

Five-Year Strategic Plan

People's Vigilance Committee for Human Rights (PVCHR)

2010 – 2014

PVCHR has already been in existence for thirteen years, and for all those years, the organization has steadily grown in size, in depth and in breadth together with its mass base. It has likewise gained recognition by regional and international organizations in the field of peace and human rights. This is now a new phase for the organization, gearing for a new leap forward by taking decisive steps on the OD process with change management and targeting the implementation of a five-year strategic plan.

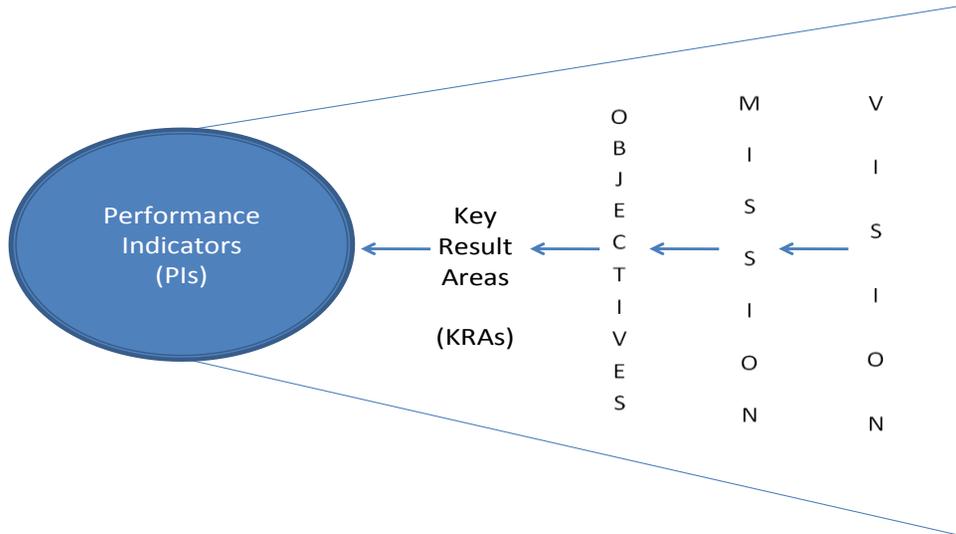
The management of PVCHR took on a daring and optimistic option on its SWOT analysis. They chose the combination of S/O (strengths and opportunities) as their guide in the formulation of a five-year strategic plan. This option is such a challenging one as it would take on the tasks of expansion, integration, intensification and acquisition. Expansion would mean, broadening their mass base and reach inclusive of learning from the experience and developing them as model villages and blocks. The integration component would mean merging, harmonizing and complementing programs, projects and similar concerns to make the work more focus, concentrated, cost benefit and can create greater impact. Intensification would cover raising the current work at a different level, achieving a level of intensity and scale with daringness and boldness. Acquisition would require the organization to gain new knowledge, skills and experience, and reaching out to new resources to achieve the targets in the strategic plan.

For PVCHR, the S/O combination provides all the positive conditions and elements internally and externally to make the organization ready to take on the greater challenges that are in store to achieve its desired goal for five years. Utilizing the strengths and opportunities at hand, the organization would be in the best position to manage its weaknesses and possible threats that could provide the hindering factors towards the achievement of its goal.

