



Strategic Vision Plan

April 2022 to March 2027

Approved by
The Doctors for You Governing Body on this day of 02nd June, 2022.

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Executive Summary

Over the last 16 years, Doctors for You have done significant work in strengthening Public Health Interventions, Disaster Response cum Risk Reduction and Research in Public Health Topics. Having completed one and half decade in operation, DFY is now working on reaching out to more and more people making quality services accessible to people from most backward communities. While we provide answers in the form of these five-year objectives and strategies, we know that the most effective organizations in the twenty-first century will continuously refine their strategies as the external landscape evolves and new lessons are learned. In this spirit, our strategic plan is intended to be a dynamic road map, defining a clear “destination” – where we want to be in 2027– and encouraging flexibility and creativity throughout the journey over the coming decade.

This plan is intended to drive positive change within the organization and the community while also embracing continuity. The plan provides a sharper focus to our work in the form of 8 health and community-impact objectives, driven by the community’s needs and priorities.

- Goal 1: To Strengthen RMNCH+A Program across India
- Goal 2: To combat Maternal & Child Malnutrition
- Goal 3: To Strengthen & Improve access to NCDi (Non Communicable Diseases & Injuries) care services
- Goal 4: To Prevent & Control the Antimicrobial resistance (AMR)
- Goal 5: To build a disaster resilient health system
- Goal 6: To strengthen Medical , Nursing & Paramedical education system across India
- Goal 7: To have a resilient livelihood system
- Goal 8: To carry high quality research that has an impact on Public Health Interventions on the ground and at policy level in line with DFY’s strategic goals

The plan strongly reaffirms our historical commitment to helping vulnerable fellow men to have access to a high quality of services in Health, Livelihood and Education. The plan strengthens our commitment to donors, nonprofit organizations, and community leaders as essential drivers of innovation and positive changes in our community.

As we implement this strategic plan, The DFY will work with local communities, donors, and leaders who will help us craft the tactics and activities that will best achieve our community-impact objectives.

Board Authorisation of Strategic Plan:

DATE	NAME	EMAIL ID	DESIGNATION (IF ANY)
From 2010 to 2023 till now	Dr. Rajat Jain	rajat.jain@doctorsforyou.org	President
From 2008 to 2023 till now	Mr. Saket Jha	saket.jha@doctorsforyou.org	Secretary
From 2017 to 2023 till now	Dr. Taru Jindal	taru.jindal@doctorsforyou.org	Member
From 2009 to 2023 till now	Dr. Nidhi Singh	nidhi.singh@doctorsforyou.org	Jt- Treasurer
From 2012 to 2023 till now	Dr. Vineet Maheshwari	vineet.maheshwari@doctorsforyou.org	Member
From 2017 to 2023 till now	Dr. Reeru Raj Singh	reejuraj.singh@doctorsforyou.org	Member
From 2020 to 2023 till now	Mrs. Anshu Jain	anshu.jain@doctorsforyou.org	Member

Introduction

The purpose of this strategic plan is to articulate the long-range direction and priorities for DFY. The objectives and strategies described in this document have been approved by our Governing body members and will guide the organization's efforts and investments over the coming five years.

Organizational Description:

Doctors For You (DFY) is a registered society under the Societies Registration Act 1860 Section 21 having registration no. F-56886(Mum). It was founded in 2007. DFY is also registered as a charity organization exempted (tax) under 501 (C) 3 in USA. Starting in 2007 with a platelet donation drive in Mumbai during Dengue Outbreak, the organization has come far in making its operation multi pronged. The landscape of DFY healthcare interventions cover hospital-based and community outreach responses in emergency and normal/non-crisis situations in 25 states and 3 UTs of India. The unique aspect about Doctors For You work is multi-pronged. Doctors For You believes in strengthening the existing public health care system with concerted efforts of communities, government and CSR partners rather than creating a parallel system.

