrators and PPE Kit to combat COVID-19.

1. 928,708 people were reached through a mass awareness campaign which promoted Covid Appropriate Behaviour and addressed vaccine hesitancy in 787 villages and 21 slums
2. 447,445 people were supported for registration of COVID-19 vaccination on CoWin portal / Arogya Setu App
3. Hand hygiene and sanitary hygiene kits were provided to 56,484 families
4. 27,703 girls and boys were provided with education kits to ensure continuity of education
5. 178,354 Personal Protective Equipment (PPE) kits were distributed to medical staff (doctors, nurses, laboratory technicians)
6. Food baskets (food dry ration) were distributed to 76,997 families to ensure food and nutrition security for one month
7. Addressed the immediate nutrition and education needs of 48,063 poor and vulnerable families
8. 4,010 girls and boys were provided with tablets pre-loaded with age appropriate educational contents.

2.3.3 Insights gained from 'Living under the Lockdown' Study

Plan India conducted a study with 2,699 disadvantaged adolescent girls and young women in the age group of 15-24 years across nine states in India to understand the potential impacts of the COVID-19 pandemic on their lives. 53.3 percent girls felt that the lockdown had brought negative changes in their lives. 84 percent households faced financial hardships. About 16 percent unmarried adolescent girls and young women had

¹⁵ https://www.business-standard.com/podcast/current-affairs/how-indian-companies-are-contributing-to-the-war-against-coronavirus-120033001663_1.html

¹⁶ <https://idronline.org/article/philanthropy-csr/individual-giving-in-india-at-an-all-time-high-during-covid-19/>

¹⁷ Review was based on primary data viz. household survey in intervention villages/slums and consultations with PRI members, front line workers, Donors, Partner NGOs, Govt. officials and focused group discussions with community members, Plan India's internal functional stakeholders. and secondary data viz. review of available data, project evaluations and reports, Annual Reports

experienced parental pressure on their marriages during the lockdown. 61 percent respondents did not have access to digital technologies to continue with their study. The study highlighted that the girls and young women had limited access to the entitlements under the various government schemes. There was a need to strengthen the deliveries of supplies of contraceptives, menstrual hygiene supplies, IFA tablets and vitamin supplementation. There was also a need to generate awareness on Gender Based Violence (GBV) and motivate people to report incidents of GBV or abuse through digital platforms or in-person as convenient.

2.3.4 Lessons Learnt from CSP-IV Review and CS-V (2020-22)

- a. **Need to strengthen girls' participation:** Flagship, gender transformative interventions like safer cities, anti-child labour project, prevention of child marriage which built agencies of girls to be effective changemakers helped to achieve the goal of reduction in gender-based violence and ending violence against children in our intervention areas. During the COVID-19 pandemic girls were empowered and led the community mobilisation processes to improve access to COVID-19 vaccination services. Therefore, it is imperative to mobilise and build the agency of girls, children, young people and other vulnerable groups to equip them to lead the process of gender transformative change and reach the critical masses to sustain the movement for girls' rights.
- b. **Need to scale up interventions in collaboration with the government:** The review highlighted the need to scale up interventions in collaboration with the government so as to increase the demand of various basic services – sexual and reproductive health and general healthcare services, water and sanitation and education in vulnerable and disadvantaged girls and families. The capacity building of government frontline health workers combined with awareness generation activities resulted in an increased demand for SRH and healthcare services during adolescence and in pregnancy. Influencing duty bearers for access to improved drinking water sources, building toilets and generating awareness among children for safe hygiene practices resulted in reduction of incidences of water borne diseases. Investment on teachers' training, local school governance and infrastructural improvement at schools led to a reduction. Partnering with the government to address COVID-19 vaccine hesitancy and increasing community outreach specifically to the most inaccessible and disadvantaged groups helped in increasing the uptake of COVID-19 vaccination.
- c. **Need for continued investment on economic empowerment of girls:** Plan India through its flagship livelihoods promotion program supported large numbers of young women and men with job or self-employment opportunities. This economic empowerment and financial inclusion specifically during the COVID-19 pandemic was the key to ensure girls' rights as it enabled the households to provide basic rights and needs of the girls and children.
- d. **Need to focus on public health from a gender lens:** The COVID-19 pandemic which grew from a public health issue to an economic and social crisis highlighted the interdependency of health system functions with other development indicators. According to 'The Financing for Sustainable Development Report 2021' the pandemic led to an even more sharply unequal world as the development gains for millions in poor countries have been reversed. Women and girls in particular have been severely impacted. To reduce the impact from a future public health crisis there is a need to invest more in strengthening the public health system in India from a gendered lens as disease outbreaks affect girls and women more.
- e. **Need for digital inclusion:** Girls' and women's access to and use of digital technology is limited. The importance of girls and women's proactive and meaningful digital participation was particularly key during the COVID-19 pandemic when various aspects of service provision such as education, entitlements for various schemes and helpline services shifted online. Improving access of girls and women to digital technology, empowering them with digital literacy and the confidence to use technology will ensure that they are not further marginalized in an increasingly digital world.
- f. **Need to maintain increased programme efficiencies:** Plan India witnessed increased efficiencies over last three years with 80 percent allocation for program outcomes compared to 20 percent for organisational administration and overheads. A sum of INR 613 Cr. was invested for programmes out of a total expenditure of INR 753 Cr. during the CSP-IV period. The Review concluded that Plan India was operating more efficiently as compared to the sector standard and urges the need to maintain similar levels of efficiency during Country Strategy-V Update (2022-2027).

3. Country Strategy-V Update (2022-27) Framework



The schematic presentation of the Country Strategy-V Update (2022-27) and the inter-connectedness of its core elements and strategic objectives is presented above. The plan for girls' rights and empowerment is proposed to be strengthened through social innovations and use of technology and will be guided by a set of eight principles and values of working together.

CS-V Update is aligned to and contributes to the 2030 Sustainable Development Goals (SDGs), and will specifically focus on 9 out of 17 SDGs which are linked to Plan India's purpose and ambition statements. Of the 169 SDG targets, Country Strategy-V Update (2022-2027) contributes to the achievement of 29 SDG targets and indicators linked to gender equality, quality education, SRHR, healthcare and nutrition services, access to quality WASH services, access to clean water, and inclusive and sustainable cities.

Plan India's work and Intersectionality with 2030 Sustainable Development Goals (SDG)

Contribution to SDGs



3.1 Purpose Statement and Ambition: Unto the Last Girl

Purpose Statement

Girls are Empowered to Take Action and Get Equal

The overall goal of the Country Strategy–V Update (2022-2027) is, “**Girls are empowered to take action and get equal**”. The goal is rooted in the core elements of gender transformative programming and an organisational system that believes in upholding the principles of gender equality at all levels of inter-personal interactions, decision-making and management. The strategy encourages Plan India to work in partnership with girls and young women as leaders of the global movement for girls’ rights. Girls and young women will need to be supported by community based organisations, civil society, governments and other rights and development actors. A multi-sectoral approach is proposed that seeks to enable all girls to **learn, lead, decide and thrive**. Girls must have access to the right to education, life skills and right to economic skills to succeed in the work place (learn); she must be empowered to take her own action on issues that matter (lead); she must have right and control over her life and body (decide) and can grow up cared for and free from violence (thrive).

Ambition of the Country Strategy-V Update (2022-27)

20 Million Girls in India Learn, Lead, Decide and Thrive¹⁸ through Gender Transformative Approaches

We aim to support 20 million girls and young women from disadvantaged families from 100 priority districts¹⁹ and all Aspirational Districts of the North-East states through evidence-based programming, collaboration with the district and state governments, local self-government and CSR partners. To sustain and scale up our programmes we will enable and support community-based groups of mothers, children, adolescents and young people to lead their own development. We will support capacity building of community volunteers and their digital inclusion so that they can effectively contribute to and support the larger movements of girls.

3.2 Strategic Actions

Country Strategy–V Update (2022-2027) ambition of ‘20 million girls learn, lead, decide and thrive’ will be achieved by four strategic actions that will define and inform everything that we will do in the next five years.

1. **Meaningful participation of 500,000 girls and boys as champions for girls’ rights** to be the credible voice and leaders in their own communities for gender equality.
2. **Strengthening 100,000 community groups** of mothers, children, adolescents and young people as children’s club, *kishori manch*, youth groups, mothers’ groups, village development committees to lead the movement for girls’ rights²⁰ and services in their own communities.
3. **Facilitating digital inclusion of 1 million girls** to enhance the social empowerment of girls and young women as well as to overcome the gaps in opportunities created through the digital divide.
4. **Engaging 100,000 individual supporters for girls’ rights** to become committed givers for promoting girls’ rights and gender equality.

