

SAMERTH'S

STRATEGIC ROADMAP

2024-2029



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About Samerth

Samerth Charitable Trust ("**Samerth**") was founded to capacitate people and institutions so that they can live a life of dignity. Samerth started working in Kutch, Gujarat in 2001, and has worked extensively on participatory groundwater management, reviving ponds and wells, and building rain roof water harvesting structures.

In 2002, we expanded our work to Ahmedabad, with a focus once again on marginalised and vulnerable communities. Today, the Ahmedabad programme runs a day care and vocational centre for children and young adults with intellectual and developmental disabilities. The team also works with government schools & community centres on enhancing education in the foundation years.

In 2006, Samerth expanded to Chhattisgarh and began working with the PVTGs (Particularly Vulnerable Tribal Groups) like the Baiga tribal community. The programme now has spread across 9 other districts and works on education, water management, livelihoods and community empowerment with primitive tribal groups.



Our Vision: To build a humane, sustainable & equitable society



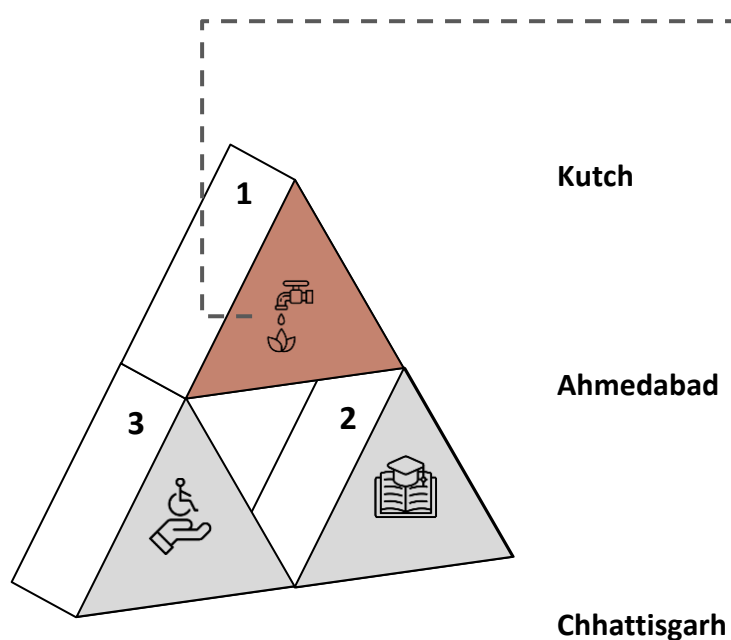
Our Mission:

- To work towards strengthening capacities of vulnerable communities & groups to get their entitlement in every aspect of human existence
- To work with the government to include provisions for excluded and marginalised groups by creating alternative models.
- To engage and advocate towards gender balanced development through collective, participatory and empowering actions



Our Values: We believe in urgent action, innovation, using traditional knowledge with scientific temperament

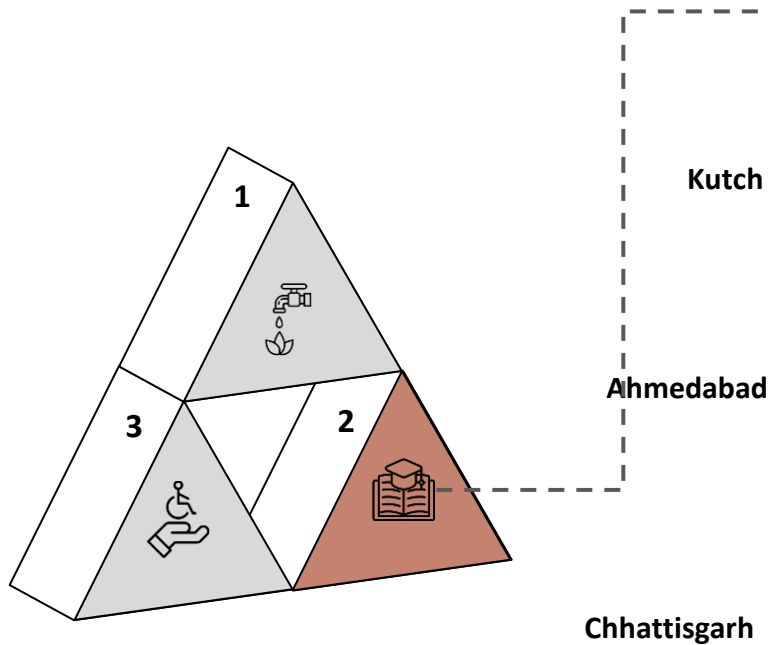
Addressing the region-specific challenges, tailored to the unique socio-economic context in Ahmedabad, Kutch and Chhattisgarh -1



