



ORGANISATIONAL CAPACITY BUILDING PLAN ON SRHR ADVOCACY



Legal Service Institute - CLAP

Bimaladevi Memorial Building
Plot No - 367, Sector - 6
Market Nagar, Cuttack - 753014, Odisha, India.
Ph : +91- 671 - 2363980/2365680
Fax : +91 671- 2363454
E-mail : info@clapindia.org
Website : www.clapindia.org



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**With Support of
AmplifyChange**



Prepared By
CLAP - Legal Service Institute
Bimaladevi Memorial Building,
Plot No. 367, Sector-6,
Markat Nagar,
Cuttack- 753014, Odisha, India.
Phone: 91-671-2363980 / 2365680, Fax: 91-671-2363454
Mail: info@clapindia.org Website: www.clapindia.org

PREFACE

Historically, the CLAP Legal Service Institute, from its inception in 1982 as a registered entity has been endeavouring for realisation of human rights through legal recourse. It has been using law, legal process and legal system to build a conducive legal environment for promotion and protection of human right. The CLAP from time to time identifies various issues of concern to address strategically to eliminate injustice and promote justice. In its journey for realisation of human rights with dignity, it has located Sexual and Reproductive Health and Right (SRHR) as a potential area for intervention as the CLAP has realised that the theme of SRHR is very often neglected and overlooked in social movements. Due to weak laws and inadequate development of a comprehensive legal framework, the subject is marginalised in the process of human right discourses. Considering the significance of SRHR as a Human Right, the CLAP has identified the subject as one its core thematic focus. As a part of its commitment to the SRHR theme the CLAP has strategically designed a project in the nomenclature of In Defence of Sexual and Reproductive Right. The project was selected for support by AmplifyChange under its Strengthening Grant Programme in 2016 for a period of 2-years. Under this project, it was initially planned to start our journey with an exercise for capacity building of the organisation to address SRHR theme in a planned way. Accordingly, the CLAP has engaged its Executive President Dr. Bikash Das to design a capacity building strategy for the organisation. After a series of consultation with key functionaries of the organisation, lawyers, paralegal volunteers and interns, he has successfully designed a capacity building plan for the organisation. This report stems from the comprehensive exercise to develop a capacity building plan on SRHR from legal perspective. The CLAP has determined to follow the plan in letter and spirit over next 5-years to build its capacity as a civil society organisation to significantly contribute to the process of realisation of SRHR as a Human Right. Hopefully, in course of building capacity of the organisation, the CLAP Legal Service Institute would emerge as one of the strongest civil society organisation with adequate quality and skill in the field of legal aspect of SRHR.

The CLAP visualises its role in the field of SRHR as a pioneer in approaching the theme from the perspective of law, legal process and legal system. The CLAP does not want to play different role rather it focuses on building knowledge and developing innovations to enable people and the community to realise SRHR as a Human Right. While doing so the CLAP would focus exclusive and extensively on the legal aspect of SRHR.

I am indebted to AmplifyChange for their profound support to our project and also for enabling us to undertake this exercise to develop a Capacity Building Plan for the Organisation, so as to make CLAP to strategically contribute to the field of SRHR as a civil society organisation. Our sincere thanks to AmplifyChange for their support. I am also glad that our Executive President Dr. Bikash Das has undertaken the responsibility and made extensive effort to develop a Capacity Building Plan for the organisation. My sincere thanks goes to our Board Members, Key functionaries, Lawyers associated with CLAP, Paralegal volunteers engaged by CLAP and Interns who were attached with CLAP for their contribution in finalising the Plan. The management of CLAP would definitely make sincere effort for translating the capacity building plan into action.

There is a plan to widely disseminate the capacity building plan among key stakeholders for their views and opinion to further improve the document and also to suggest ideas for implementing the Plan. We welcome views and opinion from our readers as we always consider that a wealth of knowledge is available which can be used to build our capacity. Besides, we would like to invite support from various quarters of the society especially from the key players in the field of SRHR to extend their generous cooperation to enable us to implement the Capacity Building Plan. Similarly, those who are interested to adopt the planned measures for their capacity building they can use the document for their own purpose. We would appreciate if they can acknowledge the report while using it and also keep us updated about the nature of change it has made in their capacity building exercise.



05.10.2018
Cuttack, Odisha, India.

DR. BIKASH DAS
President
CLAP Legal Service Institute.

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1. Background:

Historically, from its inception in 1982 the Committee for Legal Aid to Poor (CLAP) has been advancing human right with dignity in its manifold manifestation. For the purpose of advancing human right, the CLAP undertakes legal action in a variety of meta legal approaches for the overall benefit of marginalised communities. For promotion of human rights and democracy, CLAP not only renders legal services in court proceedings, rather it spearheads human rights by leveraging laws, legal process and legal system. It reaffirms its commitment to realize human right with dignity of individual by way of a wide range of legal intervention strategies like legal services, juridical advocacy, legal empowerment of communities and through legal awareness in a right based approach. Broadly, The CLAP applies various strategies to strengthen Rule of Law and Good Governance.

In course of its intervention at various levels, it strategically identifies and addresses major issues and challenges for realization of human right with dignity. The CLAP, while serves the community always emphasizes on the right of marginalised communities. Over the years it worked with women, children, person with disability, indigenous people and dalit communities (social class) to enhance opportunity for them through use of law.

Based on the learning from the practical experiences over three decades, the CLAP has decided to priorities the focus of its work on identified issues which adversely impact the human rights of a class of persons who are viewed as marginalised community due to their socio-economic condition and helplessness. The management of CLAP through an intensive review and meticulous exercise has

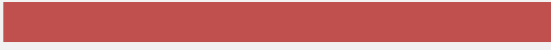
identified SRHR as a thematic focus of its programme priorities. The CLAP believes that SRHR is a broader framework where various inter-related issues can be addressed for making a conducive environment for realisation of human rights with dignity and without discrimination or stigma. While identifying SRHR as one of the thematic priority for legal intervention by the organisation, the CLAP has also located specific issues in the broader premises of SRHR to address in a right based approach from the perspective of law which consists of the following areas:

- 1) Access to Comprehensive Reproductive Health Information and Services.
- 2) Safe Abortion.
- 3) Gender Based Violence and Gender Discrimination.
- 4) Prevention of Child Marriage.
- 5) Sex Selection and Sex Selective Abortion.
- 6) Right to Family Planning Information, Choices and Access.
- 7) Discrimination and Stigma associated with Sexuality and LGBT.
- 8) Protection of Right of Sex Worker.
- 9) Unsafe Sex and Discrimination or Stigma associated with HIV and AIDS.
- 10) Combating Coercive Population Policies and Law.
- 11) Maternity Entitlement.

As the CLAP has already identified SRHR as a thematic priority for its intervention and worked out the areas where such intervention would be made, it was felt realistic to contemplate a capacity building plan on SRHR Advocacy which would be used to strengthen the organisation to address in a rightful manner. Accordingly, this exercise is made to design a capacity building plan.

2. Scope of this Exercise:

This exercise has been undertaken with a view to developing plan for capacity building on SRHR Advocacy. As has been said earlier, the CLAP as an organisation has identified SRHR as a thematic focus of its work for its strategic plan from 2016 to



2021. The uniqueness of the proposed advocacy on SRHR by CLAP is that the whole idea revolves around legal aspect in a right-based approach. Such a decision by CLAP at once requires building capacity of the organisation to undertake a systematic juridical advocacy on SRHR to address the issue in a most effective manner. In order to develop the capacity of the organisation there is a need to understand the work of the organisation over the years which are potentially linked to SRHR in its entirety. It is in this connection to be underlined that CLAP has been working on various aspects of SRHR for past one decade.

The Committee for Legal Aid to Poor (CLAP) based on its 3-decade long practical experience of strategic application of law in the household and communities has promoted a human right approach to the issue by firstly advocating for proper enforcement of laws on prevention of early marriage, medical termination of pregnancy and sex selective abortion. Secondly, it enables young people, girls and women to gain access to quality reproductive health services and schemes as an entitlement. Thirdly, CLAP is also engaging paralegal volunteers in the community to create awareness about reproductive right as a human right and public services in a campaign mode.