3.3 Ways of Working Together- Enablers to the Strategy

Country Strategy–V Update (2022-2027) strategic objectives are sought to be delivered by adopting Plan International’s six guiding principles of the Gender Transformative Approach. The approach addresses both the manifestations and symptoms along with tackling the root causes of gender inequality by challenging

¹⁸ As per the Plan International’s definition of Learn, Lead, Decide and Thrive.

1. **Learn:** the education and skills girls and young women need to succeed in their life and make a decent living
2. **Lead:** have the power to take action on the issues matter to girls and young women
3. **Decide:** girls and young women have control over their own lives and bodies and make informed choices
4. **Thrive:** girls and young women grow up equally valued, cared for and free from violence and fear

¹⁹ Priority districts have been identified using a cluster of 24 developmental indicators and Disaster Risk Index that ranked low on the composite index.

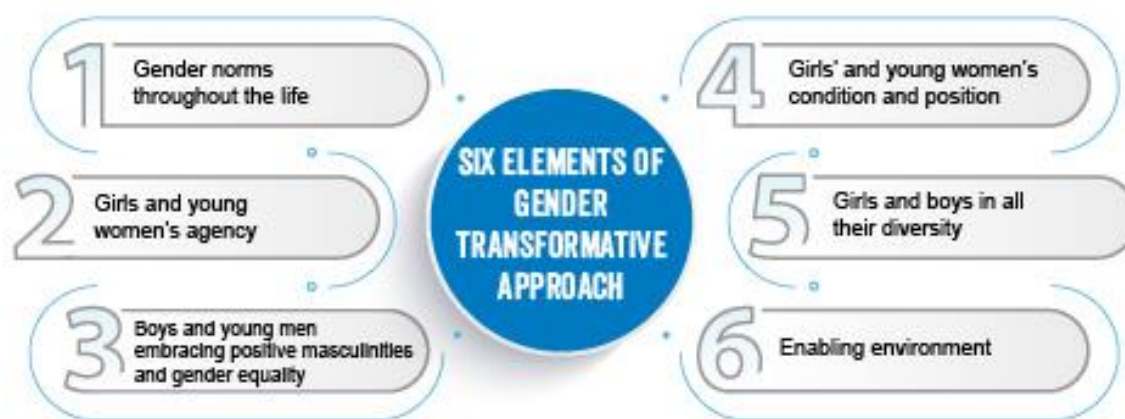
²⁰ Movement for girls’ rights is defined as unlocking the power of girls and young women, providing them with a platform, as well as the tools they need. It harnesses the power of technology to enable activists and feminists connect and, through collaborations we can put into the hands of activists the data and evidence they need to campaign.

unequal and unjust gender power relations, discriminatory social norms and systems, structures, policies and practices. It improves the conditions of girls while advancing their position and value in society. In this context, Plan India will work with the following enablers.

1. **Advancing girls' rights and promote well-being through access to governments' social entitlements:** Strengthen the agency of girls to lead the 'movement for girls' rights' in India. Mobilise, nurture and support their organisations, alliances, coalitions to deepen their understanding on rights and justice issues of girls and young women. Develop long term solutions with and for girls for transformational change.
2. **Expand the compass of girls' rights and government welfare schemes:** Continuously develop capacity of staff to design and implement, and build collaborations with the government to strengthen reach. Provide a platform to girls to voice the challenges they face and the solutions that work for them so that they can build better futures for themselves.
3. **Stimulate civil society and government collaboration for girls' rights:** Strengthen the movement for girls' rights by engaging CBOs, media, resource organisations, networks and technology solutions providers.
4. **Promote CSR for girls' rights:** Strengthen and engage with various stakeholders in Corporate Social Responsibility (CSR) to augment existing initiatives and resources for empowerment of women such as supporting girls and young women to complete education and enhancing dignified livelihood opportunities for them.
5. **Become a more efficient and responsive direct services organisation:** Consistently use data and leverage technology to inform decision making, improve organisational management processes, improve operational efficiency and drive resource mobilisation.
6. **Grow quality income:** Increase Plan India's total national income and diversify it by growing new flexible income sources. Ensure that the right quality and quantum of funding is available to achieve the Country Strategy–V Update (2022-2027) purpose, ambitions and strategic objectives.
7. **Consistently use evidence to improve our impact:** Invest in operational research, longitudinal studies, and new models of gender transformative programming in collaboration with academic institutions, gender resource centres and community-based organisations to generate evidence on: what supports women's agency; what works on the ground to reach the most marginalised groups, and what is required to bring about normative change.

3.4 Principles and Values of Working Together

The CS-V Update strategic objectives are sought to be delivered by adopting Plan International's six guiding principles of the gender transformative approach (Refer Fig). The **Gender Transformative Approach** goes beyond addressing the manifestations and symptoms to explicitly tackling the root causes of gender inequality, particularly unequal and unjust gender power relations, discriminatory social norms and systems, structures, policies and practices.



Country Strategy–V Update (2022-2027) is guided by the following core principles:


1. **Ensure participation** of girls, boys, young women and young men in planning and decision making for programmes and humanitarian responses.
2. **Respect the knowledge and skills** of children and young people by listening to their voices, appreciating their suggestions and wherever necessary amplifying them.
3. **Enable grassroots leadership** of girls and young women to emerge as champion of change at local, state, national and global levels.

4. **Promote social diversity**, inclusion and leverage social innovations by children and young people for gender transformative outcomes.
5. **Demonstrate accountability** and transparency to girls, children and young people through consistent application of best practices and effective communication.
- 6.

4. Key Thematic Areas of Focus

To achieve the changes implied in the purpose statement, Plan India proposes to implement **six** gender transformative programs which will enable us to achieve the goal of “20 Million girls in India are able to learn, lead, decide and thrive”. The thematic areas are aligned to the areas of global distinctiveness (AoGD) articulated by Plan International.

The programs that are proposed to be implemented during the Country Strategy–V Update (2022-2027) period are as follows:

Learn		Decide	Thrive		
Program 1	Program 2	Program 3	Program 4	Program 5	Program 6
Promoting Inclusive and Quality Education	Promoting Youth and Household Economic Security	Promoting Sexual and Reproductive Health Services and Rights and Maternal & Child Health	Safety for Girls and Child Protection	Promoting Nutrition and Early Childhood Development	Resilience in Emergencies
					

4.1 Learn

Programme 1: Promoting Inclusive and Quality Education (AoGD: Inclusive Quality Education)

Objective: To ensure all girls and boys from disadvantaged families have access to quality education from pre-primary to senior secondary levels and are enabled to make informed career choices.

Theory of Change:

Inclusive and quality education for all girls and boys will be realised by empowering girls and boys with the power and agency to shape their lives and the future. We will not only facilitate equal access but also strengthen education systems at all levels to promote gender equality and gender transformative approaches. Simultaneously we will also ensure a safe, protective and enabling learning ecosystem to enable all children specifically girls complete schooling. Girls and boys will also be supported to strive for a career of their choosing. This includes supporting access to transitional as well as non-formal quality education. Parents, caregivers and school governance will be sensitised to reject adverse gender and social norms and actively prioritise and support children specially girls to complete their education. Evidence based influencing activities will be implemented to improve learning outcomes from pre-primary to senior secondary levels.

Primary Impact Group(s):

1. Girls and Boys aged 2-5 years (Pre-school)
 2. Girls and Boys aged 6-14 years (Elementary level)
- Girls and Boys aged 15-18 years (Secondary and senior secondary level)

Target groups: Girls, boys, young women and young men, Pre-school and School teachers, Families and Caregivers; Government Policymakers and Administrators; School Management Committees; School-based Children's Collectives; and Educationists.

Contribution to SDGs: Our program and influencing work on this programme will directly contribute to the SDG targets of 4.1, 4.2, 4.5, 6.1 and 6.2.

Estimated number of Girls:

1. **Direct impact-** 1,000,000
2. **Indirect impact-** 2,000,000

Sub-impact areas covered:

1. Pre-primary Education
2. Elementary Education
3. Secondary and Senior Secondary Education
4. Career and Vocational Guidance

Implications:

1. Improve our technical capacity and investments in early childhood education (school readiness and foundational learning).