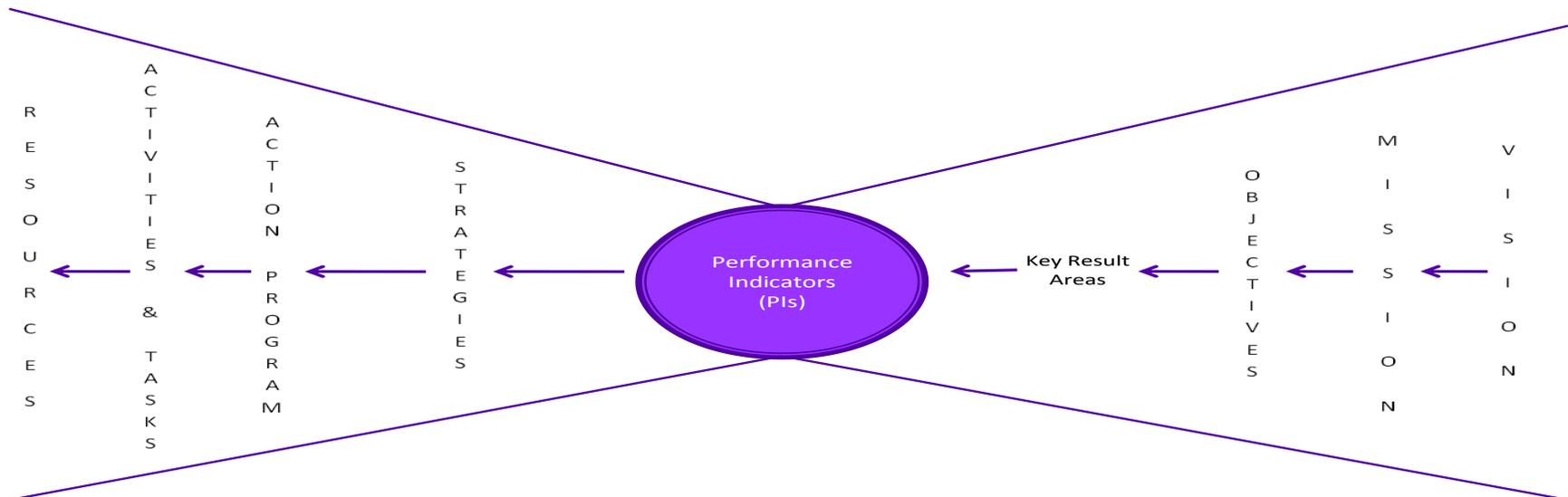
The greatest strength of the organization is its human resource that are fully committed and embracing the organization's vision, mission and goals. It has established partnerships and networks at varying levels, from local to international. It has organized, model villages and blocks and strong advocacy for human rights and justice for the women, children and Dalits people. Opportunity wise, various funding organizations are looking forward for greater collaboration and cooperation with PVCHR.

Right to Left Planning

From Vision to Performance Indicators



Normally, strategic planning can take the top-down or bottom-up approach. But PVCHR took on the process of right to left planning in its strategic planning process. This process follows the dictum of always begin with the end in mind. As always, the end in mind is the vision, mission, and goals of the organization. On the basis of the vision, mission, goals, clear objectives are set, followed by the key results areas. Based on the key result areas, performance indicators or performance outcomes are formulated followed by the action program.



Full Spectrum of Right to Left Planning

From the vision, mission and goals, objectives are set which are measurable end results that usually cover expanding the reach, increasing resources, satisfying clientele for quality services and providing reasonable compensation and benefits for the organization's staff. The key result areas on the other hand are the manifestations or proofs that the set objectives are being achieved. The performance indicators or performance outcomes are the exact quantification of the key result areas which is an evaluation of the results or a by-product of carrying out the strategies to achieve the objectives.

Within the five-year period, PVCHR will establish its position as a reputable human rights organization contributing to poverty alleviation and sustainable development of its model villages and blocks.

The five-year strategic plan integrates the internal goal of the organization to develop into a more professionalized and dynamic organization. The leadership and management of the organization realized the significance of professionalizing the whole organization and its conduct of work by journeying in an OD process towards change management. This is a one great leap forward, steering the organization in a dynamic way, making it more vibrant and active.

It will sustain its position achieved as a reputable human rights organization demonstrating its contribution in alleviating its covered communities from poverty and realizing sustainable development.

Fleshing out the activities and assigned tasks after the action program are undertaken with the staff in a participatory process and approaches.

The performance indicators/performance outcomes can still be fleshed out in greater detail in a time frame, e.g., first year (2010); after two years (2012); and after the strategic plan period (2014). Such is important in order to track down the performance targets towards achieving the desired goal for the period.

These performance indicator targets can also be adjusted on the basis of an assessment on an annual basis or after the mid-term implementation of the strategic plan.

Comprehensive Program for model villages and blocks

Objectives:

1. To establish model blocks through enhanced and broad-based model villages
2. To institutionalize knowledge management culling from best practices of model village processes and from its rich organizational experience

Action Program	Performance Indicators/Outcomes	Key Result Areas	Objectives
<ul style="list-style-type: none"> ○ Area situational analysis ○ Staff recruitment including fellows ○ Participatory dialogue and discussion with partner-communities ○ Organizing people’s organization; women’s groups; youth groups; children’s groups ○ Participatory learning appraisal through folk school ○ Exposure visits ○ Formation of committees necessary for governance of these villages ○ Skills training and perspective building of cadres ○ Membership drive 	<ul style="list-style-type: none"> ○ 35 choice villages in 7 blocks of 5 districts ○ Self-sustaining villages through cadre leadership and supervision ○ These 35 model villages exercising own governance and development for their own constituencies ○ Women, children and youth demonstrate empowerment in these model villages 	<p>70 model villages; 2 sub-district and 5 district levels (7 blocks)</p>	<p>1. To establish model blocks through enhanced and broad-based model villages</p>
<ul style="list-style-type: none"> ○ Situation analysis highlighting critical issues ○ Key critical issues in the context of villages ○ Child parliament discussions and brainstorming for child protection and participation ○ Utilizing village bulletin for information dissemination ○ Campaign on caste and gender-based discrimination; women and child rights ○ Legal and meta-legal support to survivors of torture and OV ○ Promotion of indigenous songs and dances 	<ul style="list-style-type: none"> ○ Demonstration of empowerment of the marginalized section of the population against injustice, exploitation and caste-based & gender-based discrimination ○ Voices of men, women, youth and children reverberating on various sectoral related issues and broad human rights issues 	<p>84 folk schools for men, women, youth; 7 children parliament</p>	