DFY scope of activities pertains to 360 degree in nature to realize continuum of care in Maternal and child Health, Nutrition, Cancer, Tuberculosis, Skill development, Biomass Management, Disaster Risk Reduction and Responses and strengthening health care system through public-private partnerships and pooling in strengths, technology and resources of engaged stakeholders

Following are the highlights of these programs -

- Shared responsibilities, bridging partnerships, management and institutional arrangement, and novelty of engagement with the stakeholders are explored in depth to strengthen and build resilience with Integrated Network of Care through Public-Private Partnerships, which enabled Public - Private Partnerships for development work between 25 State governments and 3 UT, 200+ District Administrations, and 80+ corporates
- Humanitarian response to COVID-19 crisis at unparalleled speed across India with "DFY - Comprehensive COVID - 19 Relief, Emergency and Essential Health Services Responses Framework, comprising -
 - Mobile floating medical teams with 3500+ medical professionals;
 - 47 Makeshift Hospitals, home based COVID Care & clinical management of 84,000+ patients, RAT screening & testing;
 - COVID-19 vaccination to 1.25 Crores people through 200+ vaccination centers;
 - Upgradation of Integrated COVID- 19 Command Centres in Nainital Uttarakhand and Rae Bareli Uttar Pradesh;
 - Capacity building of 150+ government health care centers with high end diagnostic & medical equipments (CT scans, Dialysis Centre, Oxygen Plants, X-Rays, Genome sequencing machines, etc)
- Operation and management of 11 health care centers with General and Specialized OPD, IPD services and minor surgeries services. Construction of Vistex Charitable Hospital at Masarhi, Bihar. Since 2019, Vistex - DFY charitable hospital has served more than 50,000 patients. Patients come from nearby 200 villages of Fatuha Block, Patna district of Bihar. Hospital provides affordable surgical intervention to the rural population, patients who are below the poverty line avail of free surgery and surgical care, maternal and child health services with ANC, free normal delivery, and LSCS services and affordable rural dental clinic services and Physiotherapy services. The hospital has started coming across more emergency cases recently. This is due to the increased load of traffic accidents in the vicinity of the hospital due to the newly constructed highway.
- Knowledge creation - SOPs/ Modules formulation on Health Emergency and Disaster preparedness. Considering "One Health Approach" research lab is established. Conferences and publications supporting knowledge sharing across domains, states and disciplines.
- Networking of One Health Lab in SKMCH Muzaffarpur Bihar and Next Generation Genome Sequencing Laboratory in 2022 has strengthened diagnostic aspects of AMR (Antimicrobial

Resistance) and AMR surveillance system set up in 12 (in plan) government medical colleges, where 9000 records from 2 medical colleges have indicated interesting AMR patterns