Water & Livelihoods

- The Kutch program is dedicated to alleviating water scarcity in the arid Rapar and Bachau blocks, recognizing its crucial role in sustaining the livelihoods of Scheduled Caste (SC) and Scheduled Tribe (ST) communities engaged in agriculture and cattle rearing. Through a comprehensive approach, the initiative has successfully constructed, revived, and recharged various water sources, including ponds, wells, check dams, stepwells, and individual Rain Roof Water Harvesting Structures (RRWHS).
- The program aims to uplift the socio-economic status of urban poor communities through sustainable livelihoods, ensuring the active participation of women in entrepreneurial ventures. Simultaneously, by mitigating water scarcity and improving access to clean drinking water, the initiative addresses fundamental challenges faced by the urban poor, promoting a holistic approach to community development in Ahmedabad.
- Focused on supporting forest-dwelling and primitive tribal communities, the program aims at comprehensive land restoration through the implementation of water structures, farming support, Non-Timber Forest Products (NTFP) promotion, and increase in green cover through tree plantation.

Addressing the region-specific challenges, tailored to the unique socio-economic context in Ahmedabad, Kutch and Chhattisgarh - 2



Education

Kutch

The initiative focuses on enhancing education quality in Kutch by addressing critical issues such as teacher shortages and inadequate educational infrastructure. A special emphasis is placed on catering to the educational needs of children from migrant laborer families working in salt pans by setting up a hostel providing lodging, boarding and tuition facilities for them.

Ahmedabad

The program is driven by the goal of enhancing education quality in impoverished areas, responding to poor educational standards. It emphasizes the introduction of foundational learning concepts as a strategic measure to uplift educational outcomes. Its multi-faceted approach aims not only to address immediate educational gaps but also to introduce modern, technology-driven learning methods, laying the foundation for a more robust and effective education system in the targeted communities.

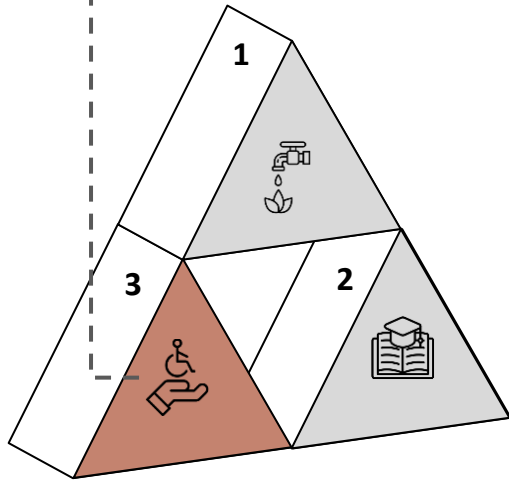
Chhattisgarh

By providing foundational learning support in forest-dwelling and rural poor communities, the initiative not only addresses immediate educational needs but also acts as a deterrent to distress migration, promoting education as a stabilizing force for communities facing socio-economic challenges.

Addressing the region-specific challenges, tailored to the unique socio-economic context in Ahmedabad

Disability

Ahmedabad



The Disability program in Ahmedabad tackles challenges stemming from poverty, consanguineous marriages, early marriages, and the limited resources provided by the government in ghettos. Its primary objective is to generate opportunities for individuals with disabilities confronted by these particular difficulties. Over the last 15 years, the Ahmedabad program has achieved noteworthy progress in reaching and positively influencing the lives of more than 500 children and adults with disabilities. Through the provision of customized therapies and specialized education, the program functions as a transformative bridge, facilitating a smooth transition for children into mainstream schools or involvement in enterprise and employment opportunities post their time at the Samerth center.