<ul style="list-style-type: none"> ○ in folk school ○ Membership expansion of PVCHR chapters 	<ul style="list-style-type: none"> ○ Linkaging and networking with other villages and blocks for solidarity and support and for finding strength 		
<ul style="list-style-type: none"> ○ Situational analysis, highlighting critical and sensitive issues ○ Identification of 385 active women ○ Active women organized in women's organizations in all blocks ○ Women representatives in self-governance (Panchayat) ○ Training on gender perspective for women leaders; training on self-governance and empowerment ○ Formation of cultural team among women ○ Organization building and development for women ○ Women leaders' interface with allied system 	<ul style="list-style-type: none"> ○ Active engagements of women in model block processes and concerns ○ Women empowerment demonstrated in various spheres of work ○ Comprehensive women's platform formulated for lobby, campaign and advocacy 	<p>770 women participating in village affairs</p>	
<ul style="list-style-type: none"> ○ Case selection and case documentation ○ Campaign against hunger and malnutrition ○ Documentation of cases of hunger and starvation ○ Release of Hunger Alert ○ Identification of cases to be supported on the basis of background information and condition ○ Study the root causes of hunger and malnutrition for policy advocacy ○ Interface of corresponding departments on child development and health 	<ul style="list-style-type: none"> ○ Food security schemes in village context ○ Root causes of hunger and malnutrition addressed; as interlinked with condition of livelihood for intervention by policy makers ○ Contribution to hunger and malnutrition prevention 	<p>200 feeding program</p>	
<ul style="list-style-type: none"> ○ Folk school for women; ladderized training development on the basis of training needs assessment (TNA) ○ Identification of women leaders 	<ul style="list-style-type: none"> ○ Women visibility, voice and active participation in various issues and concerns in the country 	<p>Various capability building for 350 women</p>	

<ul style="list-style-type: none"> ○ Active women leaders' role in various campaigns such as feticide; physical and sexual abuse of women and children; early marriages ○ Organizational development for women ○ Strengthening of women's forum ○ Developing women's perspective on key important issues facing women in the country most especially the Dalits women ○ Institutionalized sharing and learning experience among women in different villages and blocks ○ Documentation of women contribution in society 	<ul style="list-style-type: none"> ○ Vibrant role and participation of women in model block processes 		
<ul style="list-style-type: none"> ○ Full time centers and PPC as direct support to children ○ Campaign for more teachers and more schools for children's education ○ Media support on the right to education campaign ○ Teacher training and community awarding of best teachers ○ Initiative to enroll and retain children in school ○ Special identification of girls to be supported ○ Capacity building of teachers ○ Documentation of experience for policy advocacy 	<ul style="list-style-type: none"> ○ Growing awareness of dalits and minority communities on children's right to education ○ Increased awareness of parents and other girls on the right to education ○ Improvement in the quality of education ○ Children gradually articulating their situation, needs, dreams and aspirations 	500 children provided with education	
<ul style="list-style-type: none"> ○ Site identification ○ Formulation of rules and regulations on food grains ○ Activation of public distribution system ○ Community advocacy and support to food grains most especially in times of emergency 	<ul style="list-style-type: none"> ○ Sustainable 7 sites of food grains ○ Food security for communities most especially in times of emergency 	7 food grains	