It is a fact that CLAP has been intensively engaged on various specific themes within the broader framework of SRHR like prevention of child marriage, medical termination pregnancy or safe abortion, sex selection and access to comprehensive public health services. However, these activities were mostly undertaken in an isolated measure without exploring the intersection between sub-themes and overall framework of SRHR.

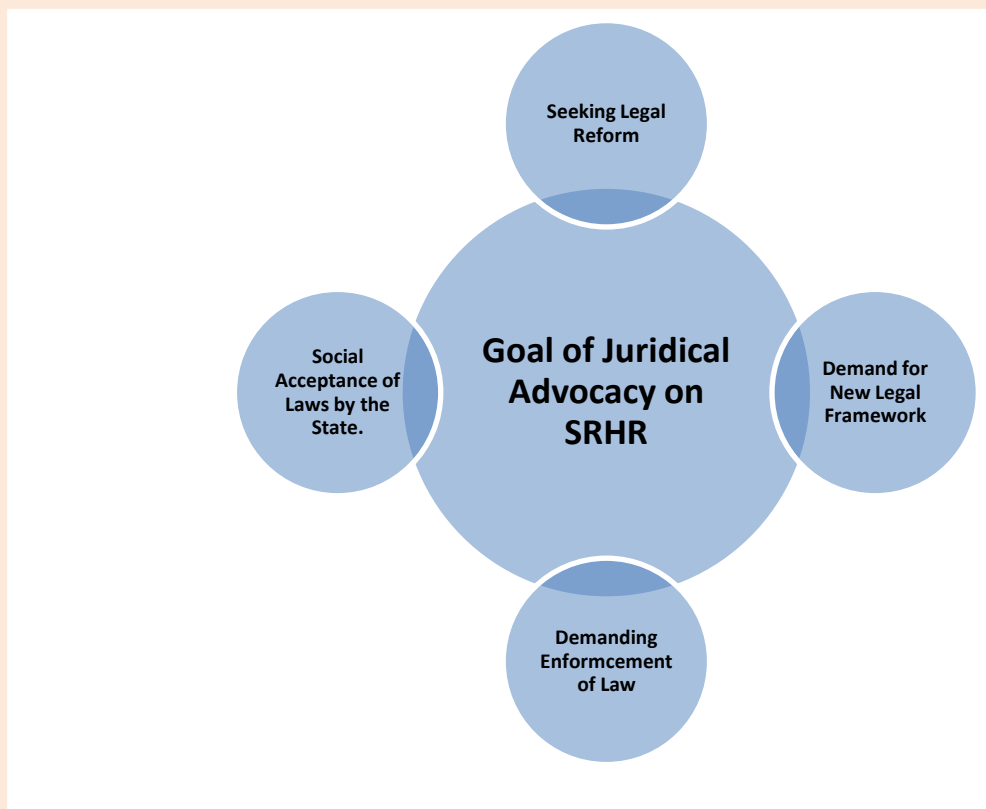
In view of this, it was planned to systematically engage with an exercise for capacity building. The present report is an outcome of the aforementioned exercise to contemplate an effective plan for capacity building. This report enumerates in detail, how the capacity of the organisation can be built to enable it to address SRHR in a comprehensive framework. It is understood from the very beginning of the exercise

that legal intervention bears enough potentially to address SRHR in a unique manner. CLAP being a legal support and advocacy organisation can advance SRHR as a human right issue in an appropriate direction. Accordingly, this capacity building exercise has been planned and has undertaken the exercise.

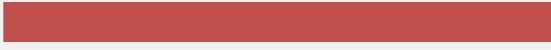
3. Juridical Advocacy on SRHR:

The juridical advocacy on SRHR envisaged by CLAP revolves around specific identified goals which consists of firstly enforcement of existing law, secondly reform in the existing law, thirdly demand for new legal framework and fourthly social acceptance of law through a process of internalisation of laws in the day to day life.

Goal of Juridical Advocacy



CLAP visualises its role as a catalyst for change by undertaking a systematic right-based juridical advocacy from the perspective of laws on SRHR at various level which includes people in the community to legislators and policy makers. Thus, CLAP seeks

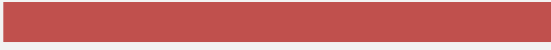


to engage itself in the community and various levels of decision making. The advocacy on SRHR holistically aims at engaging the community to overcome barriers and influencing legislative as well as policy decision. In this regard the advocacy on SRHR seeks to accomplish the following 4- types of changes:

- a) Generate demand for enforcement of existing laws which governs various themes relating to SRHR like prohibition of child marriage, safe abortion, prevention of sex selection and prevention of domestic violence.
- b) Generate demand for reform in existing laws where the laws are inadequately equipped or there are many flaws or where laws are inappropriate for realisation of human right.
- c) Generate demand for formulation of new legal frameworks where there exists an inadequacy or void in the legislative measures.
- d) Generate demand in the society for social acceptance of laws made by the state and engaging communities to demand implementation of laws.

Taking into consideration the Goals of juridical advocacy on SRHR, CLAP sets to undertake advocacy in the following dimensions:

- a) Legislative advocacy for bring about legal reform and demanding new legal frameworks.
- b) Executive Advocacy for implementation of laws and schemes without discrimination.
- c) Juridical advocacy to exercise rights conferred on individuals and against coercive laws and policies.
- d) Media advocacy aiming at legal and policy reform as well as creation of societal discourses.
- e) People's advocacy for awareness generation, social acceptance of laws, participation in decision making and demanding transparency and accountability in governance.

- 
- f) Civil society networking to facilitate demand and dialogue in a non-violent democratic process.
 - g) Law based Budget Advocacy for appropriate financial allocation for enforcement of laws and implementation of policies. The budget advocacy will also monitor compliance under different human right instruments.

In a nutshell the juridical advocacy covers a wide range of democratic institutions for their engagement to bring about changes in the existing situation.

SWOT Analysis

To begin with the capacity building exercise got involved in a SWOT analysis of the organisation. The SWOT analysis was conducted involving the management and key functionaries of the organisation. This exercise has revealed key points about the organisation and fundamental information which is given in the following table:

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> 35-years presence in the field of legal service and juridical advocacy. └ Clear vision, mission and goal. Democratic set up and leadership. Experience on issue based Juridical Advocacy. Availability of a project on SRHR with support of Amplifychange. Legal Network with around 1000 Member organizations as its member. Legal professional and expert human resource. Legal expertise and practical experience in the field of strategic application of law over three decades. Public relation, public support and contact with various Govt. line departments. Non-controversial existence in the NGO world with wide network with NGOs. 	<ul style="list-style-type: none"> └ Comparatively less work experience in the field of SRHR. └ Lack of exposure of staff into activism around SRHR. └ Inadequate financial resources. └ Inadequate infrastructure facility. └ Less networking and alliances with civil society organisation and movements around SRHR. 	<ul style="list-style-type: none"> └ Availability of legal professionals and experts who can contribute significantly for legal analysis and juridical advocacy. └ Experience and capacity for lobby and advocacy. └ Opportunity for alliance building and networking. └ Access to different courts and judicial fora for strategic litigation. └ Up-dated database of NGOs. └ Possibility for development of a comprehensive Legal Intervention Strategy. └ Prospect for promotion of concepts like Public Interest Negotiation (PIN) in the field of SRHR. └ Availability of legal and policy framework for positive advocacy with key government agencies. 	<ul style="list-style-type: none"> └ Lobby with Govt. may not yield significant result. └ Govt. support and co-operation may be challenging. └ Hostility from Community for changing social norms. └ Inappropriate convergence of program. └ High expectations of Network members. └ Resource Crunch.



Bearing the above stated strength and opportunities before the organisation in mind which was revealed from a SWOT analysis, this capacity building exercise has made an attempt to review the strategies and activities planned by CLAP to address SRHR in its broader framework. It was revealed that the organisation has the following plans in place as far as SRHR as a thematic priority is concerned:

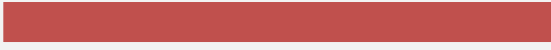
- a) **Legal Awareness:** Generation of legal awareness about SRHR as a human right through various intervention strategies like Street Law Programme; Publication of Demystified Legal Resource Material like Poster, Leaflet and Primer; Holding Legal Awareness Camps in a comprehensive manner.
- b) **Legal Services:** To enable marginalised communities to assert their right, challenge in the court of law various forms of discrimination and coercive policies as well as laws.
- c) **Legal Empowerment:** Enable people and community to gain access to public health services and welfare measures or social security provisions.
- d) **Juridical Advocacy:** Demanding reform in existing policies and laws, advocate for new legal frameworks and act towards enforcement of existing policies and laws.