Strategy development process

Samerth has experienced substantial growth over the years, with a significant portion of this expansion occurring organically. As we look ahead to the next phase of our journey, Samerth has engaged Atma Education NGO Accelerator to facilitate the planning process. Together, the organizations have collaboratively outlined the steps involved in this strategic endeavor, as detailed below :

Assessment of internal capacities

Assess organisational strengths and areas for development using Atma's Life Stage Survey tool and through site visits.



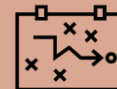
Portfolio analysis

Assess Samerth's current work across programmes and across geographies to reflect upon the way forward.



Strategy creation

Articulate the strategies to be employed to achieve Samerth's goals and objectives.



Assessment of external environment

Conduct primary and secondary research and use frameworks like PESTLE to articulate external opportunities, threats and trends and their possible effect on Samerth.





Goal setting

Set programmatic and organisational goals and objectives, based on the assessment of internal capacities, external environment and Samerth's current portfolios.



Assessment of Internal Capacities

	Programmes and M&E	HR and Leadership	Fundraising and Marketing
 <p>Key Strengths</p>	<ul style="list-style-type: none"> ● Detailed programme/ project plans created ● Tracking of outputs and outcomes of projects using tech-enabled and non-tech solutions ● Engagement with diverse set of stakeholders 	<ul style="list-style-type: none"> ● Clear lines of reporting ● Revised recruitment processes and job descriptions for all roles ● Documented HR policies ● Emerging clarity on formal and informal second line leadership ● Focus on learning and development 	<ul style="list-style-type: none"> ● Strong relationships with donors ● Long term engagement with donors ● Secured multi-year funding ● Part of various issue-based networks and actively collaborate with others
 <p>Key Areas for Improvement</p>	<ul style="list-style-type: none"> ● Scope for examining intersectionality of interventions & outcomes, and to think about impact holistically. ● Disparate data collection processes across projects; data needs to be aggregated and analysed across the organisation ● Can do better on documenting programmes (SOPs/ manuals). Organisational knowledge needs to be documented & institutionalised ● Stakeholder engagement needs to be more systematic and strategic 	<ul style="list-style-type: none"> ● Scope for cross-pollination of ideas across the organisation/ programmes ● KRAs/ KPIs articulation needs to be strengthened ● Strengthen the understanding and implementation of policies across the organisations ● Increments and incentives need to be clearly linked to performance ● Invest in second line leadership development ● Learning & knowledge development needs to be more formalised 	<ul style="list-style-type: none"> ● Need to build a funding pipeline, and diversify funder base, including targeted retail funding ● Working on building social media engagement, making them structured and systematic ● Need consistent or concerted efforts towards brand building

Assessment of External Factors (PESTLE Tool)



Political

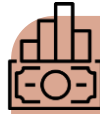
Samerth to employ a combination of strategies and work closely with the various government departments to implement policies, including community mobilization, public awareness campaigns, and collaborations with like-minded organizations and experts. Building alliances with supportive government officials, fostering dialogue with local communities, and leveraging the media help garner broader support for our initiatives. Additionally, networking with other NGOs and civil society organizations can strengthen their collective efforts to bring about positive change in areas of work related to policies implementation and practices.

Samerth believes in maintaining transparency in their operations and staying informed about evolving regulations.



Technological

Need to harness the power of technology and enhance our data management practices. We have taken steps to integrate technology into the delivery and monitoring of certain programs. However, need to be cognizant of the broader potential to leverage technology across various projects. This calls for a proactive approach in exploring and implementing technology-driven solutions to amplify our impact.



Economic

In the context of Samerth, key challenges include ensuring sustainability, developing programs to be self-sufficient, engaging the community to foster business development, and equipping individuals with the necessary skills to actively participate in these endeavors. Securing sustainable and long-term funding remains a persistent challenge, impeding our ability to effectively carry out economic development projects.