<ul style="list-style-type: none"> ○ Case selection and identification ○ Case documentation ○ Identification of villages ready to be declared as torture-free villages ○ Identification of volunteers ○ 50% intervention achieved in these villages ○ Monitoring and reporting of cases of rights violations ○ Study and analysis of the root causes of TOV with focus on caste-based TOV ○ Interface with police department, human rights institution, policy makers and media ○ Strong people’s campaign on freedom from TOV with focus on UNCAT ratification and enactment of a domestic law 	<ul style="list-style-type: none"> ○ Active PVCHR committees on freedom from TOV ○ Bridging the gap between the police and marginalized communities ○ Sustain people’s campaign on freedom from TOV ○ Massive promotion of torture free villages declared to serve as models for other villages 	<p>35 torture free villages in 7 blocks</p>	
<ul style="list-style-type: none"> ○ Multi-dimensional and multi-layer psychosocial and legal support to survivors of TOV through testimonial therapy ○ Folk school ○ Community support to individual cases ○ Active public debates on celebrated cases of TOVs ○ Deeper understanding and study of the gaps and violations in TOV and caste-based & gender-based discrimination ○ Capacity building programs 	<ul style="list-style-type: none"> ○ 140 testimonies on first year; 280 in 2012 ○ Sustainable people’s initiative on freedom from TOV ○ Decrease in the number of torture cases and rights violations 	<p>Psychosocial and legal intervention for 420 individuals</p>	
<ul style="list-style-type: none"> ○ Participatory learning appraisal through Folk school ○ Initiative towards activation of Gram Sabha (village council) ○ Strengthening and sustaining people’s forum at the village level ○ Support of partners and networks for village level development 	<ul style="list-style-type: none"> ○ Contextual strategies and approaches applied to unique particularities of villages ○ Villages raised demands on the gaps of state’s obligations ○ Vibrant self-governing villages and blocks geared 	<p>35 villages in 7 blocks exercising self-governance and empowerment</p>	

	towards developing their offices		
<ul style="list-style-type: none"> ○ Documentation of notable cases of Dalit women ○ Brainstorming/discussion of possible livelihood options ○ Capacity building for 200 women beneficiaries ○ Facilitation of linkages to donors and partner-supporters 	<ul style="list-style-type: none"> ○ Dalit women ventured into sustainable agriculture ○ Reasonable access to land, credit and market ○ Sustainable agriculture contributing to livelihood and food security of women and their families ○ Positive example in the context of villages 	Introduce sustainable agriculture to Dalit women	
<ul style="list-style-type: none"> ○ Site selection on the basis of intensive study ○ Explore linkages with NREGA and possible schemes for rural development ○ Folk discussion on reforestation 	<ul style="list-style-type: none"> ○ Increased people's awareness and understanding on environment and reforestation ○ 50% implementation in target areas 	Introduce reforestation	
<ul style="list-style-type: none"> ○ Situational analysis and study of appropriate schemes on the right to water and sanitation ○ Campaign on the right to water and sanitation ○ Folk school and awareness program ○ Implementation of suitable and appropriate schemes in the context of villages ○ Lobby and advocacy with policy makers 	<ul style="list-style-type: none"> ○ Women intensive engagement in the context of their own villages ○ Designed strategy on the right to water and sanitation ○ People's participation on schemes addressing the right to water and sanitation 	Right to water and sanitation spearheaded by women	
<ul style="list-style-type: none"> ○ Situational analysis with focus on worst forms of cases ○ Mapping of resources for livelihood purposes 	<ul style="list-style-type: none"> ○ Alternative scheme against bonded system ○ Food security for women and village families 	Provide support to livelihood	

<ul style="list-style-type: none"> ○ Participatory process for strategizing ○ Activation of NREGA and other governmental schemes for livelihood support ○ Gaps identification for sharing with policy makers ○ Case documentation ○ Folk school 	<ul style="list-style-type: none"> ○ Positive experience contributes to possible replication 		
<ul style="list-style-type: none"> ○ Study of culture and traditional practices of indigenous groups ○ Program to revive humanist indigenous culture and practices ○ Folk discussion ○ Identification of indigenous groups and individuals 	<ul style="list-style-type: none"> ○ Notable cultural activities for psychosocial support to communities ○ Recognition of indigenous culture and groups among communities, by the administration and the state 	Indigenous culture revival in 70 villages	
<ul style="list-style-type: none"> ○ Area selection for health camps ○ Case documentation ○ Recruitment and tapping of doctors ○ Organizing health camps; separate camps for women, youth and children ○ Activation of 7 PHC¹s; 2 CHC²s in 7 blocks; 1 regional hospital ○ 100% activation of health services and ICDS³ ○ 100% vaccination; 50% increase in service delivery by trained personnel ○ Urgent Appeals and Health Alert including 	<ul style="list-style-type: none"> ○ Community awareness on vaccines for infants and pregnant women ○ Direct medical support to 200 women referred by health camps ○ Study the outcome of campaign on the right to primary health care for promotion and replication 	Reduction of IMR ⁴ , CMR ⁵ and MMR ⁶ (50%) in 35 villages	

¹ Primary health care
² Community health care
³ Integrated child development scheme
⁴ Infant Mortality Rate
⁵ Child Mortality Rate
⁶ Mother Mortality Rate

