# CENTRE FOR YOUTH DEVELOPMENT & ACTIVITIES

**CYDA**
The Pulse of YOUNG India

## STRATEGIC PLAN 2020-2025



World Toilet Day Celebration

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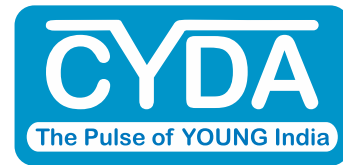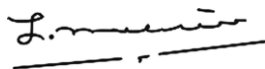
# PREFACE

We the members of Executive Committee of CYDA approve the fourth strategy plan document prepared by CYDA. The process of writing this document took almost six months. Staff, volunteers, interns as well as few members from various youth groups deliberated on various issues and topics and were involved in the process of preparation of this document.  A meeting was held in Chhattisgarh to get different perspectives from different state.

This document will serve as a step-by-step overview for the next five years program planning and implementation processes within the organisation.  This document will give a vision, direction as well as setting goals and objectives that will help to guide decision making process for the staff and volunteers.  It is very important to foster alignment to this document while planning programs and implement activities. There should be special focus to be given to values and principles enshrined in this document.

We request every staff to read this document and review the program implementation based on the strategic objectives every six months so that the organisation will move closer towards achieving the target set in this document year by year. Wishing the CYDA all the best.

Mathew Mattam  
Secretary

Dilmeher Bhola  
President

Priyanka Sharma  
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## INTRODUCTION

Centre for Youth Development and Activities (CYDA), is a youth development organization established with 'a dream', a dream to work with young people, to provide them a space to grow as responsible, healthy, productive and independent adults. CYDA has been working for the development of young people in the state of Maharashtra (Ahmednagar, Nashik, Nandurbar), Chhattisgarh (Raipur, Bilaspur, Korba, Mungeli, Baloda Bazar), Kerala (Idukki, Alleppey), Telangana (Hyderabad) in particular and across the country, in general, to look into their holistic development.

The strategy that CYDA has been focusing on is to build a forum of young people who would commit themselves to the values of gender equity, respect, diversity, plurality, integrity & democracy, awareness about WASH, health & nutrition. By building youth cadres in communities and institutions, CYDA has been promoting Open Defecation Free Communities, WASH compliant institutions, and building support systems like Operation and Maintenance, Youth Resource Centre's and Community Resource Centres. CYDA has been promoting youth engagement during emergencies, so that we teach future generations to face the challenges of disasters and find solutions to mitigate those situations. At the same time, we need to develop the habit among young people to raise voice against injustice and human rights violations in society.

India has a very high percentage of young people (especially 15 years to 29 years) which is estimated to be around 28% of the population. However, their right to development as independent individuals hasn't been considered important or necessary from time immemorial, both from the point of view of policy makers as well as program implementers, no matter whether it is governmental or non-governmental organizations. The challenge before CYDA is to make people recognize that youth is a stage, which requires adequate support and one needs to create opportunities to explore their dreams and aspirations. This is possible only if we invest in them today.

CYDA has been working with young people as well as their issues with a focus on their education, health, their participation at different levels and forums since 1999. CYDA believes in building capacities of young people in the country to help them grow as independent individuals and to ensure sustainable development of the young population. Another focus of CYDA has been to create adequate work force to the volunteer sector in the country, so that young people develop as professionals in the development sector. CYDA governing board is proud to announce that youth who have worked or volunteered with CYDA have reformed their values and goals, and today are in positions where they are making an impact in the lives of many in the deprived sections of society.

CYDA completed 20 years in January 2019. So far, CYDA has effectively trained more than 2 lakh young people over a period of 20 years. Our interventions in working with youth in urban areas, in selected slums, rural areas, with scheduled castes, scheduled tribes, minorities and other backward classes have shown remarkable changes in their lives.

CYDA gives them a space to EXPLORE, ENGAGE and EXCEL by rediscovering their own selves, their interests and goals in life. This has been possible with deep engagement with them, by INSPIRING them, INVOLVING them and supporting their INITIATIVES.

CYDA, through its strategic objectives and contributing to different sustainable development goals (SDGs) is bringing together and building youth as leaders of social change with a special focus on inclusive and equitable growth with the values and principles enshrined in the Indian Constitution. *Our programs justify our mission, our principles give the direction and our focus is on most needy youth and marginalized in the society.*

## 1. THE NEED FOR A STRATEGIC PLAN

A time has come where we at CYDA need to relook into our work and revitalize ourselves with greater energy and enthusiasm. We need to update ourselves with in-depth knowledge on youth development and acquire skills to develop effective interventions to move forward towards the next five years. In a consolidated and common consensus, we decided on a process where we thought of revisiting ourselves, our work, our people and rediscover CYDA with a new Vision, Mission, Strategic Objectives and a path to achieve our goals.

By undergoing these envisioning processes, we identified a strong purpose and direction of the organization and thus the need for revisiting organizational goals, vision and mission. Strategic planning helped us review our own achievements and failures identified our strengths and weaknesses, and thereby we formulated strategies to best achieve its goals. This has reaffirmed our focus to address youth issues at a larger level, with excellent competence at its best capacity. The strategic planning process gave an opportunity to reconnect with our old and active members who had made immense contribution in the past towards success of the institution. The process included analyzing resources available with the organization not only in terms of material resources but human capacities as well, which helped in enhancing the capacity of the organization. Vision and mission statements were reviewed and goals and objectives were set during this process. This strategic plan will aid the organization in its quest for excellence in attaining its goals.

## 1.1 First Strategic Plan:

The first meeting was held in 2002 at J. P Naik Bhavan in which 25 people spent 3 days to articulate strategic objectives and choices for the organization. During this meeting five important areas of intervention were identified and CYDA started working on the following issues.
- Right to Self-Expression
- Right to Reproductive Health Information
- Right to Education
- Right to Livelihood
- Right to Participation of young people

## 1.2 Second Strategic Plan:

In 2008, a group of volunteers and staff reflected over the 1st strategic objectives and reviewed them. Thereafter, CYDA prepared a new vision, a new mission as well as strategic objectives for future intervention.