Legal

We must maintain our diligence and vigilance in ensuring legal compliance. Stay updated and adapt to new legal requirements. Data protection laws and regulations are evolving in India. Handling personal data must ensure they comply with the relevant data protection laws.



Social

The team must cultivate an awareness of the vulnerabilities and identities of the groups served by Samerth, while also demonstrating sensitivity to their distinct contexts and needs.



Environmental

Samerth's communities in the geographies where we work have already started to feel the impacts of climate change. It is imperative that our programs become climate resilient, especially considering that we operate in areas severely affected by these changes.

Goals

Ensure **dignified life, access to water and secured livelihoods** for **vulnerable communities** in the current operating locations of Samerth. **Prevent the threat of migration and displacement** of the vulnerable communities and make them sustainable **by providing sustainable livelihoods, social and economic support.**

Water and Livelihoods

- **Create water-secured villages** (65` villages in 3 blocks in the Kutch district) by **integrating research, innovation and demonstration.**
- **Build a sustainable and replicable model for promoting women micro enterprise** through SHGs in Ahmedabad.
- **Develop a landscape restoration model** in **tribal geographies of Chhattisgarh**, over a 15-20 year time horizon.

Education

- **Build the first generation of learners in the remote villages of Kutch** by providing **access to educational opportunities and exposure** that will enable them to build a strong and sustainable future for themselves and their communities.
- **Build on the education model** and develop a replicable community led education resource centre.
- Develop an **education strategy** to support **children of migrant families.**

Disability

- Establish a center in Ahmedabad, emphasizing the provision of physical space and accessibility for Children/ Persons with Disabilities
- Reaching out the larger population through Community Based Rehabilitation (CBR) services.

Samerth as an organisation

- Build a **strong, skilled and resourceful team** who can drive the next phase of the organisational growth.
- Build **robust processes and systems** that (i) bring in more efficiencies, and (ii) enable a more data driven approach.
- Articulate a **brand** identity that is **inclusive of all the thematic areas** of Samerth, and **increase visibility** across all areas.
- Ensure **financial sustainability** of the organisation and building an adequate corpus.

Goal: Create water-secured villages (65 villages in 3 blocks in the Kutch district) by integrating research, innovation and demonstration.

01

Recharging existing water bodies

- Undertake a village mapping survey and a grading exercise to identify the existing gaps and needs across each village, create a phase 2 plan for the Khadir block, and update Water Security Plans for villages in Rapar
- Conduct a technology based assessment for the 65 villages, and address the needs identified.
- Scale up collective natural farming in the villages to share water resources (5000 farmers).

02

Set up Samerth's resource lab and training centre, with:

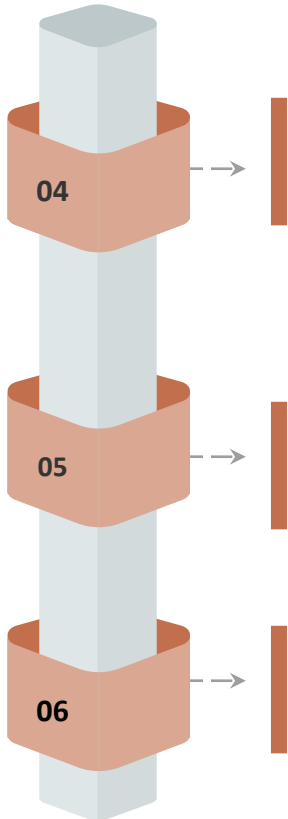
- Physical infrastructure and prototypes of demonstration models and good quality teaching and learning material.
- Facilities for soil testing and water testing and models for harnessing solar energy into village activities.

03

Build local community ownership & women's participation through community leadership programmes

- Identify and train local youth from each cluster and build a community leadership programme.
- Identify and train 100 women as leaders, women leaders will start working on livelihood related activities.
- Strengthen farmers groups for increasing their participation.
- Facilitate existing farmers' groups into Farmer Producer Organisations and support with market linkages.

Goal: Create water-secured villages (65 villages & 73 hamlets) in 3 blocks in the Kutch district) by integrating research, innovation and demonstration.