<ul style="list-style-type: none"> updates ○ Campaign for right to primary health care ○ Multi-dimensional and multi-layer approach to hunger and malnutrition ○ Folk school and training on health care services ○ Interface of corresponding departments on child development and health ○ Sustained monitoring of IMR and MMR 			
<ul style="list-style-type: none"> ○ Folk school with partner communities; sharing of narratives ○ Organizational Conference on OD and Strategic Plan ○ Documentation and publication of learning conference/workshop outcomes ○ Conference/workshop on lessons learnt for management and staff ○ Women encounters ○ National folk school for women leaders ○ Youth summit at the level of state ○ National women summit ○ National folk school for the youth 	<ul style="list-style-type: none"> ○ Twice a year major learning events by the organization participated in by management and staff ○ Publication output of the outcome of learning events ○ PVCHR consolidation of through organizational enrichment 	Yearly learning events for management and staff	2. To institutionalize knowledge management culling from best practices of model village processes and from the rich organizational experience
<ul style="list-style-type: none"> ○ Collection, collation and analysis of all information from primary and secondary sources ○ Summing-up conference involving organizational stakeholders 	<ul style="list-style-type: none"> ○ Publication of output ○ Sharing of publication with policy makers and with other stakeholders at national and international levels 	Summing up of more than a decade experience of PVCHR (13 years)	
<ul style="list-style-type: none"> ○ Collection and documentation of torture cases ○ Analysis of collated information 	<ul style="list-style-type: none"> ○ Publication of analysis report ○ Systems improvement; enhanced analytical framework 	Data banking of torture cases	
<ul style="list-style-type: none"> ○ Identification of individual stories from 70 covered villages 	<ul style="list-style-type: none"> ○ Sizeable single Dalit women articulating their 	Documentation of cases of single Dalit women	

<ul style="list-style-type: none"> ○ Documentation of role models ○ Organizing single Dalit women 	<ul style="list-style-type: none"> ○ situations and their rights ○ Voice of Dalit women heard 		
<ul style="list-style-type: none"> ○ Documentation and collation of on-going processes in model villages and blocks ○ Sharing with policy makers and international donor partners of the output 	<ul style="list-style-type: none"> ○ Recognition of model blocks and villages at national and international levels 	Documentation of best practices of model villages and blocks	
<ul style="list-style-type: none"> ○ Utilizing Urgent Appeals; Health Alert; and Updates in Blogs and international postings ○ Report in UN bodies, international organization's status reports and report projection to media both local and international ○ Response to cases projected 	<ul style="list-style-type: none"> ○ PVCHR recognized at varying levels as an organization in pursuit of the rights and freedom of the marginalized Indian population 	Case studies and caselets: torture; discrimination; hunger & malnutrition; conflict areas	
<ul style="list-style-type: none"> ○ Study and documentation of oral tradition ○ Sharing of publication with other fraternal and partner-organizations at varying levels 	<ul style="list-style-type: none"> ○ Indian tradition within the frame of popular wisdom promoted and disseminated 	Produce a book on popular wisdom on the basis of oral tradition	

Comprehensive program for survivors of torture and organized violence

Objectives:

1. To integrate the benefits of testimonial therapy into the national campaign for UNCAT ratification and the OPCAT
2. To develop PVCHR as a knowledge center and at the core of a coalition that advocates and applies testimonial therapy for rehabilitation and prevention
3. To declare torture free villages and blocks in key areas of India (interface with compre program for model villages/blocks)

Action Program	Performance Indicators/Outcomes	Key Result Areas	Objectives
<ul style="list-style-type: none"> ○ Yearly commemoration of the international day against torture with street protests, demonstration and play 	<ul style="list-style-type: none"> ○ Sustained lobby at UNHRC; European Parliament and SAARC Human Rights Mechanism ○ Visit of the UN Rapporteur against 	People's Campaign for UNCAT Ratification and enactment of a	1. To integrate the benefits of testimonial therapy into the national

<ul style="list-style-type: none"> ○ Folk school and People’s Tribunal ○ Sustain Urgent Appeals and communication with UN office ○ Echo voices of survivors of TOV in the gallery of policy makers 	<p>torture in India</p> <ul style="list-style-type: none"> ○ Enactment of a domestic law within the CAT frame and freedom from torture 	<p>domestic law</p>	<p>campaign for UNCAT ratification and the OPCAT</p>
<ul style="list-style-type: none"> ○ Train approximately 30 community workers/human rights activists on testimonial therapy in three focal centers ○ Training and orientation of management team and key staffs ○ Analytical report and publication of manual 	<ul style="list-style-type: none"> ○ 3,000 survivors benefiting from testimonial therapy and promoting its benefits ○ Increased capacity of staff and fellows in writing, documentation and advocacy ○ National data base established 	<p>Capacity building with the publication of a Manual ‘Giving Voice’ in regional language</p>	<p>2. To develop PVCHR as a knowledge center at the core of a coalition that advocates and applies testimonial therapy for rehabilitation and prevention</p>
<ul style="list-style-type: none"> ○ PVCHR as focal point ○ Dialogue within National Alliance on testimonial therapy ○ National consultation on the outcome and lessons learned on testimonial therapy and further promote it ○ Initiate debate on psychosocial aspect of TOV towards medico-legal documentation of TOV cases 	<ul style="list-style-type: none"> ○ Breadth and depth of the national alliance; sphere of influence of the alliance ○ Recognition and strategic presence of the national alliance ○ Reporting cases utilizing the Istanbul protocol 	<p>Strengthening of National Alliance on Testimonial Therapy (NATT)</p>	
<ul style="list-style-type: none"> ○ Collection of laws and jurisprudence on TOV ○ Impact documentation of testimonial therapy; highlight voices of survivors 	<ul style="list-style-type: none"> ○ Usability and justiciability of laws and jurisprudence towards justice for the survivors of TOV ○ Test case for TOV 	<p>Publication of law handbook and semestral bulletin</p>	