Based on the findings from the SWOT analysis and review of the proposed intervention strategies, it is well understood that the existing strength and opportunities can be properly harnessed to overcome the weakness and threats. For that purpose the capacity building plan must have strategic approaches to build on the existing resources.

Areas of Capacity Building

The overall context in which CLAP has decided to work on SRHR and the nature of strategies identified for application in the field, it was considered important to locate the themes or areas where capacity of the organisation is required to be built so that it can undertake advocacy on SRHR. In response to these the organisation has identified following areas where there appears to be a need for capacity building of the organisation. If the organisation is to work on the theme of SRHR for next couple of years, the following areas requires capacity building to strengthen effectiveness of the organisation:





On the basis of above mentioned areas the capacity building plan is designed to make strides in the above identified areas. In this regard the identified aims of the juridical advocacy have been kept in mind. Similarly, different dimension and levels of advocacy has been properly visualised and articulated. Based on it the above six areas have been identified to strengthen and build capacity of the organisation. In the following Chapters attempt has been made to examine the nature, scope and extent of capacity building activities.

Thus, there are six identified areas where it is realised to build capacity for a strategic advocacy around SRHR. These areas consists of strategic plan for intervention, development of human resource, management of knowledge from various sources, networking and alliances with civil society organisations and movements working around SRHR issues, mobilisation of funds for giving expression to future ideas for advocacy and bring in place infrastructure facility to serve the community vigorously.

Assessment of the Pre-existing Conditions

The above mentioned 6-identified areas where there is a need for capacity building requires further analysis and explanation in detail to understand the present situation within the organisation in all the identified areas for capacity building. Here, keeping this in view an attempt has been made to delve deeply into the organisational capacities to understand the pre-existing conditions so as to make an informed decision about capacity building plan. The existing situation in each of the item is succinctly described below:

1. Strategic Plan:

From the inception the organisation implements various projects for which plans are being developed as per the requirements of different donors. The projects once developed are submitted to different donors for funding. In this process the CLAP is working for last 3-decades. Projects have been developed on themes like child rights, gender justice, promotion of legal network and strengthening governance along with freedom of expression. As per need the project period varies. While formulating project proposals the organisation carefully and meticulously frames goal, objectives, strategies, activities, outputs and outcomes of the project. It also includes sustainability plan for each of the project. In order to understand the result of the project, evaluation are being carried out as per the plan under each project.

Some of the major project which were implemented over last 2-decades have been presented in the following table:

S. No.	Name of Institutional Donors	Year of Implementation	Name of Project
1.	CASA, Calcutta.	1996- 1997	Women Against Poverty Programme
2.	Womenkind Worldwide, London	1996-1997	Gender Justice Project
3.	CILAS, New Delhi.	1996	Para Legal Workers Training Programme.
4.	MISEREOR e.v. Germany	1998, 1999, 2001, 2002	Legal Resource and Service Support Programme
5.	Bernard van Leer Foundation, The Netherlands.	1999 - 2014	In Defence of the Child Programme
6.	National Commission for Women, New Delhi.	1999, 2000, 2014, 2015.	Parivarik Mahila Lok Adalat
7.	National Foundation for India, New Delhi.	2001	Public Hearing on Orissa Super Cyclone.
8.	OXFAM(I) Trust, Bhubaneswar.	2002, 2015	CBDP Project
9.	Winrock International, USA	2004 - 2006	Right Path to Education Project.
10.	AJWS, USA	2004 - 2009	CRC –7 Campaign
11.	Orissa State Disaster Mitigation Authority, Govt. of Orissa, India.	2004 - 2005	Social Capital Restoration in Cyclone Prone areas.
12.	NCIV, The Netherlands	2004	Justice By Custom
13.	UNICEF, Bhubaneswar.	2005	Advocacy Document on Children.
14.	Dan Church Aid, New Delhi.	2005 - 2007	Juvenile Justice.
15.	Sigrid Rausing Trust, London	2007	Legal Service Centre Project.
16.	Hivos, Plot No-402, Eden Park, Vittal Mallya Road, Bangalore	2009	Devolution of Power to Panchayat project
17.	Childline India Foundation, Kolkata	2009 - 2012	Legal Intervention of the cases of Children in Orissa
18.	FORCES – CWDS, New Delhi	2010 - 2015	Study on Status of Women & Children under NREGS
19.	Plan India, New Delhi	2011	Odisha Flood Relief Project

20.	United Nations Development Programme & Dept of Justice, Govt. Of India	2011	Young Lawyers Justice Fellowship Project
21.	Oxfam India, Secunderabad	2012	Study on 498A in Odisha
22.	Ministry of Minority Affairs, Govt. Of India, New Delhi	2014-2015	Nai Roshni Programme
23.	Ministry of Law & Justice, Dept of Justice, Govt. Of India	2014 - 2015	Training of Paralegals in 8-NE States
24.	Media Legal Defence Initiative, London, UK	2014 - 2018	In Defence of Media Independence Project
25.	Save the Children, Odisha State Programme Office, Bhubaneswar	2014 - 2015	Consultation on Juvenile Justice Bill – 2014.
26.	Foundation for Ecological Security(FES), Anand, Gujurat.	2015 - 2018	Community Forest Right Act.
27.	Centre for Environment Studies, Govt of Odisha, Bhubaneswar.	2015	NEAC Programme.
28.	Oxfam India, Chandrasekharpur, Bhubaneswar, Odisha.	2016	Study on Domestic Violence Act.
29.	AmplifyChange- Mannion Daniels, Germany.	2016 -2018	In Defence of Sexual and Reproductive Rights.
30	Centre for World Solidarity, Odisha Resource Centre, Bhubaneswar.	2018	Effective Local Governance for Development

The above analysis clearly indicates that the organisation has implemented a number of projects over the years with support from various government and non-government agencies as well as foundations.

So far as the plan of the organisation in respect of SRHR is concerned, it has developed the project proposal in the prescribed format of Amplifychange. The project titled In Defence of Reproductive Health Right is an innovative intervention to realise the rights conferred under different laws and policies of the State. The project received support from Amplifychange under the Strengthening Grant. The Strengthening Grant is meant for project that seeks to engage and contribute to

bringing about change in one or more of the priority themes of AmplifyChange such as (i) **Gender-based violence**, including sexual violence and female genital mutilation, (ii) **Access to comprehensive sexual and reproductive health services** for socially and economically marginalised and vulnerable people, (iii) **Addressing the causes of unsafe abortion** including criminalisation of abortion and lack of availability of and access to comprehensive abortion care services and (iv) **Sexual health of young people and girls**, including through comprehensive sexuality education and ending child, early and forced marriage, (v) **Challenging stigma, discrimination, attitudes and laws** that undermine human rights, including on grounds of gender identity or sexual orientation, particularly LGBTI (lesbian, gay, bisexual, transgender, intersex) individuals.

Thus the organisation has systematically developed projects and implemented it. It has also developed a project on SRHR for a period of 2-years during which the capacity of the organisation to advocate on SRHR issues will be built.