Understand the impact of climate change on the ecosystem and develop climate resilient approaches to livelihoods

- Research and promote horticultural, agricultural, pastureland development practices and non-farm livelihoods (including traditional practices) that help combat the impact of climate change on livelihoods (For example, cultivation of climate resilient crops, kitchen gardening, farm bunding, animal husbandry, seed banks etc.).
- Commission a study on the impact of Samerth's work on the climate and local ecology
- Set up systems to provide timely information to farmers on how to respond to climate change issues (eg. unseasonal rains)
- Support trained women leaders in setting up women led enterprises

Link with financial institutions:

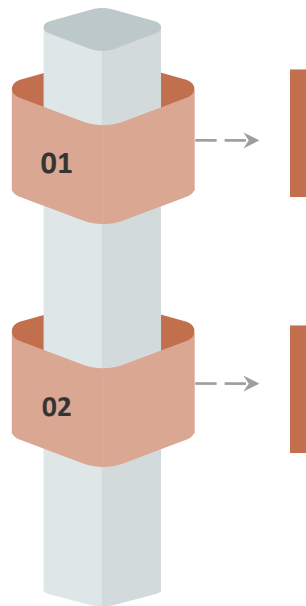
- Support community members for livelihood opportunities.
- Facilitate financial literacy to access credit.

Support the vulnerable communities in accessing their entitlements:

- Support them in securing their identification documents
- Connect them to the government schemes and programmes
- Use digital platforms and conduct campaigns to ensure they get recognised and get access to their rights

Ahmedabad

Goal: Build a sustainable and replicable model for promoting nutrition through women micro enterprises



Pilot micro-enterprise model

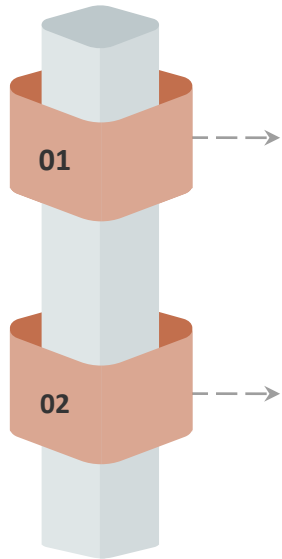
- Pilot micro enterprise model with women on nutrition products.
- Document the learnings and impact from the 'Nutripreneur' model.

Increase the participation of women groups in different micro enterprise activities

- Sensitize and mobilise women to take ownership and lead the business model
- Facilitate financial support for micro enterprise development in the existing communities, and focus on expanding the number of people supported year on year thereafter.

Kutch

Goal: Providing access to educational opportunities to children of migrant & vulnerable families and enable them to build a strong and sustainable future



Ensuring access to education and creating opportunities for higher education

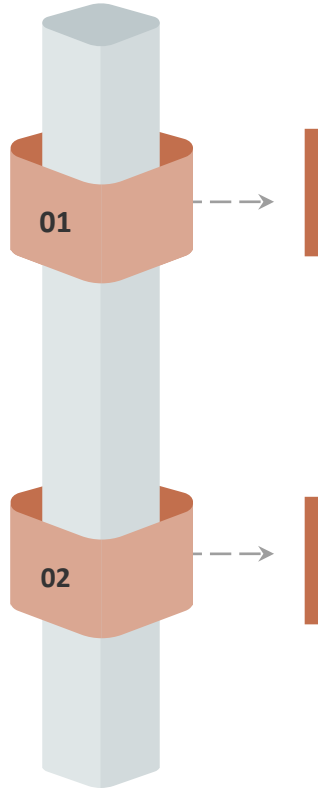
Ensuring children's enrollment, school accessibility, regular attendance, and the provision of quality education

- Offer career counselling. Also, offer vocational training and college opportunities to the children, (i) through sponsorship, (ii) college tie-ups

Establish a comprehensive framework to address education and livelihood issues, fostering close collaboration with government schools to ensure consistency and sustained efforts

- Leverage the local governance system and participate in the school management committee meetings at a cluster level, to drive conversations on the importance of learning outcomes for children and reducing dropout rates, to ensure that children access schools, improve their learning outcomes and complete their education.