Comprehensive Program for women and children sectors

Objectives:

1. To establish vibrant communities from violence against women and children (interface with comprehensive program for model villages and blocks)

2. To advocate and campaign at varying levels and dimensions the rights of women and children and issues concerning women and children
3. To provide multi-dimensional and multi-layer support to women and children

Action Program	Performance Indicators/Outcomes	Key Result Areas	Objectives
<ul style="list-style-type: none"> ○ Area situation analysis: 5 blocks in Varanasi; additional 2 blocks in 2012 ○ Engagement of partner-organizations and networks 	<ul style="list-style-type: none"> ○ 80% intervention in reported cases ○ Alliance formation against VAWC 	Three districts in Uttar Pradesh	1. To establish vibrant communities from violence against women and children
<ul style="list-style-type: none"> ○ Selection of critical issues in the context of villages and blocks ○ Children parliament to help empower children ○ Participatory dialogue on women and children's right to protection 	<ul style="list-style-type: none"> ○ Women and youth's voices on issues related to women and children's rights ○ Women and children's empowerment demonstrated in village and block affairs 	20 folk school of women and youth; three children parliament	
<ul style="list-style-type: none"> ○ People's tribunal; formation of jury ○ Gaps identification for policy recommendation ○ Monitoring, documentation and reporting rights violations ○ Lobby with appropriate authority 	<ul style="list-style-type: none"> ○ Women and children taking the lead role in campaign and advocacy for their rights and welfare ○ 	People's campaign on the right to education	2. To advocate and campaign at varying levels and dimensions the rights of women and children and issues concerning women and children
<ul style="list-style-type: none"> ○ Identification of children ○ Capacity building for teachers ○ Study for advocacy on right to education 	<ul style="list-style-type: none"> ○ Good number of children availing their right to education at the pre-primary and primary levels 	150 children in primary and 375 at pre-primary levels	
<ul style="list-style-type: none"> ○ Documentation of individual cases of hunger and starvation ○ Hunger Alert ○ Livelihood support to help address root causes of hunger and malnutrition 	<ul style="list-style-type: none"> ○ Pilot test case for children's cases of hunger and starvation 	Direct and immediate support to 10 key children's cases	3. To provide multi-dimensional and multi-layer support to women and children
<ul style="list-style-type: none"> ○ Area identification for health 	<ul style="list-style-type: none"> ○ Direct medical support to 50 women 	25 health camps	

<ul style="list-style-type: none"> ○ camps; separate health camp for women, children and youth ○ Recruitment of doctors ○ Urgent Appeal and Hunger Alert ○ Campaign for the right to primary health care 	referred from the health camps		
<ul style="list-style-type: none"> ○ Fact-finding mission and documentation of individual cases ○ Utilization of testimonial therapy to women ○ Analytical report on women and child abuse cases ○ Policy recommendation at the national and international levels 	<ul style="list-style-type: none"> ○ Relief and rescue intervention to women and children's cases ○ Testimonial therapy gaining appropriateness and suitability to various cases needing healing and recovery 	Intervention in 300 cases of women and children's rights	

Program for national lobby, campaign and advocacy

Objectives:

1. To establish a vibrant alliance that observes and monitors the implementation of the rule of law and participatory democracy
2. To build a strong lobby and advocacy at varying levels and dimensions on urgent issues of hunger, malnutrition, torture and organized violence and rights of the marginalized section of the population most especially women and children

Action Program	Performance Indicators/Outcomes	Key Result Areas	Objectives
<ul style="list-style-type: none"> ○ Discussion with organizations on the formation and strengthening of the alliance ○ Formation and strengthening of PVCHR national and state committees ○ Utilizing the issues articulated in 	<ul style="list-style-type: none"> ○ Increased membership of PVCHR considering the vibrant leadership 	Formation, contribution and participation at the Alliance initiative and campaign	1. To establish a vibrant alliance that observes and monitors the implementation of the rule of law and participatory