### 1.2.1 Vision:

Create an enabling environment in society for young people to grow as responsible and independent adults

### 1.2.3 Mission:

- Building capacities of young people and its stake holders towards growing needs of adolescents and youth support policy changes
- Collective action towards realization of rights of young people as well as other marginalized sections in society

### 1.2.3 Strategic Objectives

- Putting youth agenda in the development sector of the country
- Promoting human rights, social justice, gender equity and good governance
- Providing quality information on issues related to growing up and physical changes in young people
- Protecting rights through collective action

## 1.3 Third Strategic Plan Preparations:

The process of 3rd strategic planning of CYDA began in the month of August 2013. It started with a general team orientation on 7th August, 2013 where the current CYDA team was introduced to strategic planning and a brief plan was prepared about the process. Some of the main components of this process that were decided:

- Looking back
- Sector analysis - Understanding the youth sector in a global context
- Revisiting CYDA vision, mission and objectives
- Resource analysis
- Stakeholder workshop resulting in drafting of plan document
- Development of final strategic plan document of CYDA for 5 years

The "looking back" exercise was an attempt to revisit and review our work over the past decade. During the "looking back" workshop, CYDA's work over the last 10 years was reviewed, and reasons of its success and failure were discussed. A SWOT analysis of the organization was also done along with identification of the challenges being faced today and those they would foresee in the coming five years. In the workshop, different aspects of the youth sector were discussed and various issues related to them were taken up and marked out among experts of CYDA to develop a paper presentation at the sector analysis workshop.

A two-day workshop was organized on 9th and 10th October 2013, which focused on youth sector analysis – in the Indian and global context. Experts from different fields of development sector presented their papers on specific issues focusing on what the present situation is like, what challenges await them in the future and the gaps existing in the sector. Based on the two-day presentations and papers submitted by experts, a general concluding report of youth sector analysis was prepared identifying the evident sector gaps in India.

The third exercise involved revisiting CYDA vision, mission and objectives. Resource analysis and stakeholders workshop resulted in the draft of a plan document. A 3-day residential workshop was held from 3$^{rd}$ March to 6$^{th}$ March 2014 at CYDA, Bilaspur office in Chhattisgarh (CYDA has been working in 3 districts of Chhattisgarh). The exercise involved the present CYDA program management team, project implementation unit, support unit and administration & accounts unit of CYDA. Participation of youth from urban, rural and tribal areas was also ensured in the process.

## 1.4 Fourth Strategic Plan Preparations:

The Process of 4th strategic planning of CYDA began in the month of April 2019. It started with a general team orientation on April 15, 2019 where CYDA team was introduced to strategic planning and a brief plan was prepared about the process. Some of the components of the process that were decided:

- Review of Strategic Plan 2014- 2019
- Plenary on CYDA present intervention
- Group Discussion on Strategic Plan 2020- 2025
- Discussion Strategy plan group discussion points
- Strategy plan draft ready
- Group discussion with Senior Management Team
- Presentation of the draft with General Body

The 4th exercise involved revisiting CYDA vision, mission and objectives. CYDA staff reviewed strategic plan 2014-2019 and reflected for their 4th strategic plan for the next five years. A 4-day residential workshop was held from 15th April to 18th April 2019 at CYDA, Pune office. The exercise involved the present CYDA program management team, project implementation staff, support staff and administration & accounts staff of CYDA. Participation of youth from urban, rural and tribal areas was also ensured in the process.

## 2. YOUTH- SITUATION IN INDIA

Majority of young people are in schools in India, however a large number of them are dropouts, unable to finish 10 years of education. They lack skills in communication, and are unable to cope with various challenges of adulthoods. Only 10% of the youth population is able to get employment in the organized sector. If we look at the educational institutions, many of them have inadequate infrastructure facilities for holistic development including sports and class-room facilities. There is also a great mismatch between skill availability and employment opportunities. Though various programs have been planned, it is to be seen whether adequate fund has been allocated to ensure development of young people in the country.

Even the Health Policy recognizes that a holistic approach towards health- mental, physical and spiritual needs should be adopted as many of the young people are highly stressed and suicide rate is very high in this age group. Early marriage among adolescent girls has impacted their life adversely.

Indian youth is young- less than 25 years of age and close to 70% of the total population is less than 40 years of age. Nearly 40% of the Indian population is aged between 13 to 35 years and is defined as youth according to the National Youth Policy. NYP 2014 has defined Youth as persons in the age group of 15 to 29 years. As per India's census the total youth population increased from 168 million in 1971 to 422 million in 2011 and will be 480 million in 2020.

Such a huge population of young is not only exceptional in India but also in the world. In case this demographic dividend is not utilized properly then it may result in demographic disaster for India and youth may not be on the correct track.

## 3. KEY STAKEHOLDERS

**Youth:** CYDA being a youth organization has been working with young people since 1999. Our primary stakeholders have always been youth. CYDA has been working with an age group of 13 to 29 years. Our interventions have been in schools, colleges, urban slums and villages. Youth development and empowerment being one of our goals, CYDA also works with other stakeholders associated with the youth.

**Government:** In order to bring about radical and sustainable change in the situation of youth in India, it is essential to work with the government, and involve ourselves in policy formulation, critical reviews, budget analysis, advocacy issues etc. This need was felt during the stakeholder analysis. In the coming years, CYDA is going to focus on this area as part of our work.

**Parents:** In working with youth issues related to education, health, livelihood, rights, political representation etc., it is essential to work with the parents to ensure effective intervention, so that youth are provided with adequate support to grow as independent individuals and are also able to do what they aspire in their lives.