Goal: Develop a child-friendly pedagogy and prioritize quality education with a focus on community involvement



Assess impact of Samerth's 20 years of focussed interventions

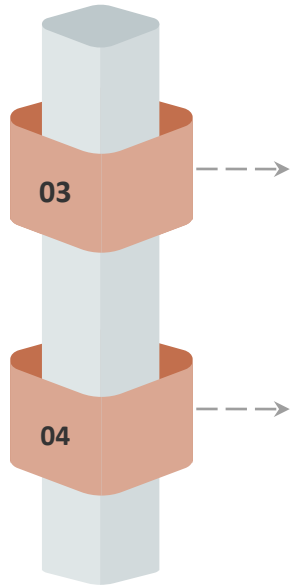
- 1. Conduct an external impact assessment study to understand the impact of the education programme on all the stakeholders (including community) over the years, to help define a pathway for the future of the programme
- Build a community resource centre, to increase visibility and conduct demos and events on a regular basis. Prepare a course offering that will be extended to 20 participants from schools, CBOs etc. This will entail building a curriculum, preparing TLM, creating SOPs and preparing the team to become master trainers
- Work towards replication of the resource centre model in another communities

Build a more robust model through documentation, training and networking

- Document the curriculum and create operational SOPs for programme implementation and trainings, to enable replication of this model
- Conduct training programmes for school teachers and community women. To this end, (i) build the team's capacity to become Master Trainers and conduct trainings, (ii) conduct a scoping exercise in 15 private schools to understand the needs of parents, teachers and school management, in order to address them through the training modules
- Create a networking plan (that includes events and engaging with the media) and assign a senior resource person to lead the team's networking efforts
- Explore using sports as a medium for life skills development of children across all Samerth centres in Gujarat and Chhattisgarh (starting with Ahmedabad and Sanand), in collaboration with organisations that are working on sports based programmes for children

Ahmedabad

Goal: Develop a child-friendly pedagogy and prioritize quality education with a focus on community involvement



Expand the Digital library programme

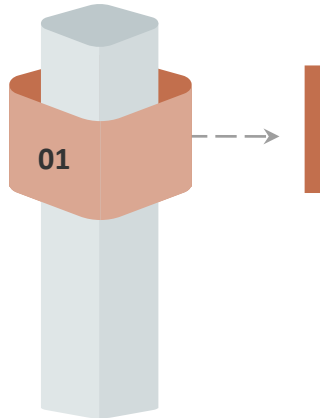
- Make the Digital library programme available at all Samerth's centres in Ahmedabad and Sanand (currently available at 5), also create SOPs for the tablet library programme
- Use tablet libraries to make relevant resources/materials (across Samerth's areas of intervention) available to children and women micro entrepreneurs; create a list of reference materials on various relevant topics that children or community women might access.

Provide National Institute of Open Schooling (NIOS) support in all Samerth's Centres in Ahmedabad and Sanand, to help children complete their 10th and 12th through open schooling

- Reach out to children/ persons who have dropped out and mobilise them to complete schooling
- Undertake team's training and capacity building through research, courses and expert sessions
- Create operational SOPs for the programme

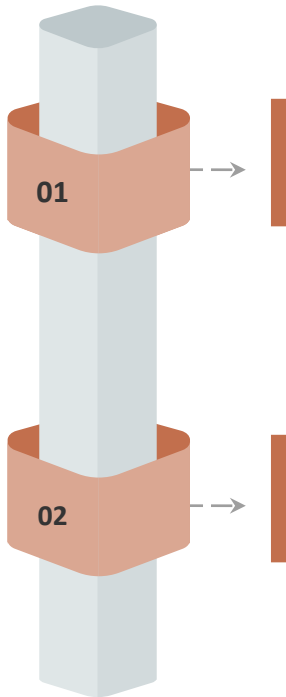
Chhattisgarh

Goal: Establishing learning centers to provide educational spaces for children from migrant families, fostering opportunities for learning and development



- Consider expanding the program to cover additional migration-prone areas in India.
- Scale up operations to reach a larger number of underserved districts with high rates of seasonal migration.
- Strengthen community engagement to raise awareness about the importance of education and the rights of migrant children.
- Focus on involving local communities in decision-making processes related to education and migration issues.