2. Human Resource:

It was revealed that the organisation has a long history of advancing human right of various sections of the society especially the marginalised community through various measures like awareness building, promotion of legal literacy, juridical advocacy, legal research etc. The organisation has also addressed many specific themes from time to time like Gender Justice, Child Right, Early Childhood Care and Education, Freedom of Expression and Governance issues under different projects. It is needless to say that the organisation has a sound human resource base who have a long experience working with the organisation. The competency level of the existing staff to undertake advocacy is significant. The present human resource can be utilised for advocacy on SRHR with recruitment of new personnel wherever necessary. Here for the purpose of greater clarity and understanding the actual human resource capacity of the organisation an analysis can be made in the following manner:

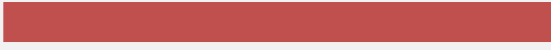
Sl No.	Name of the Staff	Designation	Qualification	Experience	Date of joining
01	Purusottam Sahoo	Project Coordinator	M.S.W. LL.B.	25-years work experience in Project Development & Management, Monitoring & Evaluation.	01/10/1991
02	Amulya Kumar Panda	Finance Manager	B.A, LLB.	Finance management, Record keeping.	10/08/2004
03.	Biswaranjan Panda	HR Manager	LL.M. MBA	Human Resource Management, Programme Reporting and Process Documentation.	01/05/2016
04	Amaresh Ch Sahoo	Media Manager	M.A, PGDJMC, DHR, LLB	Media Mobilization, Press reporting, Media clipping documentation.	05/06/2007
05	Sk. Quraish	Advocacy Manager	B.Com, LLB,	Policy Advocacy, Grassroots Advocacy and Public relation.	28/02/2004
06.	Yudhisthir Dalei	Lawyer	LL.B.	Legal Advice, Drafting and Pleading.	01.05.2016
07	Bhagirathi Mohanty	Programme Manager – Keonjhar Project Office.	BA, MBA	Field level programme management, Community Mobilization, public Relation, Event Management.	01.04.2010
08.	Ajit Bishoi	Front Office Manager – Head Office	BA	Front Office Management.	7 th December, 2017
09.	Priyanka Ojha.	Legal Service-Registrar	B.Sc. LL.B	Client Contact and Registration of Cases.	4 th October, 2018
10.	Chandradev Purohit.	Litigation Coordinator	LL.M.	Coordinate the activities of Legal Service.	1 st February, 2018
11.	Abhinandan Rai	Legal Remembrance	LL.B	Media Case Documentation.	4 th January, 2018
12	Swayam Sidha Mohanty	Law Officer	LL.M.	Coordination of Media Cases.	1 st February, 2018
13.	Sagar Sangam Raju	Management Executive	LL.B.	Programme Development and Administration.	1 st April 2017
14.	Mousumi Rout	Management Executive	B.A.	Documentation and Learning.	1 st April 2017

List of Fellow Lawyers:

SL. No.	Name	Experience	Date of joining
1	Mr Khirod Ch Panda, Cuttack	8-years as practicing lawyer	2011
2	Mr Bipin Kumar Choudhury Cuttack	8-years as practicing lawyer.	2011
3	Mr Bibhu Prasad Mohapatra Khurda	9-years as practicing lawyer.	2011
4	Mr Bibhu Prasad Chhualsingh	7-years as Lawyer.	2011

	Khurda		
5	Mr Ajaya Ku Rout Nayagarh	7-Years.	2011
6	Mr Yudhistir Dalei Nayagarh	8-Years.	2011
7	Mr Akshaya Ku Behera Ganjam	8-years.	2011
8	Miss. Sangeeta Ku Mohapatra Ganjam	7-years.	2011
9	Mr. Biswaranjan Panda Keonjhar	10-years.	2011
10	Mrs. Kalpana Rout Keonjhar	8-years.	2011
11	Mr. Bharat Bhusan Panda Kalahandi	8-years.	2011
12	Mr. Prakash Ku Naik Kalahandi	7-years.	2011
13	Mr. Sudhansu Sekhar Mohanta, Mayurbhanj	9-years.	2011
14	Mr. Subrat Ku Mandal Mayurbhanj	9-years.	2011
15	Mr. Amit Ku Tripathy Bolangir	8-years.	2011
16	Mr. Sudhir Padhan Bolangir	9-years.	2011
17	Miss. Subhrakanti Behera Koraput	7-years.	2011
18	Pratap Kumar Sahoo Koraput	10-years.	2011
19	Miss. Salma Bano Nabarangapur	9-years.	2011
20	Mr. Sk. Baba Alisha Nabarangapur	10-years.	2011

The above table makes it clear that the team is enriched with adequate work experience and most of the team members have a educational background in law. Since the organisation mandates to work on legal aspect of SRHR the qualification of the staff definitely help shaping the programme strategy and undertake activities. However, it was also found that for most of the staff the subject of SRHR is relatively new. Although majority of them have worked on issues like sex selection, child marriage and gender based violence issues, it appears that a broad conceptual understanding is required to be built for the organisation as a whole on the subject of SRHR as a human right. The gender based violence issue requires special attention. Besides the core team which is exclusively engaged in SRHR project requires development of conceptual understanding and competencies to work in an



environment at the national and global level where many players work relentlessly for the cause of SRHR.

Overall there is a demonstrative need for building the capacity of the human resources of the organisation as the organisation has now a clear mandate to address SRHR as a human right from the perspective of laws which confers various rights and entitlement in one hand and also laws that curtails the freedom of individual about their sexual and reproductive choices.

3. Knowledge Building:

The CLAP has a long experience in undertaking advocacy for legal reform, demand for new legal framework and also for enforcement of existing laws. It has very recently successfully campaigned for a law and policy on early childhood care and education with the help of a wide range of civil society organisation across the country which resulted in adoption National Policy on Early Childhood Care and Education. The organisation has realised that for the purpose of successful advocacy evidence based campaigning and lobbying is necessary. For that purpose, the CLAP conducts empirical research to generate knowledge from the field through primary level engagement. In case of advocacy on SRHR there is a need to generate knowledge for a successful policy reform and development of legal framework along with enforcement of laws having bearing on SRHR. In view of that the organisation must have a system to generate and develop knowledge for advocacy. In this regard legal research and learning from different actors is necessary. The organisation, therefore, is required to bring in place a system for knowledge management.

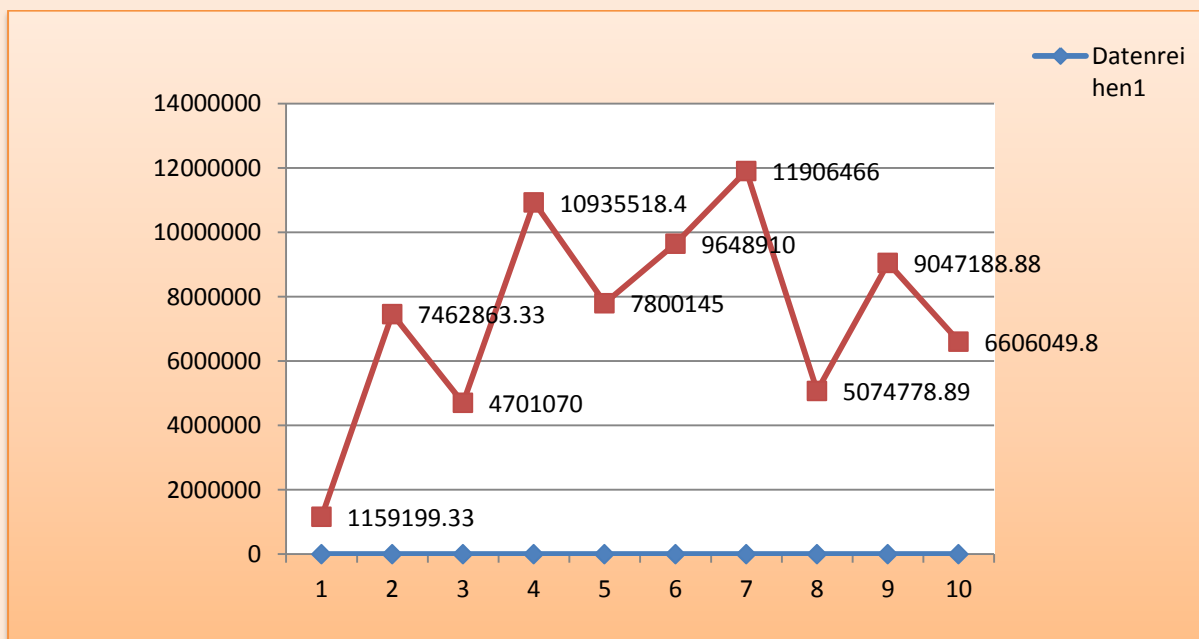
4. Civil Society Networking:

It is an accepted notion that to bring about social change and reform in the system a collective voice of civil society is necessary. In fact the CLAP over the years works in partnership with numerous other civil society organisations to amplify its voices and build pressure for change at different level. The CLAP itself also runs various

networks on different themes. Long back it has promoted Legal Support Network which has a membership of 960 NGOs. This network played significant role in promoting right-based approach in the last two decades. In view of the previous experience in networking and alliance building, the CLAP can now unfold its work horizon to build networking and alliances with various organisations for advocacy on SRHR.