<ol style="list-style-type: none"> Pilot social innovations in gender sensitive curriculum and pedagogy both inside and outside the schools. Improve our technical expertise in mobilising and promoting education with girls who have either dropped out of school, are irregular in attendance or never been to school. Influence governments and donors to increase investment in girls' education. 		
Key Outcomes for each actor	Key interventions	Core AoGD Indicators
4.1.1.a Children have access to inclusive and quality pre-school education	<ol style="list-style-type: none"> Create child friendly <i>Anganwadi</i> centers and <i>Balwadis</i> Joyful cognitive development and early initiation to learning (school readiness) in <i>Anganwadi</i> centers and <i>Balwadis</i> Capacity enhancements of <i>Anganwadi</i> Workers Evidence based policy influencing for improved pre-school education outcomes 	<ol style="list-style-type: none"> % of children (reached by the project) who have been enrolled in an Early Learning Programme (formal or non-formal) % of enrolled children (reached by the project) that regularly attend the Early Learning Programme (formal or non-formal) in a given time period % of trained educators who are observed to practice positive discipline in everyday classroom management
4.1.1.b Children have access to inclusive and quality elementary education (Grade I to VIII)	<ol style="list-style-type: none"> Child friendly schools with technological enhancement for strengthening foundational literacy and numeracy (smart classes, computer labs, online content, STEM, etc.) Joyful teaching learning environment with children and parents' engagement in school processes Capacity enhancement of teachers and para-teachers Supplementary and tuition classes for improved grade appropriate learning Evidence based policy influencing for improved education outcomes 	<ol style="list-style-type: none"> % of parents who enroll their children in primary school at the right age regardless of sex and abilities % of CAY who report feeling that their teachers provide a positive and supportive learning environment in the classroom % of CAY who report experiencing, violence, discrimination or abuse from peers or staff in school within the last month % of teachers who report that they have received adequate training and support to deliver the curriculum well
4.1.1.c Girls complete Secondary & Higher Secondary education	<ol style="list-style-type: none"> Gender sensitive teaching learning environment with girls and parents' engagement in school processes Girls' friendly schools (toilets, safety, sanitary pad disposal, etc.) Technology enabled classrooms, labs, STEM education, online content etc. Linkage to bridge courses and distance education by National Institute of Open School (NIOS) Supplementary and tuition classes for improved grade appropriate learning, provision of scholarship Evidence based policy influencing for improved completion of school education (Class X and XII) 	<ol style="list-style-type: none"> % of CAY who start primary who successfully transition on to secondary level % of children at secondary level who successfully transition on to higher secondary level % of CAY who transition from non-formal education programmes to continue their formal education or training Number and % of teachers who are observed using learner-centred, gender-responsive, inclusive teaching approaches at the time of measurement
4.1.1.d Adolescents and young people make informed career choices	<ol style="list-style-type: none"> Career and vocational guidance and resources for higher education Work readiness skills (personal hygiene, inter-personal skills, communication skills, etc.) Parental involvement to support CAY in their career progression 	<ol style="list-style-type: none"> % of Adolescent girls, young women (at risk) and boys make informed career choices for higher studies, Vocational and Life skills education % of young people who report at the end of the training feeling confident about their life skills

Programme 2: Promoting Youth and Household Economic Security (AoGD: Skills and Opportunities for Youth Employment and Entrepreneurship)

Objective: To ensure all young women and young men from disadvantaged families are engaged in decent employment and dignified livelihoods of their choice thereby enhancing economic security for themselves and their families.

Theory of Change: Gender transformative approach to facilitate youth employment and leadership, and actively promote life skills, economic rights, financial inclusion and job oriented vocational trainings among disadvantaged young people specially girls. Employers and government officials will be sensitized to create an enabling environment for women's workforce participation. To improve livelihoods entrepreneurship and income generation activities (both on and off farm) will be extended to rural areas. Activities will build on the existing work done by National Rural Livelihood Mission (NRLM) to promote women-owned and women-led enterprises, enable them to build businesses and access finance, markets and networks, and generate employment. Further, sessions will be held with communities to challenge social and gender norms that prevent adolescent girls to gain vocational, entrepreneurship or livelihood skills. Influencing activities will focus on improving participation of young women in self-employment through micro-enterprises.

Primary Impact Group(s):

1. Adolescent girls and adolescent boys (15-18 years)
2. Young women and Young men (19-24 years)

Target groups: Adolescent girls and boys and young women and men, Migrant / Reverse Migrant Labour, COVID-19 Survivors, Parents and care givers, Schools, Community leaders, Self-help Groups, Employers and Livelihoods Service Providers, Corporate, Government Departments for Education and Skills Development.

Contribution to SDGs: Our program and influencing work on this programme will directly contribute to the SDG targets 4.4, 4.5, 6.1, 6.2, 8.3, 8.5, 8.6.

Estimated number of girls & young women:

1. **Direct impact-** 500,000
2. **Indirect impact-** 1,000,000

Sub-impact areas covered:

1. Job Oriented Vocational Training (JOVT)
2. Vocational training for Entrepreneurship Promotion (VTEP)
3. Economic security through livelihoods in rural setting

Implications:

1. Build in-house capacities and resources on rural livelihood promotions
2. Develop innovative IT based solution for knowledge sharing, monitoring, and delivery.
3. Standardize module in accordance to National Skill Development Corporation (NSDC) guidelines, integrate gender equality to all skilling programmes which is digital enabled and customized to post COVID-19 economy.
4. Collaborate with Department of Education and Ministry of Skill Development for enhancing programme effectiveness.
5. Pilot innovative & cost-effective Centre of Excellence to demonstrate models of Youth Employment & Livelihood programmes which suit migrant/ reverse migrant labour, COVID-19 survivors, post COVID-19 economy.

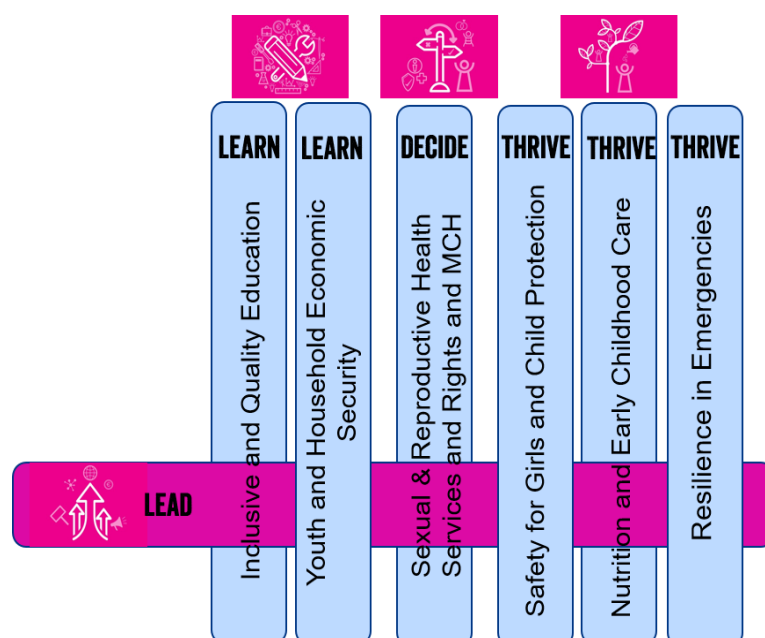
Key Outcomes for each actor	Key interventions	Core AoGD Indicators
4.1.2.a Job Oriented Vocational Training (JOVT) to support young people to secure decent work opportunities	<ol style="list-style-type: none"> 1. Vocational training facilitation. 2. Post training employment assistance 3. Alumni networks formation 	<ol style="list-style-type: none"> 1. % of young people who demonstrate at the end of the training vocational competencies 2. % of young people/ young women in wage employment within 6 months after receiving training
4.1.2.b Vocational training for Entrepreneurship Promotion (VTEP) to support young people	<ol style="list-style-type: none"> 1. Entrepreneurship training facilitation 2. Value chain interventions (forward-backward linkage) 3. Access to gender and youth friendly startup capital for business. 	<ol style="list-style-type: none"> 1. % of young people who demonstrate at the end of the training entrepreneurship competencies

to start their own businesses suitable to their local context	4. Mentorship support and guidance to young entrepreneurs. 5. Access to working/ business capital through linkages with government schemes. 6. Evidence based policy influencing for improved participation of young women in self-employment through micro-enterprises	2. % of young people, own an operational business within 6 months after the training.
4.1.2.c Economic security through livelihood generation in rural settings	1. Aggregation of women Self Help Groups (SHGs)/Joint Liability Groups (JLGs) 2. Livelihood training facilitation 3. Value chain interventions 4. Access to micro- finance 5. Better farm practices for productivity and sustainability	1. % of target households are able to meet their survival threshold (have enough income to meet the expenses for food, education, medical expenses and other routine household expenses)

4.2 Lead

Promoting leadership of girls is centre to the Country Strategy-V Update. This will be achieved through enabling girls and young women from under privileged communities to take leadership in the design, planning, implementation and review reflection of all projects and programmes of Plan India, and become active drivers of transformation and change. We will also engage boys and young men as leaders for promoting gender equality by challenging the gender stereotypes, stigma and discrimination.

Learning from our work, interactions and research clearly states that, young people, particularly girls and young women require certain life-skills and abilities to successfully transition to adulthood. The key competencies include being able to think critically about what is happening around them, to work and interact constructively with others to change their surroundings and be meaningful and skilled in communicating their thoughts (in person as well as through the digital media) to relevant duty bearers.



4.3 Decide

Programme 3: Promoting Sexual and Reproductive Health Services and Rights and Maternal and Child Health (AoGD: Sexual and Reproductive Health & Rights)

Objective: To ensure all adolescent girls, adolescent boys, young women and young men from disadvantaged families make informed decisions and choices on their health, and well-being and have improved access to quality healthcare services provided by the government.