<ul style="list-style-type: none"> ○ testimonies in public debates ○ Folk school at the national level 			democracy
<ul style="list-style-type: none"> ○ Training of approximately 30 community workers/human rights activists on testimonial therapy in three focal centers ○ Supervision of testimonial therapy ○ Setting up of national data base ○ Network of survivors and active participation in campaign on TOV 	<ul style="list-style-type: none"> ○ 3,000 survivors benefiting from testimonial therapy ○ Alliance spearheading testimonial therapy within allied organizations and with other partner-organizations of the alliance 	Comprehensive capacity building at the alliance level	
<ul style="list-style-type: none"> ○ Dialogue with partners within the alliance ○ Consultation to sustain testimonial therapy 	<ul style="list-style-type: none"> ○ Consolidation and positioning of the alliance on freedom from TOV and testimonial therapy 	Strengthening of NATT	
<ul style="list-style-type: none"> ○ Campaign against TOV, malnutrition and hunger ○ Campaign for the promotion of women and child rights ○ Direct support to survivors for legal proceedings ○ People's tribunal ○ Policy change in the context of hunger and malnutrition 	<ul style="list-style-type: none"> ○ Ratification of UNCAT and enactment of a domestic law ○ Policy decision by government on hunger and malnutrition 	People's campaign and advocacy	2. To build a strong lobby and advocacy at varying levels and dimensions on urgent issues of hunger, malnutrition, torture and organized violence and rights of marginalized section of the population especially women and children

Program for international solidarity, partnership and networking

Objectives:

1. To launch multi-layer and multi-dimensional campaign and advocacy for the ratification of the UNCAT and the enactment of a domestic law; plus campaign on freedom from hunger, malnutrition, caste and patriarchy
2. To consolidate and strengthen partnerships and networks at the regional and international levels

Action Program	Performance Indicators/Outcome	Key Result Areas	Objectives
<ul style="list-style-type: none"> ○ Documentation of cases ○ Regular release of hunger alerts and urgent appeals ○ Study of the root causes ○ Folk discussion ○ Analysis report preparation 	<ul style="list-style-type: none"> ○ Voices of the marginalized section of the population heard at the corridors of power ○ Gained regional and international support for the campaign/advocacy and for specific issues/cases 	100 hunger alerts and urgent appeals in an intensive manner	1. To launch multi-layer and multi-dimensional campaign and advocacy for the ratification of the UNCAT and the enactment of a domestic law; plus campaign on freedom from hunger, malnutrition, caste and patriarchy
<ul style="list-style-type: none"> ○ Urgent appeals ○ UN Report on torture cases for lobby at the UN Human Rights Council and CAT Committee ○ People's Tribunal coinciding with the UN Rapporteur visit; creation of jury 	<ul style="list-style-type: none"> ○ Strong lobby at the UN, European parliament and ASEAN human rights mechanism ○ Visit of the UN Rapporteur against torture in India 	Three analysis report submission	
<ul style="list-style-type: none"> ○ Case documentation ○ Folk discussion with media ○ Establish and consolidate media relations; consultation with media ○ Posting of cases on on-line news portal 	<ul style="list-style-type: none"> ○ Sustained dialogues with media and strengthened media relationships ○ Significant media projections of the campaign at varying levels – regional, international 	50 major media coverage: m mainstream and alternative	
<ul style="list-style-type: none"> ○ Participatory discussion and planning ○ Petition campaign ○ Protest demonstrations; parliament of the streets ○ Commemoration of the international day against torture 	<ul style="list-style-type: none"> ○ Grassroots voices heard on various issues of the campaigns ○ National projection of the campaign, reverberating at the regional and international levels 	Vibrant campaign both at grassroots and national levels	

<ul style="list-style-type: none"> (June 26) Folk school at national level and with key community partner-leaders 			
<ul style="list-style-type: none"> On-line library Issue-based public debates 	<ul style="list-style-type: none"> Policy change on the basis of highlighted and projected issues in public debates Promotion of thematic issues 	Broad public debate at the local and international levels	
<ul style="list-style-type: none"> Donor mapping Mapping of international organizations in similar field Exploratory communication and talks with these organizations Building relationships and partnerships with these organizations 	<ul style="list-style-type: none"> Accreditation to the International Rehabilitation Council on the Victims of Torture (IRCT) Expansion of donor base for purposes of resource mobilization and sustainability Sustain communication and partnerships with donor-partners and international partner-organizations 	PVCHR accreditation and membership to regional and international formations and networks	2. To consolidate and strengthen partnerships and memberships in networks at the regional and international levels
<ul style="list-style-type: none"> Consistently pursue the organization's mandate PVCHR always at the forefront on human rights issues and issues on discrimination 	<ul style="list-style-type: none"> Nomination already serves as recognition of the organization's contribution and track record in pursuit of its mandate Awards are real expression of recognition of the organization 	Nomination and recognition through international award bodies	