- Scaling up work on TB prevention and control with various state govt and Central TB division Govt. of India to achieve TB elimination by 2025. Contributing to the National TB Elimination Program (NTEP) ensured notification and treatment of 2,00,000+ Tuberculosis patients across 56 districts of Bihar, Assam, Uttar Pradesh and Maharashtra as PPSA agency and other TB projects in Madhya Pradesh (Tribal district) and other states.
- Translation and Action Research with publication in many reputed scientific Journals - PLOS ONE, SCIENTIFIC REPORTS, etc and collaboration with National and International Universities - University of Edinburgh/LEEDS/ The Lancet Commission on Global Surgery, etc
- Patient Navigation services with counseling provisions to Cancer patients in 14 Government Cancer Hospitals in 11 states have improved health outcomes of the 2,66,000+ patients (2021-ongoing) and community cancer screening program for early diagnosis & treatment
- Maternal and child health care and nutrition program and Mobile Medical Units reached to the doorsteps of more than 4.26 lakh beneficiaries across 20 states
- Rural & Tribal Health program - eIMNCI (Integrated Management of New-born and Childhood illness) in Jharkhand and Mobile Medical Units for Maternal & Child Health for pregnant womens, children (0-5 Yrs) & lactating mothers, nutrition, NCD, Geriatric Care outreached 3,00,000+ in 10 Indian states
- Deployed rapid response team for relief work to major disasters/epidemics since 2007 (Nepal Earthquake, Kosi flood, J & K flood, Assam floods, etc)
- DFY Disaster Secretariate - Situation assessments and Response to major disasters across India, ex. Assam Floods (2022), Himachal Pradesh Floods (2022 & 2023), Manipur Health Care Response (2023), Heat Waves - Delhi, Bihar (2022 & 2023), etc
- Employment, Dignity and Empowerment with Short term Certificate courses and long term diploma programs for youth as nursing assistants, dental assistants, and hygiene technicians. - supported 49,000+ youth to earn skills and placement as nursing assistant, dental assistant, hygiene technicians, tailor, beautician, etc across 12 Indian states.
- Crop residue management and sustainability program with 21,000+ farmers from 144 villages of Punjab and Haryana has saved 1,00,000+ acres of farmland from biomass burning and reduced respiratory health risks
- Water, Sanitation and Health awareness drives and construction of toilet contributed to making villages open defecation free in Jammu & Kashmir, Maharashtra, etc
- For early detection, management of Non-communicable disease and referral linkages - NCD screening and awareness programs for Diabetes, Hypertension and Cancer - Oral, Breast and cervical cancer are running as part of DFY health care initiatives. Suspected cases are referred to a chain of networked public health care facilities.
- To improve the quality of life of infants and children with congenital heart defects (CHD) and elderly with cataract by sponsoring surgeries for people from low socio-economi backgrounds.

Replicability and sustainability of the DFY is reinvigorated with continuous improvement in implementation strategies and an audacious pilot-based testing of innovations. However, depending on geographical and context, developed projects/models are rationalised to optimise outcomes.

Community participation is a prerequisite for the success and sustainability of the program. Amid COVID-19, Social and behavioural change activities such as Risk communication and community engagement (RCCE) programs on COVID-19 appropriate behaviours engaged communities in role plays, nukkad nataks, wall paintings, etc were rolled out.

Communities and government stakeholders were engaged in decision making, developing micro-plan, disaster mitigation strategies and Program implementation plans, devising activities to include vulnerable age groups and gender to include people's voices in the program. Ultimate goal of DFY initiatives is to empower the community, transferring the ownership to the community as the project develops and sustain the change once the project tenure ends.

Further, the noble efforts of improving healthcare services are resulted due to commitment and dedication of team work of health professionals, disaster management practitioners, social workers, paramedical and administrative staff engaged with Doctors For You. Team works in different capacities - Management, Executive, Consultants, Health Professional, Finance & Accounts, Logistics, Human Resource, Monitoring and Evaluation, Project Development, Media, etc. During COVID-19, Approx. 4000-5000 human resources were engaged with Doctors For You. Presently, DFY has between 1100-1200 full time staff on its payroll.

With self reflection and evolving over time as an organisation, following came up as unique measures/provisions -

- The governance model - Integrated Network of Care through Public Private Partnerships
- Disaster Response Cadre - A Disaster Secretariat is set up to monitor the situation of imminent disaster, epidemics or pandemics and develop a response framework based on assessments and field surveys.
- Management and Monitoring model - 9 am call of Governing Body and Management Team, which encourages daily review and tracking of the project progress by the management and executive team. Followed by weekly review with program managers.
- Comprehensive Healthcare framework based on Hub and spoke model - The Doctors For You Central and Regional Offices are interconnected and strategically placed at location to cater the health care needs across India, geographically and directionally. This has been proven effective for us, esp. Considering convenience for logistic operations to ensure essential health care services (esp. maternal and child health programs, communicable and non-communicable disease programs, capacity building of the hospitals, tuberculosis management, cancer program, etc) in normal situations and rapid response during emergency situations.

The organization has a wide culture of best practice sharing and learning at all levels with already documented best practices/research or self-learning by doing (drafting a plan, running a pilot, learning, reviewing, revising and again implementing project with revised plans and strategy) to make interventions more community centric, relevant and inclusive. Regular reports and research publications are published to share knowledge and learning to promote advocacy for better health care models. Mission and Vision-driven - Detailed planning, preparation and regular review of vision documents to determine applicability and relevance to the organization's current priorities; project selection based on the same.