Theory of Change: The approach will focus on enabling girls, boys, adolescents and youth to realise their right to make informed choices about their body and have control over their sexual and reproductive health. Girls and boys will be actively engaged and their capacities will be built to influence social and gender norms in their favour, and strengthen community systems and government policies to create an enabling environment for improved sexual and reproductive health including menstrual health. In addition, the programme will focus on strengthening maternal and child health services and prevention and treatment of HIV/AIDS through community-based strengthening of services with a focus on hard-to-reach populations and ensuring last-mile delivery. Influencing activities will focus on strengthening existing government health systems.

<p>Primary Impact Group(s):</p> <ol style="list-style-type: none"> 1. Girls and boys, 2. Adolescent girls and boys (10-18 Years), 3. Young women and men (19-24 Years) <p>Target groups: Girls, boys, young women and young men, Parents and caregivers including fathers, mother-in-laws, Frontline workers, Local self-governance representative, CBOs, Religious leader, Media, Government duty bearers and policy makers.</p> <p>Contribution to SDGs: Our program and influencing work on this programme and MCH will directly contribute to the SDG targets 2.2, 3.1, 3.2, 3.3, 3.7, 5.6, 6.1, 6.2.</p> <p>Estimated number of girls & young women:</p> <ol style="list-style-type: none"> 1. Direct impact- 1,000,000 2. Indirect impact- 5,000,000 	<p>Sub-impact areas covered:</p> <ol style="list-style-type: none"> 1. Comprehensive Sexuality Education 2. Adolescent and Youth Friendly Health Services 3. Menstrual Equity 4. Maternal and Child Health 5. HIV/ AIDS and TB prevention, treatment and care
<p>Implications:</p> <ol style="list-style-type: none"> 1. Build partnerships and coalitions with key actors, including CBOs 2. Develop innovative IT based solutions for knowledge sharing, monitoring, and programme delivery to enhance effectiveness 3. Influence government policies to: ensure inclusion and strengthening of SRH, improve knowledge and access to supplies and facilities on menstruation, access and utilization of MCH services, and ensure last mile services delivery of HIV prevention and treatment services. 	

Key Outcomes for each actor	Key interventions	Core AoGD Indicators
4.3.3.a Young people practice positive sexual health behaviours and have access to SRH services without stigma and discrimination	<ol style="list-style-type: none"> 1. Comprehensive sexuality education 2. Quality, age and gender friendly SRH services 3. Inter-generational dialogues and community engagement for SRHR 4. Functional linkages with government sponsored SRH programs at all levels (e.g., RKSK, School Health & Wellness Program) 	<ol style="list-style-type: none"> 1. % of CAY with correct knowledge about SRHR core topics 2. % of 15-24 years girls & young women who are currently using a modern method of contraception 3. % of CAY aged 13-24 who feel able to make informed decisions about their sexual and reproductive health
4.3.3.b Girls and young women are able to manage their menstruation with dignity	<ol style="list-style-type: none"> 1. Timely and accurate knowledge on menstruation, self-care and good hygiene practices 2. Access to affordable menstrual health and hygiene materials and supplies. 3. Engagement of boys and men for positive, supportive environment for menstruation 	<ol style="list-style-type: none"> 1. % of CAY who have basic, moderate and high levels of knowledge about menstrual health 2. % of girls, young women report receipt of quality, affordable and adequate menstrual hygiene materials
4.3.3.c Mothers have access to quality maternal, newborn and child health care services provided by the government	<ol style="list-style-type: none"> 1. Community mobilisation and sensitisation on MNCH. 2. Infrastructure and trained resources for comprehensive MNCH services 3. Access to quality pre-natal, intra natal and ante natal care services on MNCH provided by the government. 4. Access to equitable immunisation 5. Functional linkages with government programs viz., Maternal Health and Family Planning services. 	<ol style="list-style-type: none"> 1. % of adolescents and women with a birth in the last two years who had at least four antenatal contacts, including at least one in the last trimester, during the last pregnancy 2. % of adolescent girls who have given birth or are pregnant at the time of the survey
4.3.3.d Children, adolescents and young people have	<ol style="list-style-type: none"> 1. Community system strengthening for HIV and TB elimination. 2. Last mile availability of drugs and commodities. 	<ol style="list-style-type: none"> 1. % of young women and men aged 15-24 who correctly identify ways of preventing the sexual transmission of

access to HIV and TB prevention and treatment services	3. Linkages with social protection and security schemes.	HIV and who reject major misconceptions about HIV transmission 2. % of adolescents and youth who were tested for HIV and received their results during the reporting period.
--	--	---

4.4 Thrive

Programme 4: Safety for Girls and Child Protection (AoGD: Protection from Violence)

Objective: To ensure children, adolescent girls and young women from disadvantaged families are protected from all forms of violence, abuse, exploitation and neglect along with the gender dynamics that drive it.

Theory of Change: We will enable girls and young women to realize their rights to be free from all forms of gender-based violence (GBV), abuse, neglect and exploitation by mobilising and building their agency along with strengthening the capacities of families, communities and government duty bearers. Girls will be empowered through: awareness on legal literacy and access to entitlements; building their leadership skills, and building their skills on various medium including techno enabled solutions. We will lay particular emphasis on the engagement of boys and men to promote positive social norms. Influencing activities will focus on: gender transformative laws and services, and strengthening child protection committees at village level and aligning them with Integrated Child Protection Scheme (ICPS), and budget allocation and spending for effective ICPS at all levels.

Primary Impact Group(s):

1. Children, girl child labour
2. Adolescent girls and adolescent boys, child brides
3. Young women, survivors of gender-based violence (GBV)

Target groups: Girls, boys, young women and young men, Parents and caregivers, boys and men, Local self-governance representatives, Government duty bearers for child protection and gender-based violence, Religious leaders, Media, CBOs.

Contribution to SDGs: Our program and influencing work on this programme directly contribute to the SDG targets 5.2, 5.3, 11.7, 16.1, 16.2.

Estimated number of girls & young women:

1. **Direct impact-** 1,000,000
2. **Indirect impact-** 2,500,000

Sub Impact areas covered:

1. Protection from violence, abuse, exploitation and neglect
2. Child and Early Marriage
3. Girls get Equal

Implications:

1. COVID-19 has a multiplier effect on GBV, stress & anxiety of children, dropouts from school leading to increase in incidents of child marriage and labour, potentially fueling trafficking within the environment of labour migration.
2. Our experience during COVID-19 demonstrated that we need to evolve technological solutions for knowledge sharing, case monitoring, program designing, data collection and program delivery so that, we improve our efficiency to reach scale and do not get disconnected from our stakeholders.
3. Develop deeper understanding and collaboration with institutions and ministries and government programmes (ICPS), which are responsible to respond to GBV.
4. Networking and collaboration with the technical agencies and academic with special emphasis on emerging challenges due to COVID-19.

Key Outcomes for each actor	Key Interventions	Core AoGD Indicators
4.4.4.a Child protection safety net for all children	<ol style="list-style-type: none"> 1. Community based child protection mechanism to prevent violence against children, child trafficking and child labour 2. Legal literacy and access to entitlement for girls 3. Safer cities and villages for girls and young women 4. Psychosocial support 5. Functional linkages with government sponsored child protection programs and mechanisms at all levels (e.g., ICPS) 	<ol style="list-style-type: none"> 1. % of children who report incidents of violence, abuse, exploitation and neglect within 12 months of program implementation 2. % of CAY who report that they are confident to report a protection violation to a reporting structure 3. # and % of CAY that report changes to their wellbeing as a result of structured psychosocial support
4.4.4.b Girls are prevented from Child and Early Marriage	<ol style="list-style-type: none"> 1. Evidence generation on child marriage vulnerability 2. Rewards, recognition and incentives towards behavioral insights for ending child marriage 3. Effective response mechanism for implementation of child marriage law at community, panchayat and higher levels 4. Registration of child births 5. Community sensitisation engagement to change social norms, attitudes and practices on child marriage 	<ol style="list-style-type: none"> 1. % of girls and women aged 15 - 24 years who were married before the age of 18 years
4.4.4.c Girls get equal in their families and communities	<ol style="list-style-type: none"> 1. Ending sex selective abortions through implementation of PCPNDT Act 2. Girls and young women aspire for leadership and positions of authority in their family and community 3. Techno enabled solutions to empower girls (Digital Mitras) 4. Evidenced based advocacy for strengthening implementation of govt. flagship schemes (<i>Beti Bachao Beti Padhao</i>) 	<ol style="list-style-type: none"> 1. % of young people who demonstrate empowerment

Programme 5: Nutrition and Early Childhood Development (AoGD: Early Childhood Development)

Objective: To ensure all infants, children, adolescents and mothers from disadvantaged families have access to age appropriate nutrition services, and nurturing child care practices for early childhood development.