**Teachers/School Management Committee:** It becomes imperative for CYDA to work with teachers and SMC members, especially in relation to education issues of youth, ensuring accessibility of quality education as well as the rights of youth. This has come out of these strategic envisioning processes. To Provide Support for Extra curricular activities those students which are the good players – In School Based & District, state as well as National level.

**Employers:** Employers of organized, unorganized and public sector would also be one of our stakeholders. A large portion of young population is employed in these sectors and various issues related to them needs to be addressed. There is an imperative need to work with migrants and youth in unorganized sector

**Society:** Society at large is a very important stakeholder for ensuring development of the youth. A sensitized, equal and just society is possible through parallel interventions of both society as well as the youth. Our stakeholders in society would include existing organized youth groups.

**Media/Social Media:** Media/social media is one of the huge influences on youth and in turn young people looking for role models in media. In the age of mobile boom, media has both positive and negative impact on young people. Our stakeholders in media would include students of media colleges, media correspondents and employees of media houses.

## 4. DEFINITION OF YOUTH

CYDA works with young people between the age group of 13 to 29 years and also up to 30 years with people with special needs and requirements, especially in the context of disability, extreme marginalization and deprivation. Thus, CYDA defines youth between 13 up to 19 years as adolescents while 18 onwards up to 30 years as young adults, with an over lapping between the age of 18-19 years.

## 5. KEY CATEGORIES OF YOUTH

The third exercise at Bilaspur involved democratic and participatory process of identifying various categories of youth that CYDA would work with in future. At the end, 10 categories of youth were finalized based on common consensus with whom CYDA would actively engage with in next five years.

The prioritized eleven categories of youth are - Dalit Youth; Urban Students; Urban Slum Youth; Adolescents; Homeless Youth; Rural Youth, Tribal youth, Youth in High Risk, Partially handicapped Youth and Transgender youth.

**5.1 Dalit Youth:** Discriminatory, cruel, inhuman and degrading treatment of over hundreds of over millions of people in India has been justified on the basis of caste. Caste is descent-based and hereditary in nature. Caste divisions dominated housing, marriage, employment and general social interactions and are further reinforced through the practice and threat of social ostracism, economic boycotts, and physical violence. Dalits (also known as Scheduled Castes in Indian legal parlance) are subjected to a lifetime of discrimination, exploitation and violence, including severe forms of torture perpetrated by state and private actors in violation of the human rights. India has consistently cited its numerous legislations and government policies as a measure of compliance with its obligations to end caste-based discrimination and widespread prejudice. Repeated failure in implementation of these measures results in continued and sometimes enhanced brutalities against Dalits.

The situation of Dalit youth in India has not improved as observed and projected by reports on atrocities against Dalits. Today the young Dalit population is mostly first-generation learners but are still nowhere at par with other young people in society. The affirmative action's undertaken by the Indian government namely, the reservation policy

of India has given scope to these individuals to come forward and think of education and employment. However, wide spread and deep-rooted interventions are essential to bring this section on par with the mainstream population in society. CYDA would develop specific programs addressing the issues of Dalit Youth in Maharashtra and Chhattisgarh.

**5.2 Urban Student Youth:** CYDA has been engaging with urban youth from privileged sections of society since 2002 through Youth4Change program. Later it was supported by internships of National Foundation for India, where a good number of student youth from Pune city got sensitized on social issues to be responsible contributors of nation building processes. Although consistent efforts have been taken over these years, a need is felt that with extensive globalization, privatization and prevalence of 'fast' life, there is an intense need to work with the privileged urban youth in society as well. It is important to sensitize the privileged youth towards the inequalities in society in order to dream of an equal and just society.

**5.3 Urban Slum Youth:** Having worked with youth living in urban slums for the last few years, several areas have been identified where CYDA needs to intervene and work intensively. Livelihood, personality development, accessibility to quality education, equal opportunities, providing quality information on issues, right information about their Rights etc. being some of them. Each slum is characterized by specific features like geographical location, peer group behavior, general economic condition of the members, prevalence of crime etc. which has significant effect on the youth. Hence. it is important to identify and address such specific issues of youth living in urban slums.

**5.4 Adolescents:** Adolescence is a period self-development not only physically but also emotionally, socially and cognitively and we recognize that their needs also differ from young adults. This is also a stage when young people extend relationships beyond their parents and family. A desire to experiment can manifest in a range of behaviors. This stage requires psycho-social support and guidance to channelize and make constructive use of one's potential. Not providing a conducive environment at this stage can prove to be detrimental to the wellbeing of adolescents leading to truancy, addictions, delinquent behavior, dropout etc.

Despite the fact that adolescents' exclusive rights exist, they suffer and the systems do not recognize their special needs. Their emancipation is today's biggest challenge. As a part of its outreach program, CYDA has been working in different schools and communities in Pune. In the course of its work in schools, CYDA team has come across many cases through which we have realized that a substantial number of adolescents have behavioral, adjustment and emotional problems leading to poor personal and social adjustment and development. Hence, adolescents were decided as one of the categories of youth to work with.

**5.5 Homeless Youth:** CYDA started working with homeless people in Pune city since 2004 with the inception of Youth4Change. Homeless here means people living on the streets, without shelter of any kind. In May 2010, CYDA had the opportunity to be part of the

National City Makers (Homeless) Caravan – a national campaign for the shelter rights of homeless in India. A pilot study was conducted in September 2010, which concentrated on the issues and concerns of homeless in Pune city. We received the opportunity to closely interact and associate with 50 homeless families residing around 5 contact points in Pune. In depth interviews and focused group discussions led to formation of many Case Studies. A brief analysis of the study was also prepared to understand their issues more closely. The experience of interaction, the case studies and the analysis helped the team to understand the need to work with homeless people in Pune city. After several discussion sessions with the youth members and the CYDA team, and keeping in mind our expertise and experience, a common decision was taken to start working closely with homeless youth in Pune city.

