



Strategic Plan

2025-2030

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1. INTRODUCTION

This Strategic Plan 2025-2030 serves as a renewed guiding framework for the Tezpur Social Service Society (TSSS), building upon its legacy and incorporating contemporary challenges and opportunities. It is the culmination of various intellectual exercises and participatory discussions with multi-stakeholders, reflecting TSSS's commitment to revisiting and contextualizing its Diocesan Perspective Plan. This document encapsulates the multi-development variables that need to be addressed and contextualized according to the present profile of the operational areas. It will provide a broad policy framework for future actions and decisions, always respecting and absorbing the core values of the Catholic Church. Our interventions will continue to guide towards the integral development of all citizens, without considering caste, creed, or religion.

The formulation process has been informed by preliminary capacity-building analyses, organization assessments, and strategic planning workshops, enabling TSSS to identify its suitable and relevant areas of intervention for the coming five years.

2. ACKNOWLEDGEMENT

This Strategic Plan Revisit, conducted on February 21st and 22nd, 2024, was a collaborative effort that benefited immensely from the participation and insights of many dedicated individuals and organizations. We extend our deepest gratitude to all who contributed to this crucial exercise.

We particularly acknowledge the active presence and invaluable contributions of:

- a) All our esteemed staff members, whose daily commitment and on-the-ground experience provided essential perspectives.
- b) Fr. Biswajit Ekka, the Director, for his visionary leadership and guidance throughout the revisiting process.
- c) Mr. Jonas Lakra, Zonal Programme Lead (North East) from Caritas India, for his expert insights and strategic direction.
- d) Mr. Peter Aind, Regional Coordinator from North East Diocesan Social Service Society, for his valuable contributions and collaborative spirit.
- e) The Board Members and the President, for their valuable inputs and strategic guidance.

We extend our sincere gratitude to all individuals, communities, partner organizations, government agencies, and well-wishers whose invaluable insights, support, and dedication have contributed to the development of this Strategic Plan. Their collective wisdom and commitment are foundational to our mission and future endeavors.

This revised Strategic Plan is a testament to our shared vision and collective commitment to achieving our goals.

3. ABOUT TSSS

The **Tezpur Social Service Society (TSSS)** is a social wing of the Catholic Diocese of Tezpur, Assam, India. TSSS is a non-profit and non-political organization dedicated to rendering humanitarian services to remote, poor, and marginalized people, irrespective of caste, language, or creed, within the Diocese of Tezpur. TSSS has extensive outreach to the poor and marginalized sections of the community living in remote areas embracing seven districts of Assam, namely - Sonitpur, Nagaon, Darrang, Udalguri, Biswanath, North Lakhimpur, and Dhemaji.

It was established on **October 15, 1998**, and formally registered in **2005** (vide Society Registration No. Rs/242/C/02 of 2005-2006). TSSS is also registered with the Ministry of Home Affairs, Govt. of India, under the Foreign Contribution Act (FCRA) 1976 and under the Income Tax Act (vide FCRA No.020620012 with 12A Registration- 22/12A (a)/CIT/GHY-1/2011-12, PAN no-AACAT4454F).

3.1 TSSS Development History

In the past 16 years, TSSS has consistently focused on the promotion of people's organizations and strengthening community-based organizations (CBOs) to facilitate participation in local self-governance. TSSS has succeeded in forming 688 SHGs through various livelihood projects. During this span of time, beneficiaries have undergone different stages of socio-economic change processes and have been capacitated through various trainings, meetings, conferences, and exposure visits.

3.2 Key Development Initiatives and Focus Areas:

- a) **Integral Development:** TSSS is committed to the holistic development of communities, addressing various aspects of well-being.
- b) **Disaster Management:** TSSS plays a crucial role in providing essential humanitarian emergency relief services, particularly to flood victims in Assam, a region prone to natural calamities.
- c) **Women Empowerment:**
 - Actively promotes women's empowerment in rural areas.
 - Works with vulnerable groups of women to improve their livelihoods and living standards.
 - A notable example is their involvement in the **Naharbari Tea Factory**, a cooperative enterprise. TSSS, under the guidance of leaders like the Late Father Sebastian KV, organized over 2,200 farming families to bypass middlemen and earn fair prices for their tea leaves. This project also involved training farmers in organic practices and forming self-help groups, providing dignity and sustainable living.
- d) **Livelihood Promotion:**
 - Focuses on promoting sustainable development in rural areas.
 - Aims to reduce poverty levels by providing better livelihood opportunities and ensuring food security for marginalized farmers.

- The Naharbari Tea Factory is a prime example of a successful livelihood initiative, which has transformed the lives of small-scale tea farmers in Assam.

e) **Education:**

- Believes that education is fundamental to breaking the cycle of poverty.
- Works to ensure a brighter future for children, particularly those from tea garden worker families.

f) **Other Areas of Work:**

- **Agriculture:** Engaged in initiatives to support agricultural practices.
- **Legal:** Provides legal support and advocacy for development.
- **Food & Nutrition:** Addresses issues related to food security and nutrition.
- **Right to Information & Advocacy:** Works to empower communities through awareness of their rights and advocacy for their needs.
- **Animal & Wildlife:** Involved in related initiatives.
- **Microfinance - Self Help Groups:** Supports the formation and strengthening of self-help groups for economic empowerment.