5. Financial Resource:

The CLAP generate financial resources for its projects and programmes from different sources. It does not have its own financial resources. Of course it generates a small percentage of its income from membership contribution, sale of books, fees for training, consultancy services and sale of different services. The funds so generated are being utilised for implementation of various projects. The organisation has a core management team which is also maintained from project funds. During the last 10-years the organisation received the following extent of financial contribution from different organisation:



(Year wise institutional fund received by CLAP from 2006 to 2015)

The above analysis shows that funds were generated continuously for different projects. However, there is a decrease of funds for last 3-years. Majority of funds have gone into project relating to child right like Access to Quality Early Childhood Education, Birth Registration and Child Protection. Funds were also utilised for various purposes like advocacy, research, fellowship and training. The CLAP conducted training programmes for lawyers and para legal volunteers. It has also implemented a project for Human Right Lawyering by practicing advocates.

Overall the organisation generally spends something around 10 million indian rupees equivalent to 150,000 US\$ per year. For the first time it has received a grant worth 98,936 Euro for working on SRHR with profound support of Amplifychange.

6. Infrastructure:

The organisation has a standard infrastructure base. It has its headquarter based in Cuttack city. The headquarter is equipped with required furnitures including office equipment, computer and vehicle. The overall administration is coordinated from this office. Besides it has a field office in a rural area called Badamba Block of Cuttack district. The field office is situated over an area of 2-acre land with building. Similarly it has also the field office in Kandhamal which is operating from rented building. The present project is being implemented in this location as it is a tribal area where Access to Comprehensive Health Services is a distant dream. For the purpose of advocacy at the grassroots level, for which the CLAP has identified Daringbadi Block of Kandhamal district, the organisation is required to develop a small infrastructure facility in the project area. The infrastructure in field location may include installation of a set of KIOSKs on various themes of SRHR and a SRHR Resource Centre.

Nature of Capacity Building

In this Chapter an attempt has been made to systematically design the nature of capacity building in the six identified areas. To that end in the following lines various capacity building measures have been visualised and planned:

1. Strategic Planning:

As the CLAP enters into the area of SRHR as a new thematic focus of the organisation, there is a need to bring in place a well articulated programme with explanation in clear terms the goal of the programme, activities, outcomes etc. Presently the programme is started based on a project proposal. It can be further stretched to give it a shape of a strategic plan with a time frame. The following steps can be undertaken for strategic planning:

- a) **Strategic Plan:** It will be more effective if the organisation can have a strategy paper for its intervention. In this regard there is a need to develop a programme strategy for a period of 5-7 years with the identified goals that the organisation seeks to accomplish over that period. The strategy paper can be made broad based covering all the thematic focus of the organisation and the overall goal it seeks to achieve. Within the broad strategic plan the SRHR component can be properly placed to see its progress.
- b) **ME Plan:** The strategic plan proposed herein the document must have a ME Plan for timely monitoring of progress and the evaluation components. The monitoring plan should be developed in such a manner that the challenges and bottlenecks can be identified and reformulated for effective implementation. At the end of the programme there must be a plan for evaluation of the programme to measure the success of the programme.

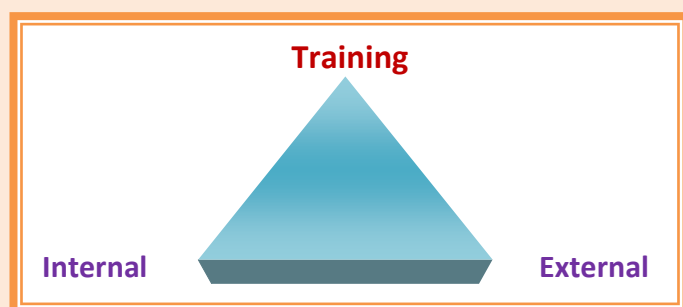
2. Human Resource Development:

Human resource in every organisation holds the key to success. Human resource plays a significant role in giving expression to the organisational goals. In case of engaging human resource in a systematic manner to achieve the goal of a civil society endeavour, there is a demonstrative need to plan human resource development in an orderly manner. The CLAP has a substantial human resource who are over the years engaged in promotion and protection of human right. The human resource of CLAP has a substantial amount of exposure and experience in the field of human right with dignity. The team consists of lawyers, paralegal volunteers and social activists. They have successfully implemented various programmes concerning human right. Specific themes like child marriage prevention, abolition of sex selective abortion and access to public health services are always high on the agenda of CLAP. The human resource team of CLAP has a strong commitment for these causes. Overall the human resource of CLAP possesses both knowledge and practical experience working for social change and bringing about equality in a right based approach.

The need for human resource planning on the theme of SRHR is also equally important. It is important firstly because of the need for a systematic knowledge about the subject. Secondly, understanding the strategies for accomplishing the goal of a programme for SRHR is also very essential. On many occasion the sub-themes associated with SRHR like right to family planning choices of the individual, abortion and sexuality issues are so much confined to individuals that there is almost an inhibition to discuss and decide the choices publicly. These are issues which are delicate and carries stigmas. Due to very little social acceptance of the issues hardly people express their sexual and reproductive health issues and ascertain their rights. In view of it, there is a need to engage such human resource for its implementation who are very much aware about the social norms and the individual freedom. A well designed and skilled human resource can decide strategies to overcome the issues. The need for a skilled human resource becomes more important when the subject is

addressed through legal intervention. In fact, there is a need for the human resource of the organisation to bear in mind that the legislative measures by the state are often overlooked and not internalised due to low level of social acceptance. In spite of the need people just do not assert their rights due to the culture and traditions of the society. In view of it while planning for human resource development who can potentially contribute to the field of SRHR, there is an obvious need to build the capacity of the human resource who can significantly contribute to the area of SRHR and deliver sustainable services. In this context the following measures can be undertaken for development of human resource both for the organisation as a whole and also for specific initiative of the organisation for the purpose of implementing its plan on SRHR:

a) Capacity Building Training: One of the widely used method of human resource development is training of staff on a regular basis. The CLAP regularly provides opportunity to its human resources to gain knowledge from a wide variety of training programmes conducted by different training and other institutes. There can be two different approaches to provide training opportunity to the existing human resource. Firstly, internal training by the organisation can be imparted regularly to the staff for their capacity building. It is understood that CLAP organises staff training on various occasion. Secondly, external training can also be availed from the training programmes organised by different organisations at the



local, national and international level. Thereby, the human resource can learn from training opportunities offered by different training institutions and other actors. In this regard it is important to mention that both short duration (generally 3-5 days) and long duration (more than 5-days up to one month) are available. Even longer duration training in the form of a course or diploma is also

being conducted. Sometimes, such training opportunity is available free of cost. On certain occasion training opportunities are available on a paid basis. External training is proved to be more effective as the human resource come in contact with a wide range of actors and the subject remit is broad based. A training inventory can be prepared for a planned human resource development programme. This training inventory should contain the name of the institution offering training, duration, cost if it is a paid course, timing of the course and objective as well as curriculum of the training.

Thus it can be said that both internal and external training facilities can be best harnessed for human resource development. For the purpose of building capacity of human resources of CLAP can explore both the provisions.

It is understood that CLAP has a provision of training of its project staff under AmplifyChange project on SRHR. The CLAP can do well by planning it in a systematic manner during the project period. It will be worth and more effective if the internal training is organised on a quarterly basis initially. Training modules and curriculum must be brought in place for each of the training. While organising internal training, the CLAP can engage external resource persons looking at the local context.

- b) *Exposure Visit:*** Exposure visit as a method of learning from the experiences of others is often proved important. In this process one can have firsthand knowledge from the field. It gives insight into the context in which the programme is being implemented, cultural context and its feasibility for replication of ideas. If there are best practices one can also learn the inputs that are essential for success of the programme. What works and what does not work in course of working in the communities can be understood from exchange of practical knowledge. Therefore, for the purpose of building the capacity of the human resource there can be a plan for arranging external visits to different organisations who are very effectively working on SRHR. Organisation having

innovations and best practices in the matter of SRHR can be identified through a meticulous exercise. In this regard exposure visit can be arranged at various levels. Firstly, it can have exposure to local organisations. Secondly, exposure visit can be made to nationally covering both national and regional organisations. Thirdly, wherever possible opportunity can be explored for international exposures from different countries. In this regard regular communication with the organisations and understanding their activities are required on a continuous basis.