**5.6 Rural Youth:** Rural youth in India is still held to be less significant in comparison to the urban youth in terms of opportunities and various services available. The provision of fulfilling their basic needs like education, health, shelter, food, employment etc. is still a far-reaching goal. Opportunities for rural youth are still not available and awareness about opportunities is dismal. When basic needs are fulfilled people start thinking of their rights. Rural youth, both student and non-student youth are nowhere at par with urban youth in terms of accessibility and availability of resources and hence realization of their rights is a far-reaching goal. Hence, there is immense and urgent need to work with rural youth in India. CYDA would be working with the student and non-student population of rural youth in Maharashtra and Chhattisgarh.

**5.7 Tribal Youth:** Tribal youth forms a significant population of India. Over the years they have been subject to discrimination, deprivation and oppression which has discouraged them to come at par with urban youth population in the country. Among tribal youth, the nomadic and de-notified tribes are the most deprived. CYDA in next five years would aim at reaching out to nomadic and de-notified youth in Chhattisgarh and Maharashtra.

**5.8 Youth in High Risk Areas:** In the fields of juvenile justice policy and programming, there are certain terms that are used to describe target populations. In terms of youth who are prone to illegal and illicit acts, the two terms that are most commonly used are at-risk youth and high-risk youth. The former term is generally associated with youth who come from lower-income, urban, single-mother backgrounds. High-risk youth is a label used to categorize and describe youth who share the following characteristics: are from poor families and communities; with (usually) high school dropout rate, homeless or young parents; are unemployed or underemployed; and are involved with or transitioning from the child welfare or juvenile justice systems. Such youth are at high risk to experiment with various sexual behaviors and engage with people belonging to sexual minorities and to contract HIV/AIDS and STIs. Our focus therefore will be:
- Migrant youth in search of studies/job
- Youth in conflict with law & under trials
- Youth engaged in commercial sex work and visiting sex workers.
- Youth infected and affected by HIV
- Youth and addiction
- Youth in residential homes, (Observation Homes, Orphanage, and Ashramshalas,Jails)

Regarding Education & Employment, youth are migrant and move from place to place which creates issues regarding basic needs as well as human rights. This migrant youth are under high risk categories such as addiction, depression, as well as marriage related issues. CYDA aims to work and aid these youth in high risk categories.

**5.9 Partially Handicapped Youth:** They are defined as any type of disability in which the youth is unable to perform at full physical capacity. This could be due to injury and illness. Partially handicapped youth have above 40% disability they are suffering from different issues such as lack of hard work, heavy work and skill work due to their physical problem. CYDA will look into improving the wellbeing of these youth population.

**5.10 Transgender Youth:** Transgender youth are usually dependent on their parents for care, shelter, financial support and other needs and most doctors are reluctant to provide medical treatment to them. They face different challenges compared to adults. Family acceptance holds a significant impact on the lives of transgender youth. In some cases, parents often react negatively with their child. Transgender are extremely vulnerable to a multitude of problems including substance use disorders, suicide, childhood abuse or assault and psychiatric disorder. CYDA has a planned approach to work with these transgender youth.

## 6. CYDA SWOT ANALYSIS 2011:
The present CYDA Team and active youth members carried out the SWOT analysis exercise. The process was carried out through discussions and keeping in mind the present situation of CYDA

### 6.1: Strengths:
- CYDA attracts young people to its programs. CYDA has the availability of:
- Thematic expertise
- A training centre for many young people to step to developmental work and help these young young professionals to become developmental professionals
- Credible youth organization
- Ideology driven –youth centric democratic approach
- Open to sustainable innovations
- Conducive learning environment
- Youth led organization
- Multi-cultural environment
- Rights based approach
- Gender sensitive environment
- Inclusive approach

### 6.2 Areas of Improvement:
- Engaging with government authorities
- Engage in advocacy initiatives (local, state and National level)
- Need to focus on youth centric ideas while working on different projects with donors
- Identification of observational opportunities during implementation

- Staff requires to further develop adequate skills to work with youth
- Research & Documentation
- Need to improve mentoring to staff and interns
- Systems and procedures to be followed strictly
- Need for active presence in networks
- Unrestricted funds (need to raise funds from local resources)
- Quality time management
- Need further follow up with associated stakeholders
- Need to build up a good corpus for sustainability

## 6.3: Opportunities:
- India is the youngest democracy and has a national youth policy but very few youth-based and youth centric organizations exist at the moment
- Need for Youth Development
- Establishment of YRC's at required locations can lead to achievement of SDGs
- Collaborate/establish Community based Organizations
- Develop potential youth to lead them
- Traditional rural knowledge can be harvested and brought out as business models to enhance livelihood

## 6.4: Threats:
- Gap between youth policy and youth requirements
- Working with youth is always challenging; they are here today but need not be there tomorrow
- Youth are the most insecure and always in flux
- Inappropriate youth budget in state and centre
- Lack of youth centric programs
- Presently less focus of funding/donor organizations on youth
- Youth perspective in poverty driven programs
- Unequal distribution of power – concentration of power in hands of few
- Increase in self-centric ideology
- Discrimination and corrupt social system
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## 7. SKILL REQUIREMENTS:
- Spoken English and English writing skills
- IT and social media skills
- Problem solving and decision-making skills
- Effective management skills
- Leadership
- Fund raising
- Documentation skills; proposal writing; content writing skills
- PME Skills

- Finance/account planning & management
- Administrative skills
- Advocacy
- Networking
- Activism
- Research development
- Geographical Observation skills

## 8. INTERVENTION AREAS:

The process of identifying and finalizing major intervention areas of CYDA for the next five years was carried out through an exercise. The team members and youth were asked to share three major intervention areas where in they feel need for intervention. The list of all their options was noted and each member was asked to prioritize three major intervention areas. On priority and consensus, the following programmatic areas were finalized:

**8.1 Adolescents Rights & Development:** In a time of digital explosion, even at the age of 10, young people have the potential to acquire adequate knowledge about themselves and their development. However, many marginalized people are deprived of this opportunity. Therefore, it is important to reach them and support them with opportunities and skills, especially in the areas of remedial education, life skills and also give them a space to explore innovations.