TSSS's development work is characterized by its grassroots approach, focusing on community participation and sustainable solutions to uplift the marginalized populations in the North Eastern region of India.

From its inception until now, TSSS has gained vast experience working for the sustainable economic development of its target groups through various projects.

4. CONTEXT (Needs, Statistics, Organizational Strengths and Weakness/Risk Management, Major issues)

4.1 Needs & Problems of the People (2025-2030 Focus)

4.1.1 Problems & Issues of the People:

1. Flood-induced disaster and river erosion
2. Migration (distress migration)
3. Trafficking (human trafficking)
4. Climate change impacts (drought, unseasonal rain, changing weather patterns)
5. Substance abuse (alcohol, drug) among the age group of 10-25
6. Early marriage
7. Child Labour
8. School and college dropout rates
9. Unemployment (especially among youth)
10. Lack of health awareness
11. Increasing prevalence of Tuberculosis, Diabetes, Hypertension, and Stroke
12. Low wages in the tea garden sector
13. Land fragmentation due to increased population and decreased agricultural productivity
14. Demotivation of new generations in agriculture

15. Lack of a comprehensive family development plan
16. Loss of tribal status, culture, loss of human values and principles

4.1.2 Development Needs of the Area:

1. Skill development / community empowerment
2. Awareness on climate change adaptation
3. Effective response to natural calamities / Disaster Risk Reduction (DRR) interventions
4. Awareness on human values and cultural preservation
5. Awareness on the harms of early marriage, trafficking, migration, child labor, and school dropout
6. Awareness on just wages / value of land / importance of family development planning
7. Awareness on health interventions (including prevention of alcohol and drug abuse)
8. Youth development interventions
9. Engaging youth in modernized agriculture and other sustainable livelihoods

4.1.3 Demographic and Operational Statistics

Scenario of the State of Assam (Updated for 2025-2030 relevance):

1. **Demography:** Assam's population continues to grow, and while the sex ratio has been improving, migration remains a significant demographic factor, influencing social structures and resource distribution.
2. **Education:** Despite government efforts for free and compulsory education, disparities persist. The quality of education, particularly in remote areas, needs improvement, and attracting properly trained teachers remains a challenge. School and college dropout rates contribute to a less skilled workforce.
3. **Health:** Healthcare facilities remain limited, especially in tea garden areas and bordering villages. Common ailments include Malaria, TB, and Japanese Encephalitis. Maternal and infant mortality rates, coupled with high rates of undernutrition and anaemia, particularly among women and children, continue to be major concerns. The prevalence of Tuberculosis, Diabetes, Hypertension (pressure), and Stroke is increasing, necessitating targeted health awareness campaigns.
4. **Human Rights:** Child labor persists in tea gardens, driven by poverty. The historical context of insurgency continues to affect human rights, with violations occurring despite reduced intensity. Domestic violence remains a high concern.
5. **Infrastructure:** Lack of access to basic amenities like quality housing, sanitation, reliable electricity, and safe drinking water continues to negatively influence the quality of life. Poor road connectivity impacts market access and flow of goods and services. Erratic power supply and limited irrigation systems hinder economic progress and educational opportunities.
6. **Livelihood:** Agriculture remains the main livelihood, but is predominantly rain-fed, leading to low productivity and vulnerability to climate variations. Land fragmentation due to increasing population and low yields on smaller

plots demotivates new generations from pursuing agriculture. Low wages in tea gardens exacerbate poverty. Traditional skills like weaving are underutilized due to lack of skill upgrades, access to raw materials, and markets. Low capital leads to indebtedness.

7. **Administrative System:** While government schemes exist, communities often lack awareness and effective access, leading to poor implementation. There is a persistent gap in platforms for communities to access government resources, credit, and market linkages.
8. **Main Occupation:** Agriculture (paddy, tea cultivation) remains primary, supplemented by livestock rearing and traditional crafts. However, these are often insufficient for sustainable livelihoods.
9. **Resources Needs:** Access to credit, improved agricultural inputs, market linkages, quality education, healthcare infrastructure, clean water, and consistent electricity are critical resource needs. Skill development for diverse livelihoods is essential.

4.1.4 Geographical Coverage of TSSS:

TSSS is operating in seven revenue districts in Assam. These districts have significant populations of Adivasi communities who migrated from Bihar as laborers in tea gardens during the British India era.

Sl. No	District	Area (Sq Km)	Population	Headquarters	Sex Ratio	Literacy (%)
1.	Darrang	3,481	1,504,320	Mangaldoi	954	63.08
2.	Sonitpur	5,324	1,681,513	Tezpur	956	67.34
3.	North Lakhimpur	2,277	889,010	North Lakhimpur	968	85.67
4.	Dhemaji	3,237	571,944	Dhemaji	953	72.70
5.	Nagaon	3,831	2,314,629	Nagaon	962	71.19
6.	Biswanath	1415	612491	Biswanath Chariali	968	75.27
7.	Udalguri	1852	831,668	Udalguri	973	65.41

Present Programme Area Coverage:

- Villages: 132 villages
- Development Blocks: 41 Blocks
- Gram Panchayats: 77 Panchayats

- 7 Districts: Sonitpur, Darrang, Udalguri, Nagaon, Biswanath, North Lakhimpur, and Dhemaji
- State: Assam State (India)
- Region: Northeast India

The target population is determined largely by existing SHG members and also focuses on vulnerable sections of society identified using techniques like Participatory Rural Appraisal (PRA), People Led Development Approach (PLDA) and surveys.