- c) **Participation in Programmes:** Various programmes like seminars, workshops, conferences and conventions are being held across the globe on various aspects of human right in general and SRHR in particular. Such platforms provide enough space for dialogue and deliberations. There is a possibility to explore such occasions to provide the human resource learning and sharing opportunities. Keeping this in view the CLAP must make use of such events to develop its human resources in terms of their knowledge and experience.
- d) **Sabbatical:** Sometimes it is proved great learning of opportunity when the human resource of the organisation is given a chance to temporarily separate themselves from daily work and get exposure to the outside world. This can be a method to develop the capacity of the human resource of CLAP. Although it may not be possible for CLAP to allow its team member to go for a very long sabbatical but certainly it can do so for a period of 1-2 months.
- e) **Higher Education:** Finally, there is another scope for exploring higher education either in the field of human right or if available directly in the field of SRHR. Since most of staff of CLAP are having higher education they can avail further education. However, practically it may hamper the organisational work entrusted on the project personnel. In that case distant courses can be availed for higher education. This will definitely strengthen the capacity of the staff to be next generation leaders in their respective fields.

3. Knowledge Management:

To make any programme successful, it is obvious to have adequate knowledge and its proper management. Since, SRHR is relatively a new subject, there is a need to build knowledge on the subject by CLAP. In this regard the following steps can be attempted to build knowledge and its proper management:

- a) Networking and Alliance Building with various Fora for gaining access to information and amplifying the voices.
- b) Development of a Resource Centre on SRHR for building knowledge among the key stakeholders.
- c) Conducting research and study on different subjects to build empirical evidence and make advocacy of the organisation evidence based.
- d) Documentation.
- e) Dissemination of Learning, innovations and Best Practices of the organisation and continuously seeking feedback to enrich the quality of intervention.

4. Civil Society Networking:

It is needless to say that the task for advocacy on SRHR Law is formidable. CLAP as an organisation cannot undertake such huge task in isolation. It has to forge alliance with like minded civil society organisations to scale the ideas and actions. In this regard there is a need to build a network of civil society organisations and also lawyers to provide a platform for collective effort and to amplify voices. This can be realised through the following two specific measures:

- (a) Formation of a Civil Society Network to work on legal aspect of SRHR. The network may be named as SRHR Law Coalition.
- (b) Building a Network of Lawyers on SRHR Law which will fight against discrimination, stigma, denial of entitlement and address gender based violence.

5. Financial Planning:

In order to build the capacity of the organisation to effectively address SRHR as a thematic focus of the organisation, a system is required to be in place for financial planning. The financial planning must include mobilisation of financial resource, smart expenditure, transparency and accountability in the system. The following steps can be user in for effective financial planning:

a) Fund Mobilisation: At present the CLAP conducts its programme by and large from financial resources mobilised from different sources. It has received a Strengthening Grant from Amplifychange which enables the organisation to build its capacity to address SRHR. However, there is a demonstrative need to more financial resources in order to expand the work horizon. In this regard donors can be identified who are supporting SRHR issues. In fact, it would be more effective to have diversified sources of funding from different agencies. Financial resources can be mobilised from Government, Foundations, UN Agencies, International Donors and Corporate Sector. Individual donations can also be another source. In view of it the organisation can identify donors from a wide range of sources. On the basis of the strategic plan the funding requirement can be measured. Looking at the budget requirement systematic effort can be made for fund mobilisation.

b) Cost Effective Expenditure: Once the budget proposal for implementation of the strategic plan is brought in place, fund mobilisation can be made. Availability of fund depends largely on the planning for cost effective expenditure and proper utilisation of fund to achieve identified goals. Therefore, the CLAP must have a cost effective budget planning with measurable outcomes for utilisation of resources.

c) Transparency and Accountability: For a transparent and accountable financial system there is a need to adopt a robust financial management system. A well developed financial system should have the following elements. Firstly, every income must be credited to an organisational account. Secondly, all expenditure should be made as per budget plan. Regular monitoring is required to be done to make sure that the expenditures are cost effective and milestones identified for

this purpose are achieved. Thirdly, there is a need to strengthen the Finance and Account Division, to properly maintain accounts as per prescribed account standards. Record keeping must be done in digital form like Tally package. Fourthly, the expenditure on each item can be spent as per cash forecast. There must be a provision of internal audit of the organisation. A certified chartered accountant is required to conduct the annual financial audit. The above systems contribute to transparency and accountability in the financial management system of any organisation. It is understood that CLAP is maintaining these standards at present. It can be further strengthened with introduction of new innovations in the field of financial management. As suggested by Amplifychange the CLAP must be a member of IATI as early as possible. Regular financial reporting must find a place in the organisational plan.

6. Infrastructure:

Under this project the organisation proposes to mostly work at two different levels. Firstly, it will operate at the macro level covering the national and state for the purpose of advocacy. The advocacy aims at (i) bringing about reform in the existing law and policies, (ii) it seeks to strengthen enforcement of existing laws which are human right friendly and (iii) the advocacy aims at demanding new legal framework covering untouched areas. Secondly, at the micro level the organisation has identified Daringbadi Block of Kandhamal district of Odisha for community engagement. Since, the organisation has clearly identified its role at two different levels; the need of minimum infrastructure is required to be verified. It has been observed that for the purpose of macro advocacy the organisation has basic infrastructure available. So far as, micro initiatives are concerned there is a need to strengthen its base in that locality. Since, the micro intervention area is a tribal area in a remote place of the state basic amenities are not available. Therefore, the organisation must have a plan for developing minimum infrastructure like office space, training facility, information centre and equipments.

The foregoing nature of capacity building initiatives can be further explained through a proper exercise for deciding timeline, responsibility, budget and type of institutions that can be approached. There is a need to clearly delineate the milestones for each of the capacity building plan. In this chapter an attempt has been made to plan specific capacity building measures for the organisation to build its capacity to deal with SRHR as a human right. In this regard the following capacity building plans are proposed:

1. Strategic Planning:

As it is realised that in order to make the initiative of CLAP and other civil society organisations effective and also to create impact of the intervention, a strategic plan is very much essential. The strategic plan will provide appropriate direction to various initiatives to accomplish the overall goal that the organisation seeks to achieve over a period of 5-7 years in respect of SRHR. There are two different views emerged regarding the strategic plan. Firstly, a strategic plan exclusively on SRHR is required to be developed. The second views was to develop an overall strategic plan of the organisation in the broader premise of human right and within that strategic plan on SRHR as a theme may be located. Accordingly, it is decided to constitute a Steering Committee which will work on developing a Strategic Plan for the organisation for a period of 5-years from 2019-2024. The Steering Committee will be engaged from January, 2019 to prepare the plan and get approval from the Management by September, 2019. An estimated amount of INR 1,000,000.00 is required to be spent for finalisation of the Strategic Plan. While developing the strategic plan the Steering Committee shall make sure that proper monitoring and

evaluation plan is integrated in it. There shall be a monitoring mechanism to oversee the implementation of strategic plan.