Theory of Change: Children, adolescent girls and young women will be empowered to realise their right to nutrition and food by strengthening the systems, changing behaviours and practices of a range of stakeholders to improve their quality of food and feeding practices thereby preventing malnutrition. The programme components will include integrated nutrition and early childhood development programming during the first 1,000 days to ensure that children can reach their full potential. The problem of anaemia in adolescent girls, pregnant and lactating mothers will be addressed through improved programme uptake and coverage of the government sponsored weekly iron folic acid supplementation programme (*Anaemia Mukta Bharat*). Since positive nutrition outcomes are dependent on WASH outcomes a clean and hygienic environment for children will be ensured through WASH education and improved access to quality WASH facilities. Evidence based influencing programmes will focus on strengthening existing government programmes.

Primary Impact Groups:

1. Girls and boys (0-6 years),
2. Adolescent girls (10-18 Years)

Sub-impact areas covered:

1. Prevention of malnutrition

<p>3. Pregnant women and lactating mothers (19-24 Years)</p> <p>Target groups: Girls, boys, young women and young men, Parents, primary caregivers and key influencers e.g. father in law, husband and mother in law, Frontline workers, Local self-governance representative, Religious leaders; CBOs, Self-help groups and Government duty bearers / Policymakers.</p> <p>Contribution to SDGs: Our program and influencing work on this programme will directly contribute to the SDG targets 2.1, 2.2, 3.1, 3.2, 6.1, 6.2.</p> <p>Estimated number of girls & young women:</p> <ol style="list-style-type: none"> Direct impact- 1,000,000 Indirect impact- 3,000,000 	<ol style="list-style-type: none"> 2. Management of SAM and MAM children 3. Safe drinking water, improved sanitation and prevention from water borne diseases 4. Early childhood development
<p>Implications:</p> <ol style="list-style-type: none"> 1. Strengthen partnerships and coalitions with public and private actors. 2. Networking and collaboration with technical agencies 3. Develop innovative IT based solutions for knowledge sharing, monitoring and program delivery to enhance effectiveness. 4. Capacity building of partner organisations on various aspects of nutrition programming 	

Key Outcomes for each actor	Key interventions	Core AoGD Indicators
4.4.5.a Children, adolescent girls and young women are prevented from malnutrition	<ol style="list-style-type: none"> 1. Increase household food security 2. Nutritional education at household and community level 3. Optimal feeding practices in infant and young children 4. Dietary diversifications 5. Anaemia prevention specifically in vulnerable groups (adolescent girls, pregnant and lactating mothers) 6. Functional linkages with government sponsored programs (e.g., <i>Poshan Abhiyan</i>, <i>Anaemia Mukh Bharat</i>, etc.) 	<ol style="list-style-type: none"> 1. % of families reported they had adequate food for all their family members in last one month preceding the survey. 2. % of parents, caregivers report that their infants aged under 6 months were breast-fed exclusively in the past 24 hours 3. % adolescent girls are anaemic
4.4.5.b SAM and MAM children have equitable access to treatment services	<ol style="list-style-type: none"> 1. Capacity enhancement of frontline workers to identify and manage MAM and SAM children 2. Home based care including counselling for MAM children 3. Access to facility-based treatment of SAM children 4. Access to Energy-Dense Nutritious Food (EDNF) to the malnourished children 	<ol style="list-style-type: none"> 1. % of children under 5 years with moderate or severe acute malnutrition/wasting (MAM or SAM) 2. % of children with severe acute malnutrition (SAM) receiving therapeutic treatment
4.4.5.c Children have access to safe drinking water, improved sanitation and are prevented from water borne diseases	<ol style="list-style-type: none"> 1. Increase access to safe drinking water 2. WASH infrastructure in schools 3. Behaviour change communication on handwashing, improved sanitation and hygiene 	<ol style="list-style-type: none"> 1. % of households where people drink water from a protected or treated water source 2. % of children under 5 years who were ill with a preventable childhood illness (diarrhoea) in the last two weeks. 3. % of people who washed their hands with water and soap at critical times in the last three days. 4. % of parents who know how to prevent and manage diarrhoea amongst young children 5. % of people who have improved access to sanitation facility at home and / community

4.4.5.d Infants and young children have access to quality early childhood development	<ol style="list-style-type: none"> 1. Parenting education program for gender responsive nurturing care 2. Early identification and management of children with disabilities 3. Parental engagement for age appropriate enrolment of their children in the catchment AWCs. 	<ol style="list-style-type: none"> 1. % of parents/caregivers who report using key nurturing care practices for their young children's development in the last three days. 2. % of parents, caregivers who report that they engaged in four or more activities to promote the learning of children under five years in the last 3 days 3. % of trained parents who know how to early identify children-at-risk for developmental delay or disability and to respond appropriately. 4. % of children under five years who have achieved age appropriate developmental milestones.
--	--	--

Programme 6: Resilience in Emergencies (RiE)

Objective: To ensure all children, especially girls and young women have prompt and adequate access to quality humanitarian assistance, and help vulnerable populations adapt to climate change challenges.

Theory of Change: Strengthening the resilience of communities to recover from disasters by building the capacities of girls, boys and young women to anticipate, adapt and respond. Also they will contribute to mitigate the harmful impact of climate change.

Primary Impact Group(s):

1. Girls and boys in disaster prone communities
2. Young women and men from disaster prone communities

Target groups: Girls, boys, young women and young men, Local Self-Governance Representatives, CBOs, Media, Duty bearers, Policy makers and legislators at various levels

Contribution to SDGs: Our program and influencing work on this programme will directly contribute to the SDG targets 1.5, 2.1, 2.2, 2.4, 3.2, 3.7, 4.2, 5.2, 5.6, 6.1, 6.2, 11.7, 13.1, 13.2, 13.3, 16.1.

Estimated number of girls & young women:

1. **Direct impact-** 2,000,000
2. **Indirect impact-** Nil

Sub impact areas covered:

1. Emergency Response-Protection, ECCD, Nutrition, Education, SRHR and other survival needs
2. Children's voice and Resilience

Implications:

1. Integration of the perspective of climate change adaptation & prevention of COVID-19 in all programmes as part of preparedness
2. Collaboration with government and other agencies to take cumulative action on age and gender policies, programme and governance to protect girl and young women's right in disaster and climate related situation

Key Outcomes for each actor	Key interventions	Core AoGD Indicators
4.4.6.a Vulnerable people receive timely, effective and relevant humanitarian assistance	<ol style="list-style-type: none"> 1. Humanitarian support with dignity for basic health and nutrition, menstrual hygiene, education to families, especially girls and young women affected by disasters 2. Prevention of girls and young women from gender-based violence. 3. Meaningful participation of girls, young women in humanitarian responses for a more effective, efficient and equitable humanitarian action. 	<ol style="list-style-type: none"> 1. % of girls & young women supported with humanitarian assistance for WASH, SRH and MHM services, nutrition and psychosocial support 2. % of girls & young women access safety nets in the community
4.4.6.b Children and young women have	<ol style="list-style-type: none"> 1. Green Ambassadors (adolescent girls and young women) to lead child centered Climate Change Education, Adaptation, and DRR 	<ol style="list-style-type: none"> 1. % of panchayats/ urban slums and schools with disaster preparedness and climate adaptation plans in

improved individual and social capabilities to deal positively with climate induced shocks and stresses.	initiatives 2. Develop strategic partnerships and increase funding dedicated to the use of new technologies and innovation for climate change adaptation.	place 2. % of girls & young women have knowledge on climate change adaptation and managing risks.
--	--	--

Aspirational Target of Girls and Young Women to be Impacted in CS-V Update (2022-27)

LLDT Frame work	Strategic Priorities	Impacts	FY23	FY24	FY25	FY26	FY27	Total	Theme Total
	Country Programmes Total	Direct	650,000	1,300,000	1,625,000	1,625,000	1,300,000	6,500,000	20,000,000
		Indirect	1,350,000	1,350,000	2,700,000	2,700,000	5,400,000	13,500,000	
Learn	Inclusive & Quality Education (Target age: 3-18 yrs.)	Direct	100,000	200,000	250,000	250,000	200,000	1,000,000	3,000,000
		Indirect	200,000	200,000	400,000	400,000	800,000	2,000,000	
	Youth and Household Economic Security (Target age: 19-24 yrs.)	Direct	50,000	100,000	125,000	125,000	100,000	500,000	1,500,000
		Indirect	100,000	100,000	200,000	200,000	400,000	1,000,000	
Decide	SRHR & MCH (Target age: 0-24 yrs.)	Direct	100,000	200,000	250,000	250,000	200,000	1,000,000	6,000,000
		Indirect	500,000	500,000	1,000,000	1,000,000	2,000,000	5,000,000	
Thrive	Safety for Girls and Child Protection (Target age: 0-24 yrs.)	Direct	100,000	200,000	250,000	250,000	200,000	1,000,000	3,500,000
		Indirect	250,000	250,000	500,000	500,000	1,000,000	2,500,000	
	Nutrition and Early Childhood Development (Target age: 0-24 yrs.)	Direct	100,000	200,000	250,000	250,000	200,000	1,000,000	4,000,000
		Indirect	300,000	300,000	600,000	600,000	1,200,000	3,000,000	
	Resilience in Emergencies (Target age: 0-24 yrs.)	Direct	200,000	400,000	500,000	500,000	400,000	2,000,000	2,000,000
		Indirect	-	-	-	-	-	-	
Lead			The number of girls and young women will be overlapped with Learn, Decide and Thrive						500,000