DFY has a Recognition of Scientific and Industrial Research Organisation by the Department of Scientific and Industrial Research Technology, Ministry of Science and Technology, India and is is honored with The SAARC Award (2010), The British Medical Journal Group Award (2009), Golden Ruby Award (2015), Best International Organisation in Ketto Award (2021), CSR BOX Award 2021 for COVID- 19 Relief Response Work, 2021, listed among the Top 50 NGOs by the World Economic Forum, 2021, NDTV True legend award in Medicine Category, 2022 and Junoon Awards, 2023 and several recognitions from state governments for its outstanding contribution to the humanitarian field.

Mission Statement

Providing sustainable, equitable, effective and efficient health care services to the most vulnerable individuals and communities.

Vision Statement

“Health For All”

Our Values

Rapid response Reaching the unreached
Accountable to our Partners, Donors & Communities Community
Participation in decision making Neutrality & Non-Political

Goals and Strategies

Goal 1: To Strengthen RMNCH+A Program across India

Goal 2: To combat Maternal & Child Malnutrition

Goal 3: To Strengthen & Improve access to NCDi (Non Communicable Diseases & Injuries) care services

Goal 4: To Prevent & Control the Antimicrobial resistance (AMR)

Goal 5: To build a disaster resilient health system

Goal 6: To strengthen Medical , Nursing & Paramedical education system across India

Goal 7: To have a resilient livelihood system

Goal 8: To carry high quality research that has an impact on Public Health Interventions on the ground and at policy level in line with DFY's strategic goals

Goal 1	To Strengthen RMNCH+A Program across India
Objectives 1.1	Strengthening Primary Health services at the grassroots
Strategy 1.1.1	Increasing coverage & quality of ANC, PNC, Immunization and early childhood care for under 5yrs children
Strategy 1.1.2	Training, Capacity building and Health system strengthening
Strategy 1.1.3	Using Innovation, Technology & grassroots actions for public health services delivery
Objectives 1.2	Strengthening Reproductive Child & Adolescent health services
Strategy 1.2.1	Increasing access to essential micronutrient and Vitamin A supplementation
Strategy 1.2.2	Improving quality of ANC, Intra partum, PNC & Family Planning services
Strategy 1.2.3	Scaling up Adolescent Reproductive & Sexual Health (ARSH) clinic and Adolescent Health programs
Strategy 1.2.4	Increasing and Improving emergency obstetric and neonatal care services including timely access to emergency C-sections
Objectives 1.3	Increasing access to Primary & Secondary level health care services to marginalized community
Strategy 1.3.1	Setting up more Primary Health Centers for marginalized communities like Urban Poor, Rural & Tribal Population
Strategy 1.3.2	Up gradation of existing Primary Health Centres to provide secondary level services like Surgical & Specialty care
Strategy 1.3.3	Construction of Doctors For You Maternal Child health and surgical specialty care hospital
Goal 2	To combat Maternal & Child Malnutrition
Objectives 2.1	Scaling up of Community based management of Malnutrition program
Strategy 2.1.1	Setting up CMAM programs for SAM/MAM children with community based therapeutic center
Strategy 2.1.2	Partnership with Govt., NGO's & CSO's for strengthening malnutrition program
Strategy 2.1.3	Capacity building, training and handholding of ICDS program staffs for management of SAM / MAM children