4.1.5 Targeted Community of TSSS (2025-2030):

Tezpur Social Service Society targets the socially downtrodden and disadvantaged community and families living in the rural areas of Seven districts of Assam, with a future goal of reaching all seven districts within the Diocese. Rural tribal, Adivasi women, youth, children, farmers, widows, differently-abled, and migrants are the primary focus of interventions. The organization is expected to target directly 10,000 families through 1,000 SHGs and 100 SHG federations and about 20,000 families indirectly through various community-based awareness interventions like capacity building/training, advocacy skills, counseling, and networking activities.

- a) Women: 8,000 poor women from villages and tea gardens.
- b) Farmers: 6,000 small & marginal farmers.
- c) Children: 5,000 children will be indirectly benefited through various program interventions for better education and protection from child labor.
- d) Youth: 2,500 dropouts, poor, unemployed, and those vulnerable to substance abuse, early marriage, and migration.
- e) Vulnerable Groups: Specific interventions for widows, differently-abled, and migrants will be integrated within relevant programs.

4.1.6 Organizational Strengths, Weaknesses, Challenges (SWOC Analysis)

and Risk Management

Strengths:

- i. Good infrastructure for office, training, accommodation.
- ii. Adequate human resource.
- iii. Experienced staff.
- iv. Conveyance for mobility.
- v. Required office assets available.
- vi. High visibility locally.
- vii. Strong cooperation and acceptability from people.
- viii. Good network with government departments, donors, and institutions.
- ix. Four ongoing projects.
- x. Able to reach 4 districts with programs effectively.
- xi. Partnership with 5 project donors.
- xii. Six established policies in place (HR, Finance, Children's Policy, Resource Mobilization, Procurement Policy, Safeguarding Policy).
- xiii. Other organization documents available (e.g., Strategic Plan).

- xiv. Legal compliance documents available (FCRA, 80G, Society Registration, PAN Card, 12A certificate, Darpan ID, Land Documents, TAN, EPF registration).
- xv. Full-time Director with 9 years of experience.

Weaknesses:

- i. Need improvement on documentation practices.
- ii. Existing systems and procedures need strengthening.
- iii. Lack of diversified resource mobilization for long-term sustainability.
- iv. No corpus fund established.
- v. Heavy dependence on short-term projects for funding.
- vi. Need to strengthen financial sustainability mechanisms.
- vii. Only 6 policies are available; the rest need to be formulated.
- viii. Current staff are primarily project-based with no permanent staff positions.
- ix. Limited to 4 districts only, out of 7 districts within the Diocese.
- x. Lack of retention of direct donors; most projects channeled through other agencies like Caritas India, NEDSSS.
- xi. Lack of full-time permanent staff (irrespective of any specific project).

Opportunities:

- i. Donors & funds are available.
- ii. Well-structured church institutions, parishes, youth groups, and women groups provide strong community base.
- iii. Presence of strong volunteer base.
- iv. Abundance of issues and problems in the region necessitating intervention.
- v. Good cooperation from government bodies.
- vi. High cooperation from the community/people.
- vii. Good existing infrastructure and setup.

Challenges/Threats (Risk Management Focus):

- i. Ensuring continuous adherence to legal compliances.
- ii. Non-continuity of projects poses financial and programmatic challenges.
- iii. Lack of permanent staff due to project-based employment.

Major Issues of Concern (2025-2030)

- i. Legal compliances.
- ii. Limited ongoing projects.
- iii. Financial sustainability (majorly depending on external projects).
- iv. Engaging board members in TSSS functioning and growth.
- v. Dropout and unemployed youths.
- vi. Not able to reach out to other districts.
- vii. Families/community's development trend is either stagnant or negatively growing.
- viii. Migration

5. MISSION AND VISION

- a) **Vision:** Our vision is the formation of a just and self-sustaining society based on profound human values.
- b) **Mission:** Our mission is to promote the integral development of the poor and marginalized through conscientization and people's organization.

6. THEORY OF CHANGE

Long-Term Outcome (Vision): Formation of a just and self-sustaining society based on profound human values, where the poor and marginalized experience integral development.

6.1 Intermediate Outcomes:

- a) Enhanced community capacity for self-governance and advocacy: Communities actively participate in local decision-making, access entitlements, and advocate for their rights.
- b) Diversified and sustainable livelihoods leading to improved economic well-being: Families achieve increased income, food security, and financial stability through resilient on-farm and off-farm ventures.
- c) Reduced vulnerability to disasters and climate change impacts: Communities are prepared for and adapt to environmental shocks, minimizing loss of life and assets.
- d) Improved health awareness and reduced social ills: Communities adopt healthy practices, and there is a significant reduction in substance abuse, early marriage, and related health issues.
- e) Increased protection of child rights and improved educational outcomes: Children are safe from exploitation, remain in school, and have access to quality learning opportunities.
- f) Empowered youth engaged in productive activities and positive social change: Youth develop life and vocational skills, secure employment, and contribute actively to community development and social harmony.
- g) TSSS operates as a strong, sustainable, and accountable organization: TSSS has robust internal systems, diversified funding, and a dedicated, skilled workforce to ensure effective program delivery and long-term impact.