5. Monitoring, Evaluation, Research and Learning (MERL)

The Country Strategy-V Update (2022-27) will be supported by tech-enabled monitoring, learning and evaluation system. Progress towards programmes and organisational performance will be measured through a performance framework inspired by the Areas of Global Distinctiveness (AoGD) articulated by the Plan International, UN SDGs Indicator Framework and *NITI Aayog's* Aspirational Districts Indicators. The MERL objectives are as follows:

1. To maintain real-time tech-enabled project and programme linked performance tracking, data analysis, review and reporting system that helps quarterly reporting to the primary stakeholders.

2. To have user-friendly, robust systems to measure effectiveness and efficiency of projects and programmes against plans, pre-defined performance matrix and resources invested; identify challenges so that they could be addressed in a timely manner and ensure organisational efficiency and effectiveness.
3. To conduct primary and secondary research in the areas where knowledge gaps are identified in our gender transformative programming.
4. To disseminate key learnings from the projects and programmes and evidence generated through documentation of good practices to internal and external stakeholders.

Plan India will use standard indicators for both grant and sponsorship funded projects aligned to the AoGDs, crosscutting issues, the strategic intents for every theme and sponsorship commitments. It will be tracked using Plan International's Your Organisation's Data and Analysis (Y.O.D.A.) system. Examples of few Key "Country Dashboard Indicators" that we will measure besides the detail lists of indicators for every theme are listed below.

Country Dashboard Indicators

1. LEARN:

- i. % of parents who enrol their children in pre-primary and primary school at the right age regardless of their abilities.
- ii. % of young women successfully transit to dignified life and livelihood through completion of skill trainings provided to her.

2. LEAD:

- i. % of girls and young women's organisations which have been meaningfully involved in the end to end project cycle management in Plan India program & projects.
- ii. Number of 'Girl Change makers' raise their voices at local, state, national and international levels demanding the 'equal rights and opportunities for girls'.

3. DECIDE:

- i. % of adolescent girls & young women aged 13-24 years who are able to make informed decisions about their SRH
- ii. % of married adolescent girls and young women are tested for HIV and know their results during the reporting period.

4. THRIVE:

- i. % of girls & young women who were unmarried before the age of 18 years
- ii. % of parents/caregivers who report using key nurturing care practices for their young children's development in the last three days.

6. Plan India's Delivery Approach

Plan India will implement majority of its projects directly or in close collaboration with: community-based peer networks, alliances such as the White Ribbon Alliance, and government programmes and organisations such as *NITI Aayog*. Each project will be led by a project manager who will be responsible for ensuring project delivery on the agreed outputs and outcomes as defined in a performance matrix as well as timely utilisation of budgets. The project manager will work under the overall framework of the thematic area and will contribute towards the key interventions and result areas of the thematic areas. We will strive for increase programme efficiency through better governance, financing, staffing and management informed by reliable and accessible evidence and research. In line with CSP-IV achievement, we will aim at programme and financial effectiveness by ensuring our administration costs are not more than 20 percent of the programme costs.

We will diversify our funding sources and focus on generating income through locally raised funds, thereby ensuring sustainability. We will continue to implement key influencing initiatives like Plan India Impact Award, Plan for Every Child Conference and Celebrating Girls - International Day for Girls to provide a voice and platform for girl leaders to create a greater change in their communities.

Strengthening the Global Movement for Girls' Rights

Plan India will support and bolster the global movement for girls' rights by disseminating: best practices from projects implemented, stories of success and high-quality knowledge products through multiple dissemination vehicles. We will also generate evidence through research on gender transformative approaches to upholding

girls' rights. We will expand our influencing work further to tackle issues of regional and global relevance such as ending violence against children and ending child, early and forced marriage. We have been successful in the design and implementation of many flagship gender transformative projects and each of the project has the potential for replication in other countries within the region and globally. As a leader in the girls' rights movement, we are prepared to offer and extend necessary technical support in design and implementation of such projects, and to strengthen capacities of Plan India Country Office (CO) staff on these projects.

In Country Strategy–V Update (2022-2027), we have set a bold ambition to enable leadership of 500,000 girls, boys and young people to emerge as a credible voice of the Global South. We will mentor and empower them so that they can play a larger influencing role in important global and regional events: Commission on the Status of Women (CSW); Asian Development Bank (ADB) Gender Conclave; United National General Assembly, and Youth Conclaves on gender equality.

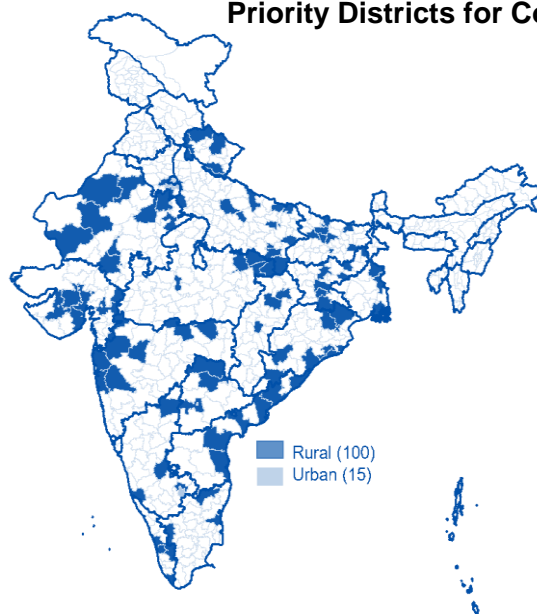
7. Where Plan India will Work

We have prioritized 100 districts (13% of all 773 districts in India) along with 15 urban agglomerates using a cluster of 24 developmental indicators and Disaster Risk Index that ranked low on the composite index. These districts include all of the 28 long-term Child Centred Community Development (CCCD) districts where we are implementing programs through 16 Programme Units (PUs) as well as the districts where we are implementing thematic grant projects currently. Twenty-four of these districts are Aspirational Districts²¹. The total population of girls and young women in the 100 districts as per the Year 2022 estimates is 85 million from which we expect to reach the goal of 20 million girls.

Additionally, all 117 districts in North-East states are covered through HIV/AIDS interventions. Nineteen districts in North-East are also covered through SRHR and adolescent health projects. We have our presence in the remaining 541 districts in India through our supply chain for HIV and TB medicines, diagnostics and other commodities. These districts are not included in the 100 districts where Plan India will prioritize its interventions during CS- V Update.

Our commitment to address the specific needs of girls, children and their families during and after natural disasters will continue. We would plan our humanitarian work to enable an early response (within 72 hours) in medium and large-scale natural disasters.

Priority Districts for Country Strategy–V Update (2022-2027)



State	Rural	Urban
Andhra Pradesh	6	
Bihar	8	
Chhattisgarh	3	
Delhi		8
Gujarat	7	
Haryana	2	2
Jharkhand	7	
Karnataka	4	1
Kerala	4	
Madhya Pradesh	5	
Maharashtra	8	2
Odisha	8	
Rajasthan	9	
Tamil Nadu	3	1
Telangana	5	1
Uttar Pradesh	12	
Uttarakhand	6	
West Bengal	3	
Grand Total	100	15

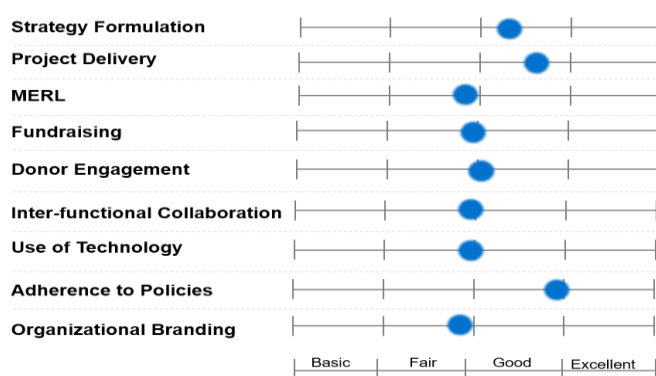
²¹ A total of 112 districts (dated as on July 2022) have been identified as Aspirational Districts by the NITI Aayog based on composite indicators from Health & Nutrition, Education, Agriculture & Water Resources, Financial Inclusion and Skill Development and Basic Infrastructure which have an impact on Human Development Index.