2. Human Resource Development:

The following activities have been planned for capacity building of human resources of the organisation who are engaged for SRHR Advocacy:



The proposed measures for human resource development are explained further in the following lines for greater clarity:

- a. **Capacity Building Training:** As discussed in the previous chapter there can be two types of training opportunity that can be created. Firstly, there can be internal training in the form of in-house capacity building programme and external training being offered by training institutions and other actors on

various thematic issues pertaining to SRHR. The specific plan for training has been conceptualised in the following manner:

(i) Internal Training: For building capacity of the human resource of the organisation to address SRHR the following internal training for in-house capacity building has been designed over a period of 15-months between January 2019 to March 2020:

Theme	Timeline	Duration	Responsibility	Budget	Resource Person
Human Right Dimension of SRHR	Jan-2019	2-days	HR Manager	INR 50,000	External
Legal Framework on SRHR in India and Global Perspective.	April – 2019	2-days	HR Manager	INR 60,000	Internal and External
Sex, Sexuality and Gender in relation to SRHR	July -2019	3-days	HR Manager	INR 75,000	External
Gender Based Violence and SRHR	Oct-2019	1-day	HR Manager	INR 25,000	Internal
Situational Analysis of SRHR in India	Jan -2020	2-days	HR Manager	INR 30,000	Internal
Right Based Advocacy Strategy on SRHR.	April 2020	3-days	HR Manager	INR 100,000	External

(ii) External Training: So far as external training is concerned, theme and timing of training depends on the training opportunity available with institutions offering such training. Keeping that in view here an exercise is made to identify institutions who are offering training and capacity building programme. The Human Resource Manager of CLAP is required to constantly in touch with the identified agencies and arranges training facilities. The following agencies may be taken into consideration:

(a) Local:

Organisation / Institution	Subject
State Institute of Health and Family Welfare, Department of Health and Family Welfare, Government of Odisha.	Training on Reproductive Health Right Girl and Women.
The Orissa Institute of Medical Research and Health Services (OMRAH), Cuttack	Adolescent Health Right
Odisha Voluntary Health Association,	Women Health

Bhubaneswar.	
SAATHI, Odisha Chapter, Bhubaneswar.	SRHR and HIV/AAIFS

(b) National:

Name Institution/Organisation	Subject
CHETNA Ahmedabad	Young Educators on Reproductive and Sexual Health
NIPCCD, New Delhi.	Training on SRHR Issues
Centre for Health and Social Justice, New Delhi.	SRHR Issue
Voluntary Health Association of India, New Delhi	Unite for Body Rights - Sexual and Reproductive Health Rights
CREA, New Delhi	Basic Training on Sexuality, Gender, and Rights
National Institute of Health and Family Welfare	Training Course on Human Rights & Gender-based Violence: Strategies for Protection and Promotion of Women Health
SAATHI	SRHR and HIV/AAIFS
CINI, Kolkata	SRHR
HRLN, New Delhi.	SRHR
Sama – Resource Group for Women and Health, New Delhi.	Gender based Violence.
Family Planning Association of India, New Delhi	providing customized training programs on SRHR
Pravah, New Delhi.	Sexuality Education

(c) International:

Institution	Subject
CREA, New Delhi	Training on Sexual and Reproductive Health and Rights (SRHR) in the Health and Population Sector
The Royal Tropical Institute (KIT), Amsterdam	Sexual and Reproductive Health and Rights Including HIV and AIDS (SRHR Incl. HIV and AIDS), Certificate
SIDA	Sexual and Reproductive Health and Rights, Lund University (300a)
International HIV/AIDS Alliance, UK	Sexual and Reproductive Health Right and HIV/AIDS.

- b. Exposure Visit:** Cross learning and cross fertilisation of ideas as well as actions have a significant bearing to strengthen the capacity to deliver services and

advocate on common agenda. From this point of view, it will be very effective if there is space for the human resource of the organisation to have opportunity to learn from the field experiences of various civil society organisations working broadly on the issue of SRHR. The need to learn from other civil society organisation gains significance considering the fact that the CLAP is primarily a legal support and juridical advocacy organisation and therefore does not have much exposure into the service delivery aspect of SRHR and innovations around it. The current legal intervention strategy of CLAP can be fortified with firsthand information if the human resource of CLAP receives opportunity to articulate the role of law in the matter of service delivery and advocacy around SRHR from the experiences of other civil society actors. In view of this there can be a systematic plan in place for exposure visit to different organisations. The following plan has been developed to undertake exposure visit to different organisations working on different themes for realisation of SRHR:

Name of Organisation	Time Frame
HRLN, CHSJ, NFI, New Delhi	February, 2019
Voluntary Health Association of India.	May, 2019
CINI, Kolkata	August 2019
CHETANA, Ahmedabad	February, 2020.

- c. Participation in Programmes:** It has been observed that there are many discourses and dialogue taking place around SRHR issues especially on maternal health. Participation in such programmes would definitely yield result for building knowledge and sharing the experiences. Considering the importance of participation in different discourses it is planned to regularly attend various programmes being organised by government and civil society organisations. For this purpose there is a need to regularly in touch with organisations that are holding programmes. It is therefore, suggested that the Manager, Human Resource of the organisation make a plan to collect information about various programmes and arrange participation of the human resource of the organisation.

- d. Sabbatical:** There shall be a provision for sabbatical for the existing staff of CLAP under In Defence of Sexual and Reproductive Right Project and for one or two selective members of the Board as well as key functionaries of the organisation to avail a sabbatical to learn more on any identified topic of SRHR. During the sabbatical the participant will be given an opportunity to visit different places, participate in programmes or organise a seminar on the selected topics. The following plan has been worked out for the purpose of sabbatical:

Designation	Theme	Period	Duration
Management Representative	Sustainable Development Goal and SRHR.	April – May 2019.	60-days
Manager – Advocacy.	Discrimination and Stigma.	July, 2019	30-days.
Manager – Human Resource.	Law and Policy on SRHR in India and Different Countries - A Comparative Perspective.	September, 2019	30-days.
Manager – Social Mobilisation.	Social Norms and Attitudes – Understanding Community Culture.	November, 2019	30-days.

- e. Higher Education:** If scholarships or educational loan can be obtained from different sources, the management representatives and key staff of the organisation may be given an opportunity either to undergo a distance course or to attend a regular course offered by different Universities and educational institutions on human right and also SRHR.

3. Knowledge Building:

Knowledge management is the corner stone for bringing about effectiveness in the initiative. In this regard the following steps can be taken to strengthen knowledge building:



- a. **Networking and Alliance Building with various Fora for gaining access to information and amplifying the voices:** Networking and alliance building must be a regular and continuous process. Partnership or membership with existing or upcoming network and alliance may be made in course of development of ideas and actions. Initially, the organisation may join or be a part of the following network and alliances:
- (i) SRHR Alliance.
 - (ii) FEM (Forum for Engaging Men).
 - (iii) SRIAN (Sexual and Reproductive Health Initiatives for Joint Action Network).
 - (iv) NPEF (National Peer Educators Forum).
 - (v) NAMHHR (National Alliance for Maternal Health and Human Rights).

- (vi) IIMMHR (International Initiative on Maternal Mortality and Human Rights).
 - (vii) Jan Swathya Abhiyan.
 - (viii) Right to Food Campaign.
- b. **Development of a Resource Centre on SRHR for building knowledge among the key stakeholders:** It has been observed that already a process has been started to develop a Resource Centre in the head office of the organisation in Cuttack, Odisha, India. The uniqueness of the Resource Centre is it maintains information about various laws, judgements and impact study of laws. It can be further improved by making available information through webpage and bringing regular updates. Dissemination of information is paramount as there will be awareness about legal aspect of SRHR.
- c. **Conducting research and study on different subjects to build empirical evidence and make advocacy of the organisation evidence based:** In this regard the following subjects can be covered for research into the implementation of different laws. Impact study of the laws can also be undertaken as a part of research:

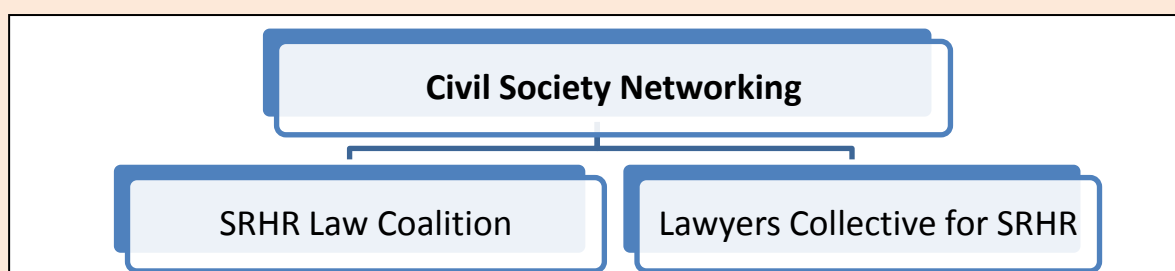
Topics for Research / Study	Methodology	Responsibility	Timeline
Study of Implementation of Medical Termination of Pregnancy Act 1971.	Impact Study with case law analysis.	Manager - Advocacy	July 2019
Study of Implementation of Child Marriage Prohibition Act, 2005.	Empirical Study.	Manager Advocacy	August 2019
Study of Implementation of Pre-conception and Pre-natal Diagnostic Technique Act.	Impact Study with case law analysis.	Manager Advocacy	September 2019
Study on Implementation of Protection of Women from Domestic Violence Act 2005.	Qualitative and Quantitative Study	Manager - Advocacy	October, 2019
Study on Clinical Establishment Act to Explore the provision regarding facility for maternal care.	Legal Analysis	Manager - Advocacy	November, 2019.
Documentation of Discrimination and Stigma in Health System in the	Empirical Study.	Manager - Advocacy	December 2019

matter of Reproductive Health Services.			
Study on Normative Approach of Maternity Benefit Law.	Desk Review of Law.	Manager - Advocacy	January 2020
Study on Normative Approach of Trans-Gender Law.	Desk Review of Law	Manager - Advocacy	February 2020