6.2 Causal Pathways and Activities:

If TSSS focuses on:

- i. Mobilizing and strengthening community-based organizations (CBOs) and Self-Help Groups (SHGs) (Activities: regular meetings, capacity building on leadership, financial management, governance).
- ii. Providing comprehensive skill development and vocational training programs linked to market demand for youth and women (Activities: tailored training modules, apprenticeship linkages, entrepreneurship support, digital literacy).
- iii. Promoting climate-resilient agricultural practices and diversifying on-farm and off-farm enterprises (Activities: training on sustainable farming,

- introduction of resilient crop varieties, livestock management, value chain development, market linkages, access to micro-finance).
- iv. Implementing robust disaster preparedness and emergency response interventions (Activities: community-led disaster risk assessments, formation of task forces, early warning systems, relief distribution, rehabilitation support).
- v. Conducting intensive awareness campaigns and advocacy initiatives on critical social issues like child labor, human trafficking, early marriage, substance abuse, health, and just wages (Activities: community dialogues, street plays, workshops, legal aid support, collaboration with law enforcement and local government).
- vi. Facilitating access to government schemes, entitlements, and essential services (Activities: information dissemination, application support, advocacy with government departments, bridging the gap between communities and service providers).
- vii. Strengthening its own organizational capacity in terms of governance, financial sustainability, human resources, and M&E (Activities: policy formulation and revision, diversified resource mobilization, corpus fund creation, staff development and retention, robust M&E system).

6.3 Then these interventions will lead to:

- i. Increased knowledge and skills among beneficiaries.
- ii. Stronger community cohesion and collective action.
- iii. Improved household incomes and reduced poverty.
- iv. Enhanced safety and protection for vulnerable groups like children, women, aged person, small holder farmers, widows and migrant workers.
- v. Greater community resilience to environmental and socio-economic shocks.
- vi. More effective and efficient program delivery by TSSS.

Ultimately contributing to: A just and self-sustaining society where the poor and marginalized are empowered and human values flourish.

6.4 Assumptions:

- i. Communities are willing and actively participate in development initiatives, fostering a sense of ownership.
- ii. Local government bodies and other line departments are receptive to collaboration and effectively implement relevant schemes.
- iii. Political and social stability in the operational districts allows for sustained development efforts.
- iv. External funding and donor support remain accessible and aligned with TSSS's strategic priorities.
- v. Market conditions support the viability of new livelihood initiatives.
- vi. TSSS maintains its commitment to its core values, principles, and ethical standards throughout its operations.

7. THEMATIC DOMAINS

For the next five years, TSSS will strategically focus on the following key thematic areas to address the identified needs and challenges within its operational districts:

1. Disaster Management (Emergency Response and DRR)
2. Community Empowerment (Integral Development)
3. Child Rights and Protection
4. Youth Empowerment
5. Livelihood Promotion (on farm and off farm)
6. Climate Change Adaptation
7. TSSS - Organization Building (Policies and Systems Strengthening)

7.1 Cross-Cutting Approaches

To ensure holistic and equitable development, TSSS will integrate the following cross-cutting approaches across all thematic domains:

- i. **Gender Equality and Social Inclusion (GESI):** All programs will actively promote the equitable participation of women, men, transgender individuals, and other marginalized groups in decision-making and benefit-sharing. Specific efforts will be made to address gender-based violence, empower women's leadership, and ensure that interventions are sensitive to the unique needs and vulnerabilities of different social groups, including differently-abled individuals and tribal communities. A dedicated GESI policy will be formulated to guide implementation.
- ii. **Technology and Innovation:** TSSS will explore and adopt relevant technological solutions to enhance program effectiveness, reach, and efficiency. This includes:
 - a) Utilizing mobile technology for data collection, information dissemination (e.g., weather alerts, market prices, health advisories), and training.
 - b) Promoting digital literacy and access to digital financial services for beneficiaries.
 - c) Leveraging online platforms for resource mobilization, networking, and knowledge sharing.
 - d) Implementing GIS mapping for disaster risk assessment and resource planning.
- iii. **Human Rights-Based Approach:** All interventions will be grounded in human rights principles, ensuring that programs respect, protect, and fulfill the rights of all individuals, particularly the most vulnerable. This involves empowering communities to claim their rights and holding duty-bearers accountable.

8. STRATEGIC GOALS , OBJECTIVES ANS STRATEGIS

8.1 Thematic: Disaster Management (Emergency Response and DRR)

GOAL: People in all 7 districts of the Diocese of Tezpur are significantly safer from massive disasters, and their loss and damage of properties are substantially minimized.

Objectives	Strategies
Reduce loss and damage of life and property through enhanced emergency response and preparedness mechanisms across all 7 target districts.	Conduct robust fund mobilization and donor mapping to secure adequate support for disaster preparedness and response.
	Implement comprehensive awareness and preparedness campaigns at the community level, utilizing digital platforms for wider reach.
	Ensure rapid and effective immediate/emergency response coordination and delivery of aid, leveraging technology for logistics and communication.
	Strengthen networking with all relevant NGOs, local authorities, and government departments for unified and coordinated disaster action.
Strengthen community capacity to face and recover from floods, hailstorms, and other climate-induced events through sustainable risk reduction measures, thereby minimizing long-term losses.	Mobilize and strengthen community structures through the formation and training of functional Disaster Management Committees and Task Forces in vulnerable villages.
	Enhance networks with local administration, civil society organizations, and meteorological departments to improve early warning dissemination and collaborative action.
	Implement context-specific prevention and mitigation measures to reduce risks (e.g., construction of raised community platforms, development of resilient housing prototypes, promotion of climate-resilient crops).

8.2 Thematic: Community Empowerment (Integral Development)

GOAL: To foster resilient, self-reliant, and empowered communities across all target districts, actively participating in their holistic development, upholding profound human values, and securing their entitlements.

Objectives	Strategies
Significantly increase community awareness and understanding of human values, cultural preservation, and critical social issues (early marriage, trafficking, migration, child labor, school dropout, substance abuse).	Conduct regular, interactive awareness campaigns and participatory workshops on human values, cultural heritage, and pressing social issues, integrating traditional and modern communication methods (e.g., street plays, mobile messaging).
	Develop and disseminate culturally sensitive educational materials promoting positive social norms and traditional knowledge.
Substantially enhance community capacity to access government schemes, advocate for their rights, and actively participate in local self-governance.	Strengthen existing Self-Help Groups (SHGs) and Community-Based Organizations (CBOs) and form new ones, ensuring they become effective platforms for collective action, advocacy, and accessing government resources.
	Facilitate extensive training on legal rights, entitlements (e.g., MNREGA, PDS, health schemes), and effective grievance redressal mechanisms (e.g., RTI, functioning of Panchayati Raj Institutions - PRIs).
Promote comprehensive family development planning and increase awareness on just wages, land value, and financial literacy to foster sustainable household growth.	Support communities in developing and implementing realistic family and village-level development plans, encouraging participatory planning processes.
	Conduct regular workshops on economic literacy, including fair wage principles, land rights, access to credit, and basic financial management, for both men and women.

8.3 Thematic: Child Rights and Protection

GOAL: To ensure a safe, nurturing, and enabling environment across target districts where children's rights are fully protected, they are free from exploitation, and have equitable access to quality education and development opportunities.

Objectives	Strategies
Drastically reduce instances of child labor, human trafficking, and early	Collaborate closely with local authorities, police, child welfare committees, and law

marriage in operational areas through robust preventative and responsive mechanisms.	enforcement agencies to strengthen prevention, reporting, and response mechanisms for child labor, trafficking, and early marriage cases.
	Establish and promote community-level vigilance groups and accessible helpline services for confidential reporting of child rights violations, ensuring timely intervention.
Significantly improve school enrollment, attendance, and retention rates, particularly for vulnerable children and those at risk of or already experiencing dropout.	Conduct regular, targeted school-enrollment drives and re-enrollment campaigns for out-of-school children, with special focus on girls, tribal children, and those from tea garden communities.
	Provide tailored remedial education and academic support for children who have dropped out or are struggling academically, utilizing community learning centers and volunteer networks.
	Advocate with education departments for improved quality of government schools, including infrastructure, teacher training, and child-friendly learning environments.
Establish and strengthen functional, community-led child protection mechanisms at the village and cluster levels, ensuring children's voices are heard.	Form, train, and empower 'Children's Parliaments' and village-level child protection committees to identify, report, and address child protection issues locally.
	Organize comprehensive workshops and ongoing counseling for parents, teachers, community leaders, and religious figures on child protection policies, positive parenting, and the harmful effects of child marriage and abuse.

8.4 Thematic: Youth Empowerment

GOAL: To equip youth (aged 10-25) in target communities with essential life skills, vocational competencies, and positive values, enabling them to become productive, responsible, and engaged members of society, free from the grips of substance abuse and unemployment.

Objectives	Strategies
Substantially reduce substance abuse (alcohol, drug) among youth through comprehensive prevention and support programs.	Establish and operate dynamic youth clubs and community centers that offer engaging recreational activities, sports, and life skills education.

	Conduct regular, impactful awareness campaigns in schools, colleges, and communities on the severe dangers of addiction and promote healthy coping mechanisms, peer support, and alternative engagement opportunities.
	Facilitate access to counseling services and rehabilitation support for youth struggling with substance abuse.
Significantly enhance the vocational and life skills of youth to improve their employability and entrepreneurial capabilities.	Provide market-driven skill development training programs (e.g., tailoring, computer basics, driving, electrician, plumbing, hospitality) in partnership with ITIs, vocational training centers, and local businesses.
	Facilitate robust linkages for trained youth with government skill development programs (e.g., PMKVY), vocational institutes, and internship/apprenticeship opportunities to bridge the gap to employment.
Actively promote and support youth engagement in sustainable agricultural practices and diversified income-generating activities.	Introduce innovative and climate-resilient agricultural techniques to young farmers, encouraging adoption of modern farming methods and sustainable practices.
	Support youth entrepreneurship through seed funding, mentorship programs, business development training, and creating direct market linkages for their products.

8.5 Thematic: Livelihood Promotion (on farm and off farm)

GOAL: To significantly enhance the sustainable economic well-being of 10,000 poor and marginalized families through diversified and resilient on-farm and off-farm livelihood opportunities, leading to improved incomes and food security.

Objectives	Strategies
Increase agricultural productivity by at least 20% and diversify crops, promoting climate-resilient and sustainable farming practices among 6,000 small & marginal farmers.	Provide intensive training and practical demonstrations on improved agricultural techniques, crop rotation, organic farming methods, and efficient water management systems (e.g., drip irrigation, rainwater harvesting).
	Introduce and promote high-yielding, drought-resistant, and flood-tolerant crop varieties suitable for local agro-climatic conditions through demonstration plots

	and seed banks.
	Facilitate access to quality seeds, modern farming equipment (e.g., power tillers, sprayers), and agricultural extension services.
Support the development of at least 200 new micro-enterprises and strengthen value chains for local products, benefiting women and youth.	Promote diversified livelihood options including livestock rearing (poultry, goat, piggy) with access to veterinary support, improved breeds, and proper management practices.
	Facilitate skill upgradation for traditional crafts (e.g., weaving, bamboo crafts) and provide training in food processing, packaging, and marketing for value addition.
	Connect producers directly to broader markets and buyers through the formation and strengthening of Farmer Producer Organizations (FPOs), cooperatives, and direct buyer-seller platforms.
Improve access to financial services, fair markets, and just wages for target communities, including tea garden workers, ensuring equitable economic opportunities.	Facilitate access to micro-finance, credit linkages with formal financial institutions (banks, MFI), and government livelihood schemes (e.g., PMFME, NRLM) for SHG members and farmers.
	Advocate robustly with tea garden management, government, and labor unions for just wages, improved working conditions, and access to social security and welfare benefits for tea garden workers.
	Establish community-level market information systems and direct marketing channels to reduce dependence on exploitative middlemen and ensure fair prices for produce.

8.6 Thematic: Climate Change Adaptation

GOAL: To build the comprehensive resilience of vulnerable communities in all 7 districts against the adverse impacts of climate change (drought, unseasonal rain, changing patterns, floods, erosion) and promote widespread adoption of environmentally sustainable practices by 2030.

Objectives	Strategies
Significantly increase community awareness and understanding of localized climate change impacts and effective	Conduct targeted awareness workshops and educational programs using local languages and participatory tools (e.g.,

adaptation strategies across all target areas.	climate change mapping, seasonal calendars) to explain the science and localized effects of climate change.
	Promote and integrate traditional ecological knowledge alongside modern scientific approaches for climate change adaptation, recognizing indigenous resilience practices.
Implement climate-resilient agricultural practices and sustainable natural resource management techniques in at least 50% of target farming households.	Promote and demonstrate the adoption of drought-resistant and flood-tolerant crop varieties, diversification of crops, and climate-smart agricultural techniques.
	Facilitate the implementation of efficient water harvesting techniques, rainwater harvesting structures, and community-managed micro-irrigation systems.
	Support extensive agro-forestry initiatives, soil conservation measures (e.g., contour bunding, terracing), and sustainable land use planning based on climate projections.
Reduce community vulnerability to climate-induced events through strengthened early warning systems and livelihood diversification initiatives.	Facilitate the establishment of community-based weather monitoring systems and local early warning mechanisms for floods, droughts, and extreme weather events, linked with district-level agencies.
	Promote and support the diversification of livelihoods away from solely climate-sensitive agriculture, including off-farm income generation, to build economic resilience.
	Capacitate communities to develop and implement Village Disaster Management Plans that integrate climate adaptation strategies.

8.7 Thematic: TSSS - Organization Building (Policies and Systems Strengthening)

GOAL: To strengthen TSSS as a robust, transparent, and sustainable organization by 2030, with enhanced capacity for effective program delivery, diversified resource mobilization, and expanded geographic reach with development initiatives.

Objectives	Strategies
Strengthen internal systems, procedures, and policies for improved governance, operational efficiency, and accountability across all organizational functions.	Conduct a comprehensive review and update of all existing policies (HR, Finance, Child Protection, Resource Mobilization, Procurement, Safeguarding)

	to align with best practices and legal requirements.
	Formulate and implement new essential policies, including a detailed Monitoring & Evaluation Policy, Communication Policy, Information Technology (IT) Policy, and a comprehensive Gender Policy to guide cross-cutting approaches.
	Implement and regularly audit a robust documentation system, including asset management, digital record-keeping, and streamlined processes for attendance, leave, reporting, and internal/external communication.
	Ensure regular and effective monthly review meetings for program teams and Governing Board meetings, integrating a structured appraisal system for staff performance and organizational growth.
Diversify and significantly increase funding sources by 30% to ensure financial sustainability and reduce heavy dependency on short-term external projects.	Develop and actively implement a comprehensive resource mobilization strategy that targets a broader range of direct donors (individual, corporate CSR, foundations, government grants, and international agencies).
	Establish a dedicated corpus fund for long-term organizational sustainability and explore viable income-generating ventures for TSSS to reduce reliance on external projects.
	Strengthen internal capacities for proposal writing, donor reporting, and financial management to meet diverse donor requirements.
Develop, retain, and continuously capacitate a skilled, motivated, and permanent staff base, enabling programmatic reach to all 7 districts of the Diocese.	Implement a phased transition from project-based staff to a more permanent employment structure, offering job security, clear career progression paths, and competitive compensation packages.
	Invest significantly in continuous staff capacity building, including thematic trainings, leadership development, team building exercises, and opportunities for professional growth and reflection on organizational development.
	Develop a strategic plan for geographical expansion to the remaining diocesan districts, including feasibility studies, phased implementation timelines, resource allocation, and a recruitment

	strategy for local staff to ensure effective outreach and cultural sensitivity in new areas.
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9. STAKEHOLDERS AND PARTNERSHIPS

9.1 Vulnerable Groups:

- i. Youth
- ii. Children
- iii. Farmers (small and marginal)
- iv. Widows
- v. Differently abled groups / mentally challenged individuals
- vi. Migrants

9.2 Agencies & Institutions (Partnerships and Collaboration Focus):

- i. Local donors (CSR, Govt., Private institutions, Individuals)
- ii. Foreign donors
- iii. Government departments/agencies (KVK, NABARD, IIE, MSME, AGRICULTURE Department, Veterinary department, women and child department, Horticulture, Forest, ICDS)
- iv. Government Programmes
- v. Church institutions (Parishes, Schools, Mahila Sangat, Yova Sangat, Mandli, Panch Prachar, Families)
- vi. Women Groups, SHGs, Farmers Clubs, FPOs, youth groups, children's parliament
- vii. Other NGOs working in the area (e.g., AIDA, NECHA, Bosco Reach out, Gana Chetna Samaj, Nava Bihan Samaj, Tezpur Mahila Samiti, North East Network, Centre for Youth and Rural Development, YAD (Youth Action for Development)).

10. ROLES AND RESPONSIBILITIES

- i. **Board Members:** Provide strategic oversight and governance; approve policies, annual plans, and budgets; ensure legal and ethical compliance; actively participate in resource mobilization and advocacy efforts; and monitor organizational performance to ensure mission alignment.
- ii. **Director:** Provide overall leadership, management, and strategic direction of TSSS; implement Board decisions and policies; oversee program planning, execution, and monitoring; lead resource mobilization and donor relations; manage human resources and financial operations; and represent TSSS at various forums to build partnerships.
- iii. **Staff:** Execute programs and activities as per strategic plans; engage directly with communities and beneficiaries; collect data, document progress, and

- prepare reports; actively participate in training and capacity building initiatives; and adhere strictly to organizational policies and values.
- iv. **Local Institutions:** Serve as the primary local contact point for TSSS interventions; facilitate community mobilization and participation; identify local needs and contribute to program planning; support the implementation of activities and monitor local impact; and promote TSSS values and principles at the grassroots level.
 - v. **Other Commissions (within the Diocese):** Collaborate on inter-disciplinary initiatives (e.g., education, health, youth); share expertise and resources where relevant; advocate for social justice issues in alignment with TSSS's mission; and provide spiritual and moral guidance to TSSS's work.
 - vi. **NEDSSS/Caritas India/CRS (Partners/Donors):** Provide financial and technical support for TSSS programs; collaborate on project design, implementation, and evaluation; share best practices and facilitate capacity building for TSSS staff; ensure compliance with donor requirements and reporting; and support advocacy efforts at regional and national levels.

11. MONITORING AND EVALUATION PLAN

Purpose of M & E: To systematically track program progress, measure outcomes and impact, identify challenges, learn from experiences, and ensure accountability to stakeholders and beneficiaries. The M&E framework will serve as a dynamic tool for adaptive management, allowing TSSS to adjust strategies based on real-time data and emerging needs.

11.1 Key Monitoring & Evaluation Principles:

- a) **Participatory:** Actively involve communities and all relevant stakeholders in M&E processes, including data collection, analysis, and feedback, fostering ownership and relevance.
- b) **Regular & Timely:** Conduct periodic reviews and data collection (monthly, quarterly, annually) to ensure timely insights into program performance.
- c) **Results-Oriented:** Focus on achieving stated objectives and goals, measuring both quantitative outputs and qualitative changes in lives and communities.
- d) **Learning-Focused:** Systematically use M&E findings to inform adaptive management, share lessons learned internally and externally, and continuously improve program design and implementation.
- e) **Transparent & Accountable:** Ensure M&E processes are transparent and findings are shared with all stakeholders, promoting accountability.

11.2 Data Collection Methods:

- a) Regular field visits and observations, documented through standardized checklists and reports.
- b) Baseline, midline, and endline surveys to capture changes in key indicators over time.
- c) Focused Group Discussions (FGDs) and Key Informant Interviews (KIIs) to gather qualitative insights and perspectives from beneficiaries and stakeholders.

- d) Case studies and documentation of success stories to illustrate impact and learning.
- e) Activity reports, progress reports, and financial reports from staff and partners, integrated into a central database.
- f) Use of digital tools and mobile applications for efficient data collection and real-time monitoring where feasible.

11.3 Indicators:

- a) Develop clear, measurable, achievable, relevant, and time-bound (SMART) indicators for each objective and goal across all thematic domains. These will be disaggregated by age, gender, and vulnerability where appropriate.
- b) Include both quantitative indicators (e.g., number of SHGs formed, percentage increase in household income, number of children re-enrolled in school, number of beneficiaries trained in specific skills) and qualitative indicators (e.g., changes in community participation levels, perceptions of safety, empowerment levels, adoption of new practices).

11.4 Reporting and Feedback Mechanisms:

- a) Establish regular reporting cycles (monthly operational reports, quarterly progress reports, annual consolidated reports) for internal management, the Governing Board, and external donors/partners.
- b) Organize structured community feedback sessions, village-level review meetings, and accountability meetings to ensure beneficiary voices are heard and incorporated into program adjustments.
- c) Utilize M&E findings for annual strategic reviews, mid-term evaluations, and end-of-plan assessments by the Board and management, enabling strategic adjustments and ensuring alignment with the Vision.

11.5 Evaluation:

- a) Conduct a comprehensive mid-term evaluation (e.g., in 2027-2028) to assess progress, identify areas for improvement, and make necessary adjustments to the strategic plan.
- b) Commission an independent external end-of-plan evaluation (e.g., in 2030) to assess overall program effectiveness, efficiency, relevance, impact, and sustainability of TSSS interventions against the stated goals and objectives of this Strategic Plan.

11.6 Learning and Knowledge Management:

- a) Establish internal learning forums (e.g., monthly staff reflections, quarterly thematic discussions) to share experiences, challenges, and successes.
- b) Develop a system for documenting and disseminating best practices and lessons learned, both internally and to external partners.
- c) Foster a culture of continuous learning and adaptation, encouraging staff to innovate and refine approaches based on M&E insights.

11.7 Program Sustainability and Exit Strategy

TSSS is committed to ensuring that the positive changes achieved through its programs are sustained long after direct project interventions conclude. This will be achieved through:

- a) **Community Ownership and Capacity Building:** Emphasizing participatory approaches from planning to implementation, fostering strong community leadership and management committees (e.g., SHG federations, farmer clubs, village disaster management committees) that can independently manage and advocate for their own development.
- b) **Linkages with Local Governance and Services:** Actively facilitating and strengthening connections between communities and local government bodies (PRIs), financial institutions, health services, and other mainstream development programs to ensure continued access to resources and support.
- c) **Livelihood Diversification and Market Integration:** Building diverse and resilient livelihood systems that are less vulnerable to shocks, and establishing sustainable market linkages that enable communities to generate ongoing income.
- d) **Formation of Community-Led Mechanisms:** Supporting the creation of self-governing and financially viable community-led institutions (e.g., community-managed micro-finance funds, farmer collectives, local production units) that can continue to provide services and support to their members.
- e) **Knowledge Transfer and Documentation:** Systematically documenting best practices, training manuals, and lessons learned, and ensuring this knowledge is embedded within community structures and accessible for future reference and replication.
- f) **Phased Withdrawal:** Implementing a carefully planned, phased withdrawal strategy from mature program areas, ensuring that local capacities and systems are robust enough to continue the development trajectory independently.

12. CONCLUSION

The Tezpur Social Service Society's Strategic Plan for 2025-2030 outlines a clear and ambitious path towards fostering a just and self-sustaining society rooted in human values across the Diocese of Tezpur. Building on our rich history of community engagement and development, this strategic framework addresses critical challenges such as disaster vulnerability, economic disparities, and social issues, while leveraging our organizational strengths and partnerships. By focusing on integral development through community empowerment, child and youth rights, sustainable livelihoods, and climate adaptation, coupled with robust organizational strengthening, TSSS is committed to creating lasting positive change. We envision a future where all individuals, especially the poor and marginalized, are empowered to live with dignity and contribute actively to their own development and the well-being of their communities. This document will serve as our guiding compass, inspiring collective action and enabling us to achieve our mission with renewed vigor and dedication.

Attendance Sheet:

Sl. No.	Name
1.	Most Rev. Michael Akasius Toppo (President /Chairman)
2.	Fr. Christoraj Lakra (Treasurer/Vice Chairman)
3.	Fr. Biswajit Ekka (Director cum Secretary)
4.	Fr. John Besra (Member)
5.	Fr. Clement Ekka (Member)
6.	Fr. Xavier Narzary (Member)
7.	Sr. Chirsmoni Tigga (Member)
8.	Miss. Nilima Xalxo (Staff)
9.	Miss .Alice Kongadi (Staff)
10.	Mr. Wilson Kandulna (Staff)
11.	Miss .Sneha Rani Ekka (Staff)
12.	Mr. Abhisekh Horo (Staff)
13.	Mr. Mirdol Boro (Staff)
14.	Mr. Immanuel Chocha (Staff)
15.	Mr. Jonas Bage (Staff)



Fr. Biswajit Ekka

Director

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