8. How We will Set Up

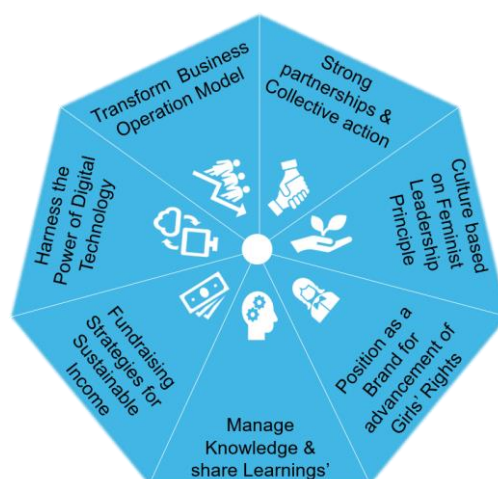
We propose to comprehensively review the organisation structure and harmonise it to best achieve the Country Strategy–V Update (2022-2027) mandates. Also, with the disruptions due to the COVID-19 pandemic it is now critical to undertake a detailed and deep assessment of the structure and roles to evolve agile ways of working that need to be aligned to the ‘New Normal’ in the post-COVID-19 pandemic era.

A ‘Mentimetre Survey’ was conducted with 50+ internal staff from all functions as part of the CSP-IV organisational review.

The survey highlighted the areas where we have done well like: strategy formulation, learning and development, project delivery and adherence to policies. The review also identified the areas which needed attention and improvement like: fundraising, donor engagement, monitoring and evaluation, research and branding. The organisational review clearly indicated the need of establishing a well-defined RASCI (Responsible, Accountable, Supporting, Consulted, and Informed) Framework to ensure operational excellence by reforming our business model, revamping systems and processes, setting up clear interdependencies, building partnerships and collaborations to deliver high-quality, scalable programmes and enable influencing initiatives. We have taken a cognizance of the review findings in the CS-V Update development process and will adopt diverse and dynamic mobilisation techniques along with relevant expertise across all functions. Finally, we wish to adopt emerging technologies and frugal innovations to enhance our reach with greater cost efficiencies.



Quantitative analysis done basis online Mentimeter Survey conducted as part of internal focused group discussions



8.1 Progressive Roadmap of the Organisational Objectives

The Country Management Team (CMT) with the steer from the Plan India Governing Board, has developed seven organisational objectives for Country Strategy–V Update (2022-2027) and has taken cognizance of various larger developments within the Plan Federation and outside in the making. These objectives are listed in the table below.

Sl. No	Objectives	Steps to be taken	Outcomes
1.	Transform key organisational processes, technical skills, staff safety, partnerships and system for efficient, effective program and influencing.	a. Develop and implement ‘End to end’ Project Management setup Role Clarity, Reporting, SOPs b. Capacity Building Phases – Technical, Process, Behavioural & Leadership c. Digital Dashboard	i. ‘Operational Excellence’ in critical support areas Finance, HROD, Communications and Resource mobilisation. ii. Improved efficiency. iii. Cost efficiency through Finance & Assurance excellence.
2.	Establish stronger partnerships collective action & influencing initiatives to achieve ‘Rights for Girls’ aspiration.	a. Engage stakeholders in thematic program design & Implementation b. Strengthen and expand the Technical Team c. Extend technical support and expertise d. Extend Technical Assistance through strategic partnership.	i. Stable, reliant partnerships. ii. Meet technical requirements for Country Strategy–V Update (2022-2027) aspirations and PII’s tech. expertise project. iii. Expanded Technical Advice scope at the state, national and regional level.

Sl. No	Objectives	Steps to be taken	Outcomes
			iv. Build efficient coordination mechanism.
3.	Imbibe the Feminist Principles in our culture to foster highest level of transparency , gender equality, diversity and inclusion at all levels.	a. Implement decentralised decision making based on Feminist Principles b. Review HR Policies c. Gender & Socially Inclusive hiring d. Build space for learning, knowledge sharing and growth networks	i. Transformation based on 'feminist leadership principles' ii. Decentralised decision making; equal power relations iii. Build a diverse workforce iv. Continuous learning and knowledge management v. Learning & Growth networks
4.	Build 'Plan Brand' in India to align with its identity of an organisation that seeks to advance girls' rights at local, state and national levels.	a. Harness evidence-based programming & advocacy. b. Design integrated campaigns, promote brand assets, infuse positive communication i.e. COVID-19 response etc. c. Leverage and strengthen Digital assets & Social Media Platforms d. Innovative PR & Media partnerships e. Build network of Brand Advocates – Girl Change Makers/ Celebrities etc.	i. Foster brand Plan as a relevant and credible 'Rights for Girls' identity. ii. Promote & strengthen Brand perception. iii. Maintain lasting public perception and discourse iv. Network of Brand Advocates v. Strengthened resource mobilisation & programmes
5.	Transform M&E, research, knowledge management system using technology and world class expertise. Innovate monitoring system developing new tools & mechanisms that will give confidence to comply with donor requirements, being accountable to communities, children & to the Government.	a. Engineer and implement a technology-based knowledge management system, equipping with right people, skills & information repositories b. Create real & virtual repositories for easy access for everyone c. Y.O.D.A. implementation and using Dashboards for sharing d. Rigorous documentation of best practices and mistakes for wider sharing	i. A strong technology-based knowledge management practice ii. A safe space for people to develop an outward looking perspective. iii. Build strength of MERL. iv. Dissemination of best practices and innovations within the Plan Federation and outside. v. High quality process documents, testimonies, project review & evaluation reports and their publishing
6.	Enhance & amplify financial sustainability by enhancing diverse and progressive fundraising capabilities, aligned to the principles of quality income.	a. Utilise opportunity of 'giving' trends in India and ensure pipeline conversion and maintain donor relations b. Instigate RM Expert Work force c. Diversified Funding Portfolio d. Design ecosystem of quality proposal development.	i. Robust fundraising strategy ii. Plan India as preferred girls' rights organisation. iii. Strong Donor Relations iv. Quality, analytical proposals as per donor expectations. v. Effective, evidence based and on-time reporting for donors.
7.	Maximise the power of digital technology to reach more girls, and adopt digitalised, cost-efficient way of working to deliver greater impact.	a. Drive usage of technology in program, influencing and business operations b. Launch and Promote 'TECHNOLOGY FOR GIRLS' c. Build capacity of Plan & Partner Staff use technology d. Develop MIS to track Transformational Changes	i. Increase reach and efficiency across themes and functions. ii. Equipped girls with innovative technologies for collective action. iii. Swift equipped decision making. iv. Digitalised fundraising, influencing & branding efforts.

To embrace the organisational transition and facilitate the changes we will build upon our strengths, adopt collaborative approaches across different functions i.e. Human Resources and Organisation Development, Resource Mobilization, Finance and Assurance; Branding and Communication so that efficient programme implementation and influencing initiatives are ensured throughout the Country Strategy-V Update (2022-27). Each function will innovate, optimise and diversify and to transform the organisation based on feminist leadership principles and ensure the creation of a brand that is known as 'Go To organisation for Girls Rights'. Together, we will create an organisation that is healthy, financially sustainable and celebrate its participatory governance. All these need to be equipped with skilled workforce, shared values and knowledge and with the best use of digital technology in a most efficient manner.

9. How We will Fund the New Country Strategy

The giving trends in India has changed significantly over the last few years. These have resulted in steep decline of traditional funding sources, emergence of new sources of funding and more importantly structured giving becoming more visible. However, the COVID-19 pandemic has created significant flux in the fundraising market.

As a longstanding and reputed national organisation with robust international linkages and large program footprint, Plan India has a reasonably sound presence in the Indian market. Over the past few years we have had impressive fundraising gains, bolstered by strong affinity from corporate and institutional donors. During Country Strategy-V Update (2022-2027), we hope to leverage and further strengthen our market presence ramping up our individual and corporate fundraising. We will focus on diverse but sustainable resourcing to maintain our financial strength with the expected compound annual growth rate (CAGR) of 17.7 percent from local funding resources through strategic investments.

9.1 Budgetary Requirements for CS-V Update (2022-27)

The business case developed for Country Strategy-V Update (2022-2027) is based on activity cost estimates from CSP-IV and addition of an estimated inflation. According to the business case to achieve the ambition of 20 million girls in India learn, lead, decide and thrive across 100 rural areas with low girls rights and gender indicators and 15 urban areas, Plan India needs 1,634 Cr. INR (198.4 million Euros) over the five years period.