Internal Organizational Targets

Objectives:

- To streamline PVCHR structure towards more responsive and professionalized management of programs, projects and specialized concerns
- To comprehensively develop the whole organization and work out its sustainability

Action Program	Performance Indicators/Outcomes	Key Result Areas	Objectives
<ul style="list-style-type: none"> Performance appraisal of the 	<ul style="list-style-type: none"> Three assembly meetings within the 	Representative	1. To streamline

<p>management; new promotion to management level</p> <ul style="list-style-type: none"> ○ Finalization of performance measurements of management committee (semestral appraisal) ○ New set of governing board ○ Reflection sessions/reflexive actions ○ Management responsive to urgent concerns 	<p>time period; expansion of assembly mid-way through the timeline till end of plan period; increased number of representatives from chapters and thematic concerns of the organization</p> <ul style="list-style-type: none"> ○ Semestral governing board meetings and quarterly management committee meetings; monthly staff meetings and bi-monthly executive committee meetings ○ Formation of technical advisors/experts 	<p>assembly for democratization of the organization</p>	<p>PVCHR structure towards more responsive and professionalized management of programs, projects and specialized concerns</p>
<ul style="list-style-type: none"> ○ Drafting and finalization of various manuals: operations, human resource; finance and administrative ○ Improvement of office set up for more conducive work environment among management and staff 	<ul style="list-style-type: none"> ○ Systematized and organized methodologies and approaches to the organization's conduct of work for effectiveness and efficiency ○ Instituting work ethics and discipline from among the organization's human resource 	<p>Enhancing systems, processes and policies of the organization</p>	
<ul style="list-style-type: none"> ○ Selection of competent focal person/s for different management functions ○ Collective and shared responsibility between and among management people ○ Lateral movement/job rotation ○ Cross exposures and learning visits with partner-organizations 	<ul style="list-style-type: none"> ○ Leaders and managers of the organization serving as models to the organization's membership and staff ○ Renewed commitment and dedication of management committee ○ Demonstrated confidence of management committee in leading and managing the organization 	<p>Enhancing leadership & management capabilities of the management committee</p>	
<ul style="list-style-type: none"> ○ Inter-team/committee adhoc bodies ○ On-the-job training for assigned focal persons in key management functions 	<ul style="list-style-type: none"> ○ Sustain coordinating mechanism ○ Cooperation and team spirit of involved staff 	<p>Coordinating mechanisms for organizational activities and concerns</p>	
<ul style="list-style-type: none"> ○ Film viewing; reflection sharing 	<ul style="list-style-type: none"> ○ Awardees from among the staff, 	<p>Informal set ups for</p>	

<ul style="list-style-type: none"> ○ Birthday celebration ○ Anniversary of the organization as occasion to honor and reward important contribution to the organization 	<ul style="list-style-type: none"> management, board and partner-organizations ○ Consolidation and strengthening of human resource of the organization ○ Sustained effort in motivating and inspiring the organization's human resource 	<p>facilitating staff and management's get together activities</p>	
<ul style="list-style-type: none"> ○ Staff identification for second-line of leadership/management ○ Competency enhancement for management committee ○ Bold and daring assumption of role and function as leaders and managers of the organization 	<ul style="list-style-type: none"> ○ Organization's reliable bench of leadership and management ○ Qualitative (KSA) development from among management people of the organization 	<p>Developing second liners in leadership and management</p>	<p>2. To comprehensively develop the whole organization and work out its sustainability</p>
<ul style="list-style-type: none"> ○ Resource identification for short-term and long-term development of the office ○ Liaisoning with various donors both current, new and independent 	<ul style="list-style-type: none"> ○ Facilitating effective and efficient service delivery and advocacy of the organization 	<p>Developing infrastructure for PVCHR</p>	
<ul style="list-style-type: none"> ○ Considering new ventures on the basis of the organization's VMG ○ Expansion in strategic areas of concerns 	<ul style="list-style-type: none"> ○ Sustained germination of innovative ideas for the organization's mandate and programs 	<p>Explore new ventures for the organization</p>	
<ul style="list-style-type: none"> ○ Venturing into new fund raising initiatives ○ Exploring income generating projects for the organization 	<ul style="list-style-type: none"> ○ Consolidation of current donors ○ Continuous exploring of new and developing relationships and partnerships 	<p>Multi-layer and multi-dimensional approach to fund management</p>	

22 August 2009