Strategic Planning Retreat Report 2026

Title: ***Flowing Together: The Emerging Collective – Retreat and Strategic Planning***
Organisation: Bal Umang Drishya Sanstha (BUDS)
Event Type: Strategic Planning Retreat 2026
Date & Venue: 7th – 9th February 2026, Jaisalmer
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1. Welcome Note and Context Setting

The Strategic Planning Retreat 2026 commenced with a warm welcome and context-setting address by Ms. Noopur Singh, Project Coordinator, BUDS. She highlighted the evolving challenges faced by non-profit organisations while reaffirming BUDS' mission and vision. Emphasizing the organisation's commitment to ensuring access to healthcare, the right to education, and the prevention of violence against children and young women, she concluded the session by wishing the participants "meaningful dialogue and collective learning" during the retreat.

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2. Review of Organisational Progress and Key Learnings

Ms. Noopur Singh presented a detailed review of BUDS' journey, reflecting on the impact of programmes implemented with partners including PwC India Foundation, Sevachild, PACE, Tarang, HCF, Bonton, GAIL Gas, and Niratnar. She reiterated BUDS' five core pillars: Health, Education, Research, Prevention of Violence, and Skill Development.

Purpose of Strategic Planning

Staff members reflected on the importance of strategic planning, identifying the following objectives:

1. Understanding organisational impact and results
2. Learning from past experiences and improving implementation
3. Planning strategic direction including what, how, when, why, and action planning (explained by **Dr. Vijay Luxmi Bose**)

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3. Snapshot of Organisational Progress (Last Three Years)

Over the past three years, BUDS has demonstrated significant growth and impact:

- Expansion of Drop-In Centres (DICs): Three new DICs were established in Dehradun.
- Education Outreach: Enhanced access for out-of-school and dropout children through bridge learning programmes and school enrolment.
- Primary Healthcare Services: Strengthened preventive care and referral services through centres and Mobile Health Vans (MHV).
- Vocational Skill Development: Scaling up of youth programmes.
- CSR Partnerships: Strengthened collaborations with GAIL Gas, HCF, and Mobile Health Van initiatives, contributing to organisational growth.

Key challenges included irregular attendance of learners and socio-economic vulnerabilities affecting programme continuity.

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4. Project Presentations

4.1 Sevachild Project

Presented by Ms. Rakhi Chakrawarti, Mr. Shivam, Ms. Simran, Ms. Soni, and Ms. Simran Ansari, this session covered DICs at Bindal Basti, Mayakund, Khurbura, and Madrasi Colony, with 180 children enrolled. Key achievements included Vitamin A supplementation for 4,500 children and opening of three new DICs in Uttarakhand. Activities focused on health, nutrition, and extracurricular engagement.

4.2 GAIL Gas Project

Mr. Somesh Kumar, Ms. Jal Kaur, Ms. Gunjan Gupta, Ms. Juhi Vishwas, and Ms. Sahayogita presented the project, highlighting Azaad Colony DIC, health camps, nutrition support, and community rallies. Positive outcomes included improved parental engagement, 12 documented success stories, and 2,500 beneficiaries reached.

4.3 Bonton Project

Presented by Ms. Durga Modak, the Bonton project focused on education, health, nutrition, and creative activities. 125 children were enrolled in schools, with 21 learners transferred to other programmes. Challenges included limited parental interaction due to work commitments.

4.4 Tarang Project

Ms. Gulafsha Ansari, Ms. Nasreen, Ms. Preeti, two community mobilisers, and three resource teachers highlighted DICs in Mori Gate, Shiv Vihar, and Sarai Kale Khan, noting rising dropout rates and community resistance. Innovative practices included exposure visits, mood charts, and picture-story activities, with a future vision for computer and English classes. Total learners enrolled: 209.

4.5 PACE Project

Presented by Ms. Nida, Ms. Gulafsha, Ms. Shaheen, Ms. Mamta, Ms. Samreen, Ms. Mohini, Ms. Safina, and Ms. Laxmi, PACE covered areas including Mori Gate, Sarai Kale Khan, Indira Vihar, and Shiv Vihar, enrolling 135 learners in current batches. Curriculum focused on life skills, health awareness, and body changes. Exposure visits strengthened relationships and broadened learner worldviews.