Country Strategy-V Update (2022-27) Budgetary Projections by Financial Year

Expenditure Projections (₹ Crore)							
Programme	FY23	FY24	FY25	FY26	FY27	TOTAL	% of Prog.
Inclusive and Quality Education	43.7	50.3	57.8	60.7	63.7	276.1	17%
Youth and Household Economic Security	40.4	46.4	53.3	56.0	58.8	254.8	16%
Sexual and Reproductive Health Services and Rights and MCH	46.9	54.0	62.1	65.2	68.5	296.7	18%
Safety for Girls and Child Protection	37.8	43.5	50.1	52.6	55.2	239.2	15%
Nutrition and Early Childhood Development	37.2	42.7	49.2	51.7	54.2	235.0	14%
Resilience in Emergencies	52.5	60.4	69.4	72.9	76.5	331.7	20%
Total cost (Programme+ Operations)	258.5	297.2	341.9	359.0	376.9	1,633.5	

Expenditure Projections (€ '000) [1 € = 82.35 ₹]							
Programme	FY23	FY24	FY25	FY26	FY27	TOTAL	% of Prog.
Inclusive and Quality Education	5,307	6,103	7,018	7,369	7,737	33,533	17%
Youth and Household Economic Security	4,906	5,634	6,472	6,796	7,136	30,945	16%
Sexual and Reproductive Health Services and Rights and MCH	5,695	6,557	7,541	7,918	8,314	36,026	18%
Safety for Girls and Child Protection	4,590	5,282	6,084	6,388	6,707	29,052	15%
Nutrition and Early Childhood Development	4,517	5,185	5,974	6,273	6,587	28,537	14%
Resilience in Emergencies	6,375	7,332	8,427	8,849	9,291	40,274	20%
Total cost (Programme+ Operations)	31,390	36,094	41,517	43,593	45,773	198,367	

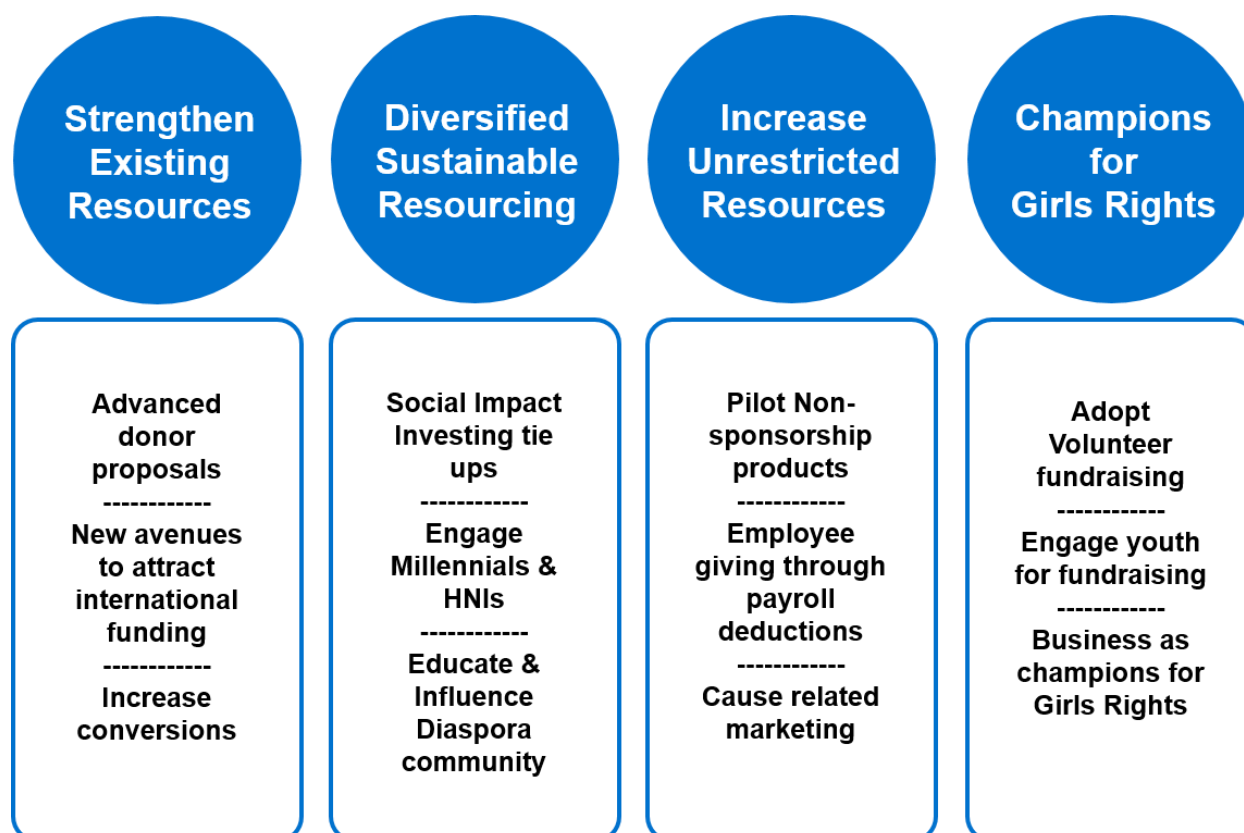
9.2 Resource Mobilisation Strategic Priorities

Child sponsorship funding from Plan International has been a consistent source of quality financial resources to Plan India over the past few decades. Although, the sponsorship size will be reduced by 65 percent at the end of the CS-V Update period with the lesser sponsorship caseload per Programme Unit (PU), we will actively strive to continue our work and sustain the impacts that it could create over the years by replacing international funding by nationally or locally raised funds.

The funding gap from the decrease in child sponsorship is proposed to be overcome by ramping up the local fundraising from individuals, national child sponsorship, corporates, institutional donors and governments. Also Plan India will explore sustained and strategic partnerships with Plan National Offices (NOs) and social impact investors to achieve the CS-V Update ambitions. New fundraising products and approaches in the form of digital fundraising, diaspora fundraising, high net worth and ultra-high net worth individual giving and fundraising events will be designed and implemented to achieve the CS-V Update budgetary requirements. We will also put intensive effort to improve the proposal development process and cost recovery approaches by:

1. Create a proposal bank with quality and competitive proposals aligned to our thematic programs and ambitions to improve our readiness to pitch for new funding.
2. Improve our 'Cost-Recovery' in the grants proposals.
3. Pitch for external opportunities of Research, Evaluations within the Plan Federation, of external organisations and Government.
4. Apply for technical assistance and/ or training projects with government that will help to cover the cost of our senior colleagues and technical advisors.

Strategic Pillars for Resource Mobilisation in Country Strategy-V Update (2022-27)



10. Risk Assessment

While designing the Country Strategy–V Update (2022-2027), we assessed the key risks that may hamper the strategic objectives. These are as follow:

Risk	Impact	Likelihood	Risk Mitigation
Changing environment for civil society, legal compliance and statutory requirement (e.g., FCRA Compliance)	High	Medium	1. Ensure all necessary compliance are met transparently 2. Regular interface with relevant government departments/ ministries
Government's budgetary focus on girls and child rights post COVID-19.	High	Medium	1. Plan India along with its allies/ network partners take up discussion with government/ NITI Aayog to ensure rational resource allocation on children, young people, especially girls.
Capacities of national partners to operationalise policies and ensure last mile service delivery	High	Medium	1. Working in close collaboration with government departments at all levels and strengthening capacities of duty bearers 2. Producing evidence-based knowledge products on good practices and success stories
Funding crisis due to global economic slowdown post COVID-19	High	Medium	1. Identify new flexi funding opportunities and gradual shift to local resources
Changing norms of CSR funding	High	Medium	1. New fundraising products and approaches in the form of digital fundraising, diaspora fundraising, high net worth and ultra-high net worth individual giving and fundraising events
Lesser visibility of Plan India among key stakeholders	High	Medium	1. Clear and lucid brand positioning for all audiences i.e. internal, external, and especially funding as a leading organisation for promoting girls' rights. 2. Building strong brand identity and communication to abet incremental funding.
Frequency of natural disasters to increase calamities, natural disasters and its subsequent impact on girl's rights	High	Medium	1. Preparedness to manage and handle humanitarian response in emergency/ crisis situation. 2. Decentralized decision making to facilitate faster response.
Non-availability of lost cost technological support structures to facilitate digital inclusion	Medium	Medium	1. Collaborations with technology partners for improved accessibility to affordable hardware and software
Non-availability of right people with relevant skills and knowledge at all levels within the organisation	Medium	Medium	1. Build capacity and culture of learning across all functions 2. Skill based gender diverse and inclusive recruitment.

11. Annexures

1. Glossary
2. Rationale for selection of Geography
3. MERL Strategy
4. Note on Direct and Indirect Reach
5. Business Case



www.planindia.org

PLAN INDIA

1, Community Centre, Zamrudpur, Kailash Colony Extension
New Delhi - 110048, India
Tel: +91-11-46558484, Fax: +91-11-46558443
Email: planindia@planindia.org

 PlanIndiaNGO

 Plan_India

 PlanIndia

 Plan_India