Goal: Develop strategies to strengthen and enhance our exsisting landscape restoration programme.



Deepen landscape/ ecosystem development programme

- Increase the scale of work in prioritised geographies
- Leverage partnerships to access resources build a wider network and create spaces to learn and innovate

Continue to build elements of the landscape/ ecosystem development programme through existing projects

- Build and test various livelihood programme for Particularly Vulnerable Tribal Groups (“PVTG”) like the Baiga tribe, including micro- entrepreneurship models with youth and women for forest produce
- Continue the work on eco restoration through water conservation, aquifer management, along with using relevant best practices.
- Facilitate access to entitlements and benefits of government schemes for the most marginalised
- Document knowledge, create content, collect stories regarding the lives and community practices of the the most marginalised populations that Samerth works with

Goal: To continue delivering services to marginalized groups and extending outreach to unreached areas to address disability-related issues

01

Develop a resource centre that will be a model centre for the disability programme

- Establish a centre in Ahmedabad, emphasizing the provision of physical space and accessibility for Children/ Persons with Disabilities
- Train local community members as special educators certified by the Rehabilitation Council of India
- Undertake research on new techniques, therapies and creative pedagogies, and create opportunities for ongoing capacity building, exposure visits every year for the special education team
- Build the inclusion lens into the education programme; help teachers in mainstream schools to teach children with mild disabilities in mainstream classrooms
- Increase awareness in the community about the services and rights available for PWDs, by (i) conducting camps in the communities, (ii) mapping CwDs using GIS enabled entitlement services app(iii) categories + certifications UID
- Create livelihood opportunities for persons with disabilities.

02

Adopt a community-based model to reach out to and provide services to more number of children with disabilities

- Samerth to identify, hire and train special educators and young women from the community who can provide services across the communities
- Establish more centres across western Ahmedabad

Human Resources

Goal: Build a robust and skilled team equipped with the necessary resources to spearhead the upcoming phase of organisational expansion.

Prioritize team building through consistent team-building exercises, and foster open dialogue within the organization.



Establish various thematic **Committees** across locations and outline various roles and responsibilities for each committee. These committee members will then facilitate regular meetings and organise site visits to encourage team interaction and cross learning.

Conduct regular program review exercises with the team, including an annual goal-setting and visioning exercise. Integrate these activities with formal performance appraisals to assist the team in reflecting on and improving performance



Create an Learning & Development plan for the team based on a skill mapping exercise. Enhancing team's capacities on thematic issues, monitoring programs effectively, executing outcome – based work and proficiently managing data.

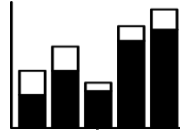
Systems and Processes

Goal: Establish resilient processes and systems to enhance efficiency and promote a data-driven approach

Create various **programme SOPs** to ensure quality and replicability of programmes



Revisit the logic model and review the impact indicators



Focus on M&E to **review the current data collection process** and provide suggestions on how to manage and centralise the data

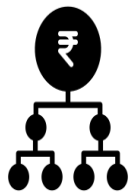


Create a **central dashboard** where data and reports from across programmes and location can be viewed by the management team

Fundraising and Marketing

Goal: Ensure financial sustainability by diversifying funding opportunities

Develop Organisational budgets that incorporates costs for **scale up plans**



Build CSR and institutional funding, organize cultural activities as a means to gather local funds and support for our cause



Partner with a business development expert/consultant to devise a revenue generation model for our livelihood programs, create business plans and opportunities, and pilot models such as FPOs across Samerth's locations.

Fundraising and Marketing

Goal: Articulate an inclusive brand identity for Samerth, enhancing visibility across thematic areas

Inculcate the **branding guidelines** in all communications, and conduct an internal team training sessions for the same



Take deliberate and sustained actions to enhance visibility by collaborating with technical organizations in the field, hosting events, leveraging social media to highlight Samerth's initiatives

Systematically document Samerth's research, best practices, technical expertise, and impact details, in thematic areas.





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