Objectives 2.2	Providing Nutritional support & Micronutrient supplementation to pregnant and lactating mothers
Strategy 2.2.1	Increasing access to Iron folic acid & Multivitamins during pregnancy and lactation
Strategy 2.2.2	Provide additional nutritional supplementation in the form of Take Home Ration (THR) during pregnancy and lactation
Strategy 2.2.3	Behavior changes communication (BCC) & Awareness program on Importance of Nutrition during pregnancy
Strategy 2.2.4	Improving nutritional status & Hemoglobin level of Adolescent girls
Objectives 2.3	Integrated and comprehensive community development with focus on WASH, Food security, access to health services and creating livelihood opportunities for marginalized communities
Strategy 2.3.1	Construction of Toilets & Behavior Change Communication for making localities Open Defecation Free (ODF)
Strategy 2.3.2	Creating Livelihood opportunities through various skill development programs for most marginalized communities
Strategy 2.3.3	Improving WASH facilities in Schools & Communities through various programs
Goal 3	To Strengthen & Improve access to NCDi (Non Communicable Diseases & Injuries) care services
Objectives 3.1	Setting up NCDi care services
Strategy 3.1.1	Start of community based chronic disease screening program e specially for Hypertension & Diabetes
Strategy 3.1.2	Start of chronic OPD & Access to essential NCD drugs
Strategy 3.1.3	Strengthening Lab facilities to diagnose Non communicable diseases
Strategy 3.1.4	Research on various aspects of NCDi
Objectives 3.2	Start Cancer prevention, Early detection and Management of Common Cancers as priority action in states with high cancer prevalence
Strategy 3.2.1	Start of prevention, screening and early detection program on oral, breast & cervical cancer
Strategy 3.2.2	Advocacy campaign for control of Tobacco related cancers
Strategy 3.2.3	Health system strengthening at state level for early-stage cancer screening, prevention, diagnostics and management by activating NDC cell under National Health Mission
Strategy 3.2.4	Strengthening Data Management and MIS for cancer program

Strategy 3.2.5	Capacity building & Training of doctors, nurses & community workers for screening, detection and treatment of Oral, Breast & Cervical cancer
Strategy 3.2.6	Strengthening Cancer Research & Cancer registry at state and regional level
Objectives 3.4	Improving trauma care & Road safety in India
Strategy 3.4.1	Research study on Trauma care & Improving Trauma outcome to prevent morbidity and mortality post RTA
Strategy 3.4.2	Improving Road Safety measures and bring Policy changes at state level
Strategy 3.4.3	Strengthening Trauma & Emergency care across India
Goal 4	To Prevent & Control the Antimicrobial resistance (AMR)
Objectives 4.1	Creating awareness on Anti-microbial resistance (AMR) in India
Strategy 4.1.1	Creating awareness about AMR among Medical students and practicing health professionals including doctors, dentists, nurses and pharmacists
Strategy 4.1.2	Creating awareness about AMR among general public and prevent misuse of Antibiotics
Strategy 4.1.3	Research for better understanding of AMR problems in various states of India
Objectives 4.2	Prevention & control of Drug Resistant Tuberculosis in India
Strategy 4.2.1	Program on prevention & control of drug resistance (MDR/XDR/ TDR) Tuberculosis in India
Strategy 4.2.2	Strengthening RNTCP program delivery mechanism on ground in India
Strategy 4.2.3	Research study and knowledge management on Drug resistant Tuberculosis
Objectives 4.3	Improving Adherence & completion of Drug Resistance Tuberculosis treatment regimen
Strategy 4.3.1	Providing Nutritional & Psychological support to Tuberculosis Patients to improve adherence and treatment outcome
Strategy 4.3.2	Strengthening diagnostic and Imaging facilities to improve T.B care in India including Extensive Drug Resistant TB
Strategy 4.3.3	Strengthening Program on AIDS, HIV & T.B co-infection by building dedicated infrastructure and laboratories for prompt diagnosis and treatment
Goal 5	To build a disaster resilient health system