4.6 NIOS Program

Mr. Jishan highlighted the reintegration of 258 learners into education through NIOS. Key challenges included learner migration, early marriage, documentation issues, and limited support from NIOS. Dr. Vijay Luxmi Bose appreciated the clarity of data presentation, especially the structured slides and graphs that effectively communicated programme outcomes.

4.7 Mobile Health Van (MHV)

Presented by Mr. Rajan and Mr. Asif, the MHV has reached 223,417 beneficiaries, with 136,879 patients served, 1,944 blood tests conducted, and 3,523 referral cases. Health education sessions numbered 4,700. Innovations included a solar-powered van, portable labs, and digital test reporting.

Key donations were acknowledged from Mr. Jaiveer Singh, Sarthak NGO, and Dabur India.

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5. Key Reflections and Discussions

Dr. Vijay Luxmi Bose emphasized addressing “gateway issues” such as substance abuse and alcohol sale, highlighting that even small changes can have deep impact. Ms. Bindu raised concerns regarding staff insurance and safety.

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6. Challenges Shared by Staff

Staff discussions highlighted:

- Difficulty ensuring full attendance due to learners’ work responsibilities
- Safety concerns in high-risk areas such as Shiv Vihar
- Substance abuse, social divisions, and restrictive gender norms
- Documentation gaps, child labour, early marriage, and migration
- Privacy issues within DICs and the need for counselling services
- Limited parental engagement due to fear of wage loss

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7. SWOT Analysis Highlights

Staff presented strengths, weaknesses, opportunities, and threats across all project areas. Key issues included:

- Unsafe community areas, low awareness of digital tools, technical training gaps
- Language and behaviour challenges among learners
- Challenges with NIOS: corruption, dropout, and lack of baseline data
- Centre-related issues: hygiene, privacy, abusive language, and housework burden

Recommendations:

- Encourage thematic walks, meditation, library visits, and artwork
- Leverage AI and digital tools for education
- Adjust centre timings for better attendance
- Provide basic counselling modules for staff and MHV teams
- Promote entrepreneurship for adolescents
- Document success stories and case studies

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8. BUDS Strategic Plan

Vision: *"Give a chance to every child in their education and their rights."*

Ms. Vijayluxmi Bose introduced institutional and programme strategies, emphasizing embeddedness and inclusion. She highlighted Gender, DEI, and child protection as cross-cutting themes. The strategic plan includes:

- Community Engagement & Social Behaviour Change (SBC): Address violence reduction and substance abuse
- Data, Research, Evaluation & Knowledge Management: Strong documentation and accurate data management
- Communication, Partnership & Engagement: Strengthen stakeholder relationships
- Digital Transformation: Centralized MIS and technology-based monitoring
- Innovation: Creative problem-solving and community-based solutions

SMART goals were emphasized for accountability and measurable impact, aligning with Universal Health Coverage (UHC) and National Education Policy (NEP 2020).

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9. IT, Communication & Impact Strategy

Mr. Id Mohammad (HR, BUDS) outlined the need for centralized MIS to streamline data, reduce staff workload, and improve real-time monitoring. Ethical storytelling, consent for case stories, and structured social media content were emphasized for visibility and fundraising.

Mrs. Hemadri Chandola (CSR Executive) highlighted social media's power for donor engagement, visibility, and CSR collaboration. Staff participated in planning daily data management, tool usage, and training needs for effective programme delivery.

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10. Case Study Highlights

Multiple DICs and project representatives shared impactful case studies, highlighting resilience, empowerment, and transformative outcomes. Notable cases included:

- Simran – Mayakund DIC: Education, counselling, and health support
- Fatima – NIOS Program, Shiv Vihar: Survivor of domestic violence aspiring to become a lawyer
- Nadir – Tarang project: Overcame gender-based discrimination
- Kamal – GAIL Gas project: Rescued from child labour

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11. Leadership Insights and Key Reflections

Dr. Rajeev Seth (Managing Trustee, BUDS)

Dr. Rajeev Seth appreciated the dedication and sincere efforts of the BUDS team in supporting marginalized children and communities. He highlighted the importance of using updated and accurate terminology, introducing the term *"Intimate Partner Violence"* while discussing domestic violence awareness and intervention.

He also acknowledged the emotional challenges faced by staff while working in vulnerable environments and spoke about the impact of secondary or vicarious trauma. He encouraged the organisation to recognise staff mental well-being and build stronger support systems to address emotional fatigue.

Appreciating the powerful case studies shared during the retreat, Dr. Seth recognised the meaningful and lasting impact created by the team. He extended his best wishes to all staff members, assured his continued support, and encouraged them to carry forward their committed efforts towards creating positive change in the lives of children and families.

Mr. Sunil Aggarwal (Donor)

Mr. Sunil Aggarwal encouraged staff to reflect on personal motivation and field challenges through self-assessment questions. He also suggested developing short video stories featuring

beneficiaries and their families to help donors understand programme impact more directly and strengthen support.

Dr. Vijaluxmi Bose (Senior Program Manager, BUDS)

Dr. Vijayluxmi Bose highlighted the importance of strategic, evidence-based, and action-oriented planning for strengthening organisational growth and long-term sustainability. She emphasised that clear planning helps teams understand what actions are needed, how they should be implemented, and why they are important for creating lasting impact.

Dr. Bose also highlighted that even small behavioural and communication changes within families and communities can create meaningful impact, particularly in promoting education, safety, and gender equality.

She underlined the importance of strong documentation, data management, and research, noting that accurate reporting strengthens credibility and learning. Reaffirming BUDS' commitment to diversity, equity, inclusion, and child protection, she encouraged innovation, community participation, and consistent documentation of case studies to strengthen impact and partnerships.

BUDS NGO – Staff-Based Three-Year Strategic Working Targets (2026–2029)

The staff-based three-year strategic plan of Bal Umang Drishya Sanstha (BUDS) outlines a collective roadmap to strengthen integrated services in education, healthcare, and child protection for marginalized children and adolescents. Developed through staff consultations, the plan reflects field-level realities and focuses on improving service quality, expanding outreach, and ensuring long-term sustainability.

In the first year, BUDS will prioritise strengthening internal systems and service delivery quality. Key interventions include improving the Mobile Health Van (MHV) services through specialist medical support, expanding access to free medicines and hygiene kits, and introducing an 18-month learner tracking system to improve retention. The organisation will also establish a Documentation and Identity Support Desk to assist families in accessing government schemes and education services. Staff capacity building through regular training in counselling, child protection, and programme reporting will remain a central focus.

During the second year, the organisation aims to expand programme outreach and deepen community partnerships. BUDS plans to extend Mobile Health Van services to underserved areas across Uttarakhand and establish a fixed health access point for communities. The organisation will strengthen parent engagement through structured meetings and counselling programmes, promote digital literacy and computer education, and expand vocational training and placement support for adolescents. Enhanced documentation and communication systems will also be introduced to strengthen CSR partnerships and impact visibility.

In the third year, BUDS will focus on scaling successful models and strengthening sustainability. The organisation aims to develop a sustainable Mobile Health Van model by introducing

diagnostic services and formalising referral networks. Focused community programmes addressing substance abuse, gender-based violence, and adolescent safety will be implemented. BUDS will invest in staff leadership development through professional training and second-line leadership building. Infrastructure improvements across learning centres and the development of long-term, multi-donor fundraising strategies will further strengthen organisational sustainability.

To support these strategic priorities, BUDS has identified key fundraising areas including Mobile Health Van expansion, specialist medical support, free medicine and health kit distribution, digital education infrastructure, documentation and identity support services, mental health and de-addiction programmes, staff capacity development, and CSR documentation and communication strengthening.

The three-year staff-based strategic working plan reflects the collective experience, learning, and aspirations of BUDS field teams. It highlights the organisation's commitment to strengthening programme quality while expanding its reach to underserved communities.

By investing in systems strengthening, staff capacity, community engagement, and sustainable partnerships, BUDS aims to create long-term impact and ensure that every child and adolescent has access to education, healthcare, protection, and opportunities for a dignified future.