- d. In order to strengthen communication, there is an ardent need for Dissemination of Learning, Innovations, Best Practices and Success Stories of the organisation and continuously seeking feedback to enrich the quality of intervention. In this regard the organisation must have a mechanism. The Manager-Human Resource can be the person to coordinate communication of the organisation. A list of potential organisation at various levels may be developed for regular communication and to document the feedbacks given in response to the communication.
- e. There shall be regular and continuous dialogues on legal aspects of SRHR involving stakeholders in the government, corporate and civil society to gather knowledge about the subject. The dialogue can be held in a regular interval at various level to ascertain the larger views and opinion from a multi-stakeholder dialogue.

4. **Civil Society Networking:**

The efficiency of the organisation in the area of Law and SRHR can be meaningful and broader if a network is built comprising of civil society organisations and lawyers to expand the horizon of coverage. As it is a dynamic force not only for collective effort but also for the legal ideas to scale, on a priority basis a process must be started for building a network in the nomenclature of SRHR Law Coalition and Lawyers Collective for SRHR in the following manner:



SRHR Law Coalition: The SRHR Law Coalition shall comprise of civil society organisations who are working on SRHR through a wide variety of approaches. The following plan must be pursued to build the SRHR Law Coalition:

Activities	Purpose	Timeline	Responsibility
Dissemination of Information about Legal Aspect of SRHR.	Awareness Building.	January – March 2019.	Manager – Human Resource.
Membership Drive	Enrolment of CSOs.	April – June, 2019	Manager - Human Resource.
Capacity Building Training.	Knowledge Sharing.	July –September, 2019.	Manager - Human Resource.
Campaign on Implementation of Laws.	Engagement of CSOs for Monitoring Implementation of Laws.	October 2019 – March 2020.	Manager – Advocacy.

Lawyers Collective for SRHR: In addition to the Civil Society Network on SRHR Law in the nomenclature of SRHR Law Coalition, a network of lawyers will also be built and systematic effort will be made for capacity building. The Lawyers Network will be promoted and engaged in the following manner:

Activities	Purpose	Timeline	Responsibility
Consultation with Lawyers.	Initiating proposal for a Network of Lawyers.	October 2019	Manager – Advocacy.
Membership Drive	Enrolment of Lawyers in the Network.	October – December 2019	Manager – Advocacy.
Database	Information about Lawyers and their area of practice.	January – March, 2020.	Manager – Advocacy.
Curriculum Development for Lawyers Training.	Preparation of Training Manual.	June 2019 to March, 2020.	Consultant.
Training of Lawyers.	Capacity Building.	April – December, 2020.	Manager – Human Resource.

Besides, with a view to build capacity of NGOs and Lawyers to make them instrumental in SRHR Advocacy, they will be provided with opportunity to participate in the following programmes:

- a. Capacity Building Training.
- b. Dialogue on SRHR.
- c. Dissemination of Research Findings.

5. **Financial Planning:**

To improve the effectiveness of the organisation for fund mobilisation along with strengthening cost efficiency, transparency and accountability the following steps are required to be undertaken by the management:

- a) There shall be a Programme Development and Resource Mobilisation Unit to be established for fund raising for the projects of the organisation. Fund raising must be a regular and continuous process along with implementation of project. For the purpose of mobilisation of funds for SRHR related project, the following agencies can be initially approached:
 - (i) AmplifyChange.
 - (ii) Macarthur Foundation.
 - (iii) Simavi, The Netherlands.
 - (iv) UNFPA
- b) There shall be an intensive effort for bringing about cost effectiveness in the programme, the organisation proposes to undertake. As far as possible cost benefit analysis may be undertaken at the stage of planning, implementation and after completion of the project to ensure and review cost effectiveness in programmes.
- c) The existing system of the financial management of the organisation can be further strengthened with the following specific measures:

- (i) In addition to the existing practice of maintaining accounts in Tally, a provision of monthly internal audit must be established. The internal audit must be done by an external agency or person which is different from the statutory auditor of the organisation. The reports of the internal auditor must be reviewed by the management and take appropriate measures to address the bottlenecks.
- (ii) The Finance Manager in consultation with the management must prepare a cash-forecast for every project and also for the organisational activities.
- (iii) To make the system transparent and accountable, apart from management audit and annual audit, membership/accreditation must be obtained with International Aids Transparency Initiative (IATI).
- (iv) It is also helpful for the organisation to obtain accreditation from The Credibility Alliance. In this regard application must be submitted to Credibility Alliance.
- (v) Best Practices in the field of finance management may be obtained and incorporated in the system. The best practices of the organisation in respect of financial management may be widely disseminated to showcase how effectively the financial management is being done by the organisation.

6. Infrastructure:

At the micro intervention area that is Daringbadi of Kandhamal district infrastructural arrangement is required to be made. In this case the organisation may have an office with basic equipments like a computer, telephone, training facility and a resource centre with kiosk to display materials. Since it is observed that the area is a remote tribal location and many villages exist in difficult geographical location, it is essential to have two wheelers available to reach the community. These basic infrastructural facilities will be sufficient in the initial period for effective coordination of activities.

Institutional Arrangement for Implementation, Monitoring and Evaluation

Every plan requires a definite provision for an institutional mechanism for its systematic implementation. This capacity building plan becomes incomplete if there is no system proposed for implementation, monitoring and evaluation. Keeping this in view here an attempt has been made to suggest an institutional arrangement at the level of the organisation for implementation, monitoring and evaluation. The recommendation is given here below for consideration by the organisation:

1. **Implementation:**

There is a need to create a mechanism for giving expression to the capacity building response plan in practice. The plan is given in Chapter VI. For most of the specific plans the timeline and themes have been suggested in this plan. It is proposed that the Human Resource Manager appointed under the project may be given the overall responsibility to translate the plan into action. In this regard a work plan can be developed with milestones for accomplishment. The Human Resource Manager must be supported with a Coordination Committee comprising of all project staff to undertake various responsibilities. As it is understood that to give effect to some of the plan there is a need for further financial allocation, the organisation may engage one of its key functionary to continuously mobilise financial resources for various planned measures.

2. Monitoring:

It is suggested that at the supervisory level of the project there shall be a provision for continuous monitoring of the implementation of the plan. A Social Mobilisation Manager who is the team leader of the project may be engaged for monitoring the activities. The monitoring can be effective if milestones are planned and outcomes are identified. The monitoring of implementation of the plan must include both process and achievements in its scope of work. The processes are required to be documented to understand what works and what does not work.

3. Evaluation:

There must be a provision for an Evaluation of the capacity building exercise by an external agency to systematically document the learning and impact of the project. The evaluation can be undertaken at the end of the project in 2018 in conjunction with the evaluation of the project as a whole. However, the evaluation of capacity building exercise must be separately undertaken. Since while formulating the capacity building plan it is proposed to use the document for almost for a period of 5-years from the date of implementation of the plan, the evaluation in 2018 shall be a kind of mid-term evaluation, the findings of which shall be used for improvement and re-strategise the capacity building plan for next 3-years. Broadly, the capacity building plan shall be used for a period of 5-years as a strategic plan. At the end of the plan in 2021 an end term evaluation can be conducted to understand the overall impact of this capacity building plan.