**8.2 Youth Rights & Empowerment:** will include programs such as: Youth4change, youth participation; youth leadership program; internships; exposure; youth networking; working with youth in high risk areas and violence against youth as well as focusing on gender sensitization and develop inclusive, democratic and pluralistic perspectives among young people. Stepping Stones Training of Trainers Program (SSTOT); Sexual Reproductive Health and Rights; Adolescent Health; domestic violence against women; health campaigns and awareness programs.

**8.3 Right to Livelihood:** Homeless youth**,** slum youth, community youth, rural youth migrant youth and Dalit youth need special attention and focus on their careers and livelihood options and alternatives both urban, rural and tribal areas.

**8.4. Right to WASH facilities:** Water, Sanitation and Hygiene can be achieved through modules and IEC material development and intensive engagement with the communities, governments and institutions.

Based on the above decided intervention areas, a further exercise was conducted to identify our present working areas and future programs at local, state, national and international levels. A program matrix would be developed for each intervention area.

## 9. GEOGRAPHICAL FOCUS

### 9.1 LOCAL LEVEL:

**9.1.1 Focus Area:** Youth mobilization; training and capacity building; community program; network participation; media publicity and support to youth agencies; Advocacy to Local governing bodies.

**9.1.2 Future Plan of Action:** Youth rights- Youth4Change: strengthen youth mobilization; form youth pressure groups; increase presence in media; youth leadership programs; enhance courage of youth; internship; exposure and exchange; youth networking; adolescent program; research/documentation; policy and program advocacy; youth livelihood – homeless.

## 9.2. STATE LEVEL:

**9.2.1: Focus Area:** Training & capacity building programs, networking and building state branches as well as interventions.

**9.2.2: Future Plan of Action:** Youth leadership program; adolescent program; policy advocacy; program advocacy; research development and support of youth working in other organizations, increase presence in media; developing inter-state youth forums.

## 9.3 NATIONAL LEVEL:

**9.3.1: Focus Area:** Internships; Training programs; networking and exposure programs.

**9.3.2: Future Plan of Action:** Youth leadership programs; youth rights; health rights; policy and program advocacy; networking; research documentation and integration of Y4C at national level.

## 9.4 INTERNATIONAL LEVEL:

**9.4.1: Focus Area:** Conferences and internships.

**9.4.2: Future Plan of Action:** Internships; exchange programs and active participation in networks and initiate advocacy to realize youth rights.

## 10. CYDA 2020-2025

CYDA has completed 20 years as an organization working on issues of youth rights, capacity building and providing them a platform to voice their concerns, needs, issues and challenges. Hence, after 20 years of existence, it becomes crucial that CYDA revisits its strategy of engaging with the youth. The strategy also needs to take into account:

- Emerging realities
- changing socio-political environment in the country
- changing development needs of the nation
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India has committed to achieving the Sustainable Development Goals (SDG's) by 2030 and the achievement of SDGs will definitely create a positive environment for development and attainment of youth rights. In the last decade, India has also witnessed rapid development of media, especially the penetration of social media in lives of young people who both are drivers and users of various social media platforms like Facebook, Instagram, and Twitter etc.

The percolation of media in the lives of youth is both an opportunity as well as a threat unless issues of data privacy and individual freedom are addressed. As a nation, the socio-economic-political context is also undergoing rapid changes which is discouraging diversity and collective action, which leads to further challenges in addressing the needs of diverse sections of youth. Hence, the youth strategy of CYDA needs to take into cognition these emerging realities and changes and formulate fresh strategic objectives and action plan to address the emerging needs of youth.

## CYDA Vision

To create a society where young people can exercise and enjoy their rights and grow as responsible, productive and independent adults.

## CYDA Mission:

Building capacities of young people and its stakeholders towards the growing up needs of adolescents and youth; providing youth the platform for advancement, support policy changes and advocacy through collective action towards realization of rights of young people as well as other marginalized sections in the society.

## STRATEGIC OBJECTIVES OF CYDA

In April 2019, through a participatory process during the Annual Review, CYDA reviewed and discussed its existing strategy and felt the need to design and plan a new strategy keeping in mind the changes that have taken place during the last few years. Through this activity of participatory group work, sharing and discussions, some new strategies were formulated. The core project teams of CYDA played an active role in giving their suggestions and ideas towards taking CYDA in a new direction.

### Strategic Objective No. 1 – *Promote adolescents' rights and developments by ensuring quality education, life skills, building safe environment in schools and communities and create opportunities for their participation.*

Adolescence is a transitional stage in which emotional, physical, psychological and social changes takes place. In India, adolescents comprise 19.06% of the Indian population (Census 2011). There are no comprehensive programs or schemes to address the needs of adolescents and they are often excluded from government purview. The present education system does not offer life skills, gender sensitization or reproductive health education in a structured and integrated manner. Schools neither have time, expertise, skills nor resources to provide holistic life skills and reproductive health education. As a result, adolescents depend on unreliable sources of knowledge to satisfy their curiosity leading to often misconceptions, negative biases and confusion. Ignorance and lack of awareness also makes them more vulnerable to abuse which adversely affect their growth and development.

### Plan of Action:

| Activities | Key Performance Indicators |
|---|---|
| Develop modules useful for adolescent's development with a focus<br>• on holistic school development program with involvement of multiple stakeholders<br>• on career development | • Number of training modules developed<br>• Number of Modules used by other agencies/governments |
| Conduct TARANG training based on life skills education with focus on gender, reproductive health and prevention of sexual abuse, promotion of health, sanitation and hygiene | • Number of Adolescents reached<br>• Number of Adolescents trained |

| | |
|---|---|
| Remedial education to prevent dropouts among adolescents, including STEM education | • Number of training modules developed<br>• Number of Modules used by other agencies/governments |
| Promoting formation of peer groups and leadership, including in the areas of sports, arts, games and music etc. | • Number of institutions that become adolescents friendly<br>• Number of policy and program initiatives advocated<br>• Number of Adolescents excelling<br>• Number of communities that become adolescent friendly |

## Strategic Objective No 2: Promote Youth rights and development by organising training programs, taking up evidence-based research and advocacy on youth issues as well as working with their stake holders

Youth constitute a significant number in our population not only due to their sheer numerical strength but also due to their potential as change agents and future citizens. Young people bring with them passion, enthusiasm, innovation and talent unparalleled to any others. Hence, the only way to secure the nation, state and community is to build on the youth potential and foster them to become capable and responsible adults.

Youth is not a homogeneous category and various social, economic, cultural, and geographical and gender factors affect the opportunities, skills and resources at their disposal. Most of the times, young people lack basic sex education, awareness about reproductive health, basic rights, career opportunities, avenues of entrepreneurship, awareness about various social issues, gender and issues of inclusion. The dropout of the youth from the formal education system forces them towards low income jobs.

### Plan of Action

| Activities | Key Performance Indicators |
|---|---|
| Awareness and sensitization of SDGs among youth | • Number of programs conducted<br>• Number of youths reached out<br>• Number of trained youth<br>• Number of stakeholders trained |
| Career guidance and counseling to enable youth to make appropriate livelihood choices through seminars, workshops, exposure visits and youth festivals | • Number of programs conducted<br>• Number of youth reached out<br>• Number of trained youth<br>• Number of job placements<br>• Number of youths excelled in life<br>• Number of case studies/success stories documented |

| | |
|---|---|
| Awareness programs about rights, policies and laws related to youth | • Number of programs conducted<br>• Number of youths reached out<br>• Number of trained youth |
| Promoting research focusing on issues of youth development | • Research studies published |
| Sensitize and orient, teachers and parents on the developmental needs and rights of adolescents and promote good parenting styles and behavior | • Number of orientation programs held<br>• Number of stakeholders that participated |
| Develop a cadre of professionally trained counselors and youth development professionals who are skilled in working with youth | • Number of trained counselors and youth development professionals |
| To network with NGOs and Vocational Training organizations for enabling more youth to acquire job related skills and entrepreneurial opportunities | • Number of partner organizations |
| Promotion of Stepping Stones training to promote understanding of reproductive health, gender sensitization and sex education | • Number of training programs<br>• Number of trained youth |

**Strategic Objective No.3:** *Develop platforms and spaces for youth (men & women& third gender) to build their leadership by productive engagements in society and become contributors in the process of social transformation.*

Youth rights being one of our major intervention areas and CYDA being a rights-based organization, it becomes imperative for us to ensure protection of rights of young people for its effective realization. One of the major challenges in development sector today is the fragmentized nature of work by organizations. To help young people realize their rights and their responsibilities, it is important to create spaces for youth to be an active change agent in society. This also includes working with like-minded organizations and walk with youth towards realization of their goal.

| Activities | Key Performance Indicators |
|---|---|
| Promote Youth4Change groups in communities and institutions | • Number of youth4change groups formed |
| Promote youth who have ideas to transform society through their initiatives | • Number of youth in leadership roles<br>• Number of youth initiatives supported<br>• Number of events organized |

| | |
|---|---|
| Organizing meetings, workshops, discussions and other activities by networks to promote youth agenda | • Number of youth participated in seminars and workshops organized through networking |
| To bring about visibility and recognition of CYDA's rights-based intervention with youth and adolescents<br>CYDA will participate in various forums, platforms, seminars, conclaves etc. | • Number of events– participation as speakers or participants<br>• Number of success stories/case studies documented<br>• Number of publications brought out |
| New initiatives to build up alliances with NGOs, government bodies and stakeholders as part of advocacy initiatives<br>Exchange of quality information and ideas to be made with network representatives | • Number of new interventions, initiatives and platforms<br>• Number of policy influences initiated |
| Provide a platform through Coffee Per Charcha, internships and Youth4Change to engage with youth on various development issues | • Number of events<br>• Number of participants<br>• Number of youth that completed internships |
| Promoting collective action through campaigns and social action and advocate on issues of youth | • Number of campaigns conducted<br>• Number of youths reached out<br>• Number of trained youth |
| Work with government and state to advocate for creating further employment opportunities for youth<br>Advocating safe working conditions with minimum wages | • Conducive environment and increased employment opportunities<br>• Safe working conditions<br>• Payment of minimum wages |

**Strategic Objective 4 - *CYDA as an institution promotes youth to be actively engaged during emergencies and support implementation of programs such as WASH, Agriculture, Traditional crafts and Livelihoods, Urban Poor as well as support to initiate micro-business, social ventures through innovations***

Over the years, CYDA has addressed various development needs in response to securing the rights of the marginalized communities. In addressing various issues of sustainable development, CYDA has engaged with communities on Water and Sanitation, disaster management, health and nutrition and issues of urban poor. In creating economic prosperity, CYDA believes in promotion of first generation of micro entrepreneurs and promotion of livelihood among women and girls in nontraditional skills. There is potential for some these thematic areas to develop socially useful enterprises so that they can develop as specialized institutes.

## Plan of Action

| Activities | Key Performance Indicators |
|---|---|
| Work closely with institutions, NGOs as well as governments to promote WASH, Health, Nutrition and entrepreneurship social enterprises | • Number of intervention programs<br>• Number of partnerships enabled |
| **WASH Intervention:**<br>Infrastructure<br>ODF<br>Rainwater harvesting<br>Behavior changes<br>Solid and liquid waste management | • **WASH Unit**<br>• No of people oriented on WASH<br>• No of Monitoring Committees formed in communities<br>• No of WASH Compliant Schools achieved<br>• No of WASH Compliant Ashramshalas achieved<br>• No of WASH compliant Health facilities achieved<br>• No of Gram Panchayats WASH Compliant achieved<br>• No of People reached through Health Awareness Programs |
| Develop special purpose vehicle to promote entrepreneurship and incubation of business with mentoring and support to the entrepreneurs<br>Supporting innovative models and mentoring and marketing opportunities as part of new entities | • **YES Unit**<br>• Number of programs conducted<br>• No of people trained on micro-business<br>• No of people started business<br>• No of entrepreneurs accessing digital platforms for marketing their products |
| Support during emergencies to ensure that the most marginalized are supported and avail the benefits | • **Disaster/Emergency services**<br>• Number of awareness programs on COVID-19<br>• Number of participants<br>• No of people supported (Data on marginalized communities) |
| Support the issues of migrants and urban poor through services, networking as well as engaging youth volunteers | • **Urban Poor/Migrants Services**<br>• Number of urban poor reached<br>• Number of migrants supported<br>• Number of volunteers engaged<br>• Number of migrants provided with legal support<br>• Number of homeless provided with support |

**Strategic Objective No 5: To build a group of competent staff, volunteers and youth groups championing and advocating for adolescent & youth rights and development**

To give shape to the above mentioned three objectives, CYDA needs a team of committed, capable and motivated staff who will put into action the above-mentioned objectives into practice. In addition, CYDA needs to create a body of volunteers, youth groups, interns and individuals who will support and strengthen the programs.

| Activities | Key Performance Indicators |
|---|---|
| Capacity building of the staff <br> Gap identification and trainings | • Number of training programs <br> • Number of Staff trained |
| Regular staff appraisal and reviews | • Percentage of staff attrition per year not more than 10% <br> • No of persons in the organization attended conferences and presented papers <br> • No of staff with promotion in terms of designation changes <br> • No of people achieve A and A+ <br> • Less than 10% percentage staff receiving memos |
| Staff retreat and vision building exercises | • Number of programs <br> • Number of participants <br> • No of awards/appreciations received for CYDA work |
| Building a network of volunteers and youth groups | Number of networks and youth groups |
| Supporting interns who come to the organizations during field work placements and associating them with the existing campaigns of the organizations | Number of interns |

## 14. CYDA VALUES

Since its inception, CYDA is based on certain values like human rights, gender equity, secularism, social justice and good governance. Our mission, strategic objectives, interventions, implementations and functioning are based on these values. However, with revision of the strategic plan for the next five years, the values were also re-visited and relooked at. Based on extensive discussions, a new set of values were decided upon that would be the guidelines of our future work.

### The four core values of CYDA are:

1      Human Rights & Gender Equity
2      Democracy & Plurality
3      Accountability & Transparency
4      Speak up & Learning

Some of the earlier values like social justice, secularism, and good governance were omitted for the future, but inclusion was ensured through values such as human rights, democracy and plurality. CYDA believes that where human rights are realized completely, justice is ensured in society. Where plurality is accepted good governance is assured.

## 15. HUMAN RESOURCES

CYDA is a centre for young people to develop as professional social workers. A large number of young people come to CYDA as first-time learners and they grow as professional workers. This is one of the objectives of the organization where fresh candidates are selected and trained as competent professionals. Therefore retention, though a problem, is a positive contribution by CYDA for the developmental sector.

Therefore, CYDA staff provide a commitment of 3 years of service to the organization. A detailed analysis of existing human resource in terms of strengths, challenges and area of improvement were prepared through discussions and participatory exercises. Keeping in mind the vision, mission, strategic objectives and major intervention areas, the analysis was done. The human resources in CYDA was classified among four categories namely:

• Staff
• Interns – Similar to staff, they follow all procedures of staff
• Placement students of educational institutions/organizations
• Volunteers

## 15.1 Human Resource Plans for the future

| Sr. No | Staff | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--------|-------|---------|---------|---------|---------|---------|
| 1 | Chief functionary | 1 | 1 | 1 | 1 | 1 |
| 2 | Directors | 2 | 2 | 3 | 2 | 1 |
| 3 | Managers | 4 | 5 | 5 | 5 | 5 |
| 4 | Coordinators | 5 | 5 | 5 | 5 | 5 |
| 5 | Officers | 20 | 25 | 25 | 25 | 25 |
| 6 | Executive Staff | 69 | 73 | 65 | 58 | 50 |
| 7 | Total | 100 | 110 | 104 | 100 | 75 |

Other than staff, CYDA plans to engage youth as active participants in its activities and programs.

| 8 | Interns | 10 | 10 | 10 | 10 | 10 |
|---|---|---|---|---|---|---|
| 9 | Placement Students | 10 | 12 | 14 | 16 | 18 |
| 10 | Volunteers | 50 | 50 | 50 | 50 | 50 |

## 16. FINANCE RESOURCES

The following budget was prepared keeping in mind the intervention areas, Vision, Mission, Strategic Objectives and CYDA SWOT analysis. The budget is prepared for five years.

| Budget | 2020-2021 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|---|---|---|---|---|---|
| YAR | 200 lakhs | 300 lakhs | 400 lakhs | 500 lakhs | 600 lakhs |
| WASH | 300 lakhs | 200 lakhs | 150 lakhs | 100 lakhs | 00 |
| YES | 150 lakhs | 100 lakhs | 50 lakhs | 00 | 00 |
| Disaster | 300 lakhs | 200 lakhs | 150 lakhs | 100 lakhs | 100 lakhs |
| Total | 950 lakhs | 800 lakhs | 750 lakhs | 700 lakhs | 700 lakhs |

## 17. FUND RAISING:

CYDA will develop a Resource Mobilization Unit which will focus on fund raising both for restricted and un-restricted fund. The unit will support the existing project managers to raise funds for the project while special focus will be to generate unrestricted funds for CYDA. This unit will have a staff comprises of fund raising, communication, design, photography, videography as well as social media experts. This unit will also look into branding and external communication related to programs. The Resource Mobilization Unit will bring out leaflets, brochures, annual reports and will come up with various publications. The unit will develop a data bank of various types of donors- corporate, as well as high net worth individuals. The unit also will develop publicity materials for YouTube, newsletters and will revamp the website as well as develop campaign materials for fund raising.

| Budget | 2020-2021 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|---|---|---|---|---|---|
| Unrestricted fundraising | 25 lakhs | 35 lakhs | 45 lakhs | 55 lakhs | 65 lakhs |

## 18. PROPOSED ACHIEVEMENTS:

In order to measure our achievements, CYDA intends to monitor the progress on a monthly basis. CYDA will design a Google form that will be filled by all centre heads at the end of every month.

## 19. RISK MANAGEMENT

### 19.1 Internal Risk

Staff capacity: CYDA staff is very crucial to the success of the strategic plan. They require to undergo extensive capacity building programs. Also, placing the right people for the appropriate job is important.

Documentation and Information Management: The highlights and the achievements of various programs for internal learning and advocacy is currently poorly documented, shared and internalized, thus reducing its visibility. CYDA plans to improve documentation, learning, sharing and advocacy using all means, including internet, newsletters, seminars and workshops.

Funding: Insufficient program funds will reduce the chances of success but CYDA is moving towards relying more on Indian funds locally generated to fulfill its objectives.

### 19.2 External Risk:

There is an insufficient number of support organizations wanting to invest in young people in the country. Generally, youth is not priority in the planning and budget allocations of the government programs.

## 20. PLANNING, MONITORING AND EVALUATION:

Planning, monitoring and evaluation are important parts of the program. Since we are committed to various grant making organizations and agencies, it is very important that we should have very robust planning, monitoring and evaluation processes. Strengthening of regular meetings and reporting systems are required. Six monthly reports, donor reports and annual reports will be given utmost priority. It has also been decided that various meetings will be regularized to develop better coordination and regular follow ups within and across various programs as well as to bring motivation and create better environment among staff. The following activities will be undertaken for the same:

- Once a week unit meeting
- Monthly SMT meeting
- Monthly CMT meeting
- Quarterly PMT Program Reviews
- Annual staff retreat
- One to one meeting with staff by Line managers
- Develop online monitoring tools
- Monthly planning and time sheet
- Monthly Program Report
- Six monthly & Annual Review and Planning

All these platforms are being used to monitor the progress as well as achievement of strategic objectives.

CYDA will go through an evaluation at the end of every 10 years. CYDA will undertake an organizational evaluation in 2020.

## 21. POLICIES FOR THE EFFECTIVE MANAGEMENT

Since the past two years, there has been growth in terms of branches, size of the staff and handling of volume of funds. There are state and district level branches opened which has resulted in senior management staff dealing with human resources, finance as well as the program. CYDA believes that decentralization is the best way for effective management. CYDA ensure that all its policies are in place and they will be reviewed to ensure their importance after incorporating all legal and statutory requirements.   Those polices include

1. Staff Operational Policy
2. Finance Operational Policy
3. Procurement Policy
4. Whistle blower policy
5. Anti-harassment policy
6. Fraud mitigation policy
7. Child Protection Policy
8. Communication Policy
9. Social Media Policy

## 22. Key Deliverable by 2025
1. 10,000 Adolescents and youth excelled in their lives
2. 100,000 Adolescents and Youth Trained
3. 1000,000 Adolescents and Youth Reached out

## 23.  KEY SHIFT IN CYDA:

- CYDA's work till date has been confined to Maharashtra, Kerala, Telangana and Chhattisgarh. However, we are in the process of spreading our programs to other states of India, Madhya Pradesh and Karnataka being the immediate options. CYDA is also looking at building a stronger board, an effective management team and also incorporating more and more young people into its general body of CYDA.

- CYDA is also planning to promote thematic base identities such as- WASH, Entrepreneurship/Livelihood, Urban Poor, Migrants, and Youth4Change- These can be promoted as separate identities all over India and allow them to register and function independently. This focus is to ensure that the Youth and Adolescents focus is intact and at the same time will promote other institutions.

- As part of the Management restructuring different levels of operational teams will be planned to bring leaderships in the organization. These teams will be known as Senior

Management Team (SMT); Country Program Management Team (CMT) and Program Management Team (PMT). Staff from different levels in the organization will be part of these program implementation structures.

- During this strategic plan period, CYDA will expand its general body to ensure participation of people from different sections to ensure the basic principles of the organization.

**CONCLUSION:**

India's total population comprises of 40% youth but there are very few government programs running presently for the development of youth and the ones which are, are not very inclusive in nature. The government programs usually cover a small percentage or pockets of youth in India but none cater to youth at a larger level. Thus, in the present scenario it becomes necessary to have programs dedicated exclusively to youth development. Taking this idea forward, CYDA intervenes at the level of promoting and protecting rights of youth and focusing on youth development.

The strategic objectives for the next five years have been formed keeping in mind the prevalent scenario of youth development in India and thus emphasizes on youth rights, promoting youth alliances, youth groups, community-based organizations and NGOs led by youth with the aim of further strengthening youth development work in India.

# THANK YOU