Objective 5.1	Objective: To provide uninterrupted quality health services during crisis
Strategy 5.1.1	Capacity building to make health facilities disaster resilient
Strategy 5.1.2	Regular mock drills in health facilities
Strategy 5.1.3	All implementation plans to have DRR component in the planning process
Strategy 5.1.4	All service providers to be well trained in providing uninterrupted quality health service in adverse circumstances
Objective 5.2	To build a disaster resilient community in terms of health needs
Strategy 5.2.1	Community service providers to be trained in handling crisis situations
Strategy 5.2.2	Establishing a robust and resilient communication and surveillance system to cope with crisis
Strategy 5.2.3	Construction of Warehouses at various strategic location across India for strengthening Rapid response in case of Major Disasters or Pandemic events.
Strategy 5.2.4	WASH facilities to be made resilient to crisis and Minimum Initial Service Package (MISP) to be prepositioned in hazard prone areas to ensure prompt delivery of basic Reproductive and sexual health services.
Strategy 5.2.5	Nutritional security to be ensured in times of crisis
Objective 5.3	To have a resilient governance system
Strategy 5.3.1	Advocacy with local authorities to establish partnership models
Strategy 5.3.2	Technical knowledge sharing to make both government and private facilities disaster resilient
Strategy 5.3.3	Capacity building and training of both government and private sector health providers in DRR
Objective 5.4	Objective: To have a resilient education delivery system in crisis
Strategy 5.4.1	To have contingency plans in place in order to provide uninterrupted education services in times of crisis
Strategy 5.4.2	To have a mechanism to cope with loss of educational materials in crisis
Strategy 5.4.3	To form strategic partnership with various National and International institutions for Quality Health care workforce development
Goal 6	To strengthen Medical , Nursing & Paramedical education system across India
Objective 6.1	Objective: To build infrastructure for Educational Institutions
Strategy 6.1.1	To start Medical, Dental, Nursing, Paramedical and allied Courses across India to strengthen health care workforce development
Strategy 6.1.2	To construct Infrastructure for establishment of Educational Institutions to start various courses

Strategy 6.2.3	To have preventive measures to minimize loss or destruction of educational documents and materials
Strategy 6.2.4	To priorities education as a basic need in times of crisis in the planning process of DRR
Goal 7	To have a resilient livelihood system
Objective 7.1	Objective: To have a resilient livelihood options for vulnerable communities
Strategy 7.1.1	To ensure minimum wages livelihood in times of crisis
Strategy 7.1.2	To have a livelihood system that is less prone to disruption by disasters
Strategy 7.1.3	To have a livelihood structure that is inclusive of DRR components
Strategy 7.1.4	To have a cadre of community workers to create awareness about resilient systems of livelihood
Objective 7.2	Objective: To have resilient agriculture system
Strategy 7.2.1	Advocacy with the government to ensure new technology is made available to farmers to make their crops resilient to different local hazards
Strategy 7.2.2	Ensure adherence to norms that are aligned with SFDRR and SDG's
Strategy 7.2.3	Ensure adequate compensation in case of loss of livelihood due to disasters
Goal 8	To carry high quality research that has an impact on Public Health Interventions on the ground and at policy level in line with DFY's strategic goals
Objectives 8.1	Cultivate and sustain an integrated multidisciplinary environment that facilitates excellence in research and community engagement.
Strategy 8.1.1	Adopt and maintain innovative technological resources that support research and community engagement.
Strategy 8.1.2	To provide leadership in coordinating and setting priorities for the public health community
Strategy 8.1.3	Maintain physical learning environments that support research and creative activities and community engagement.
Strategy 8.1.4	Develop and engage in high quality research that is expected to make a difference to public health outcomes.
Objectives 8.2	Educate and prepare the next generation of researchers and practitioners to effectively meet the public health-related needs of individuals and communities

Strategy 8.2.1	Promote integrated multidisciplinary approaches to research in public health and health during emergencies.
Strategy 8.2.2	To form a collective voice to influence policy and advocate for public health
Strategy 8.2.3	Increase access to public health education & research in India
Objectives 8.3	Conduct, manage, disseminate and translate research and creative activity to advance knowledge and health.
Strategy 8.3.1	Conduct and disseminate research and creative / innovative activities
Strategy 8.3.2	Develop a system for knowledge management enabled in data protection and management
Strategy 8.3.3	Conduct research and creative activity in partnership with community organizations and institutions.
Strategy 8.3.4	Conduct research and creative activity in partnership with other institutions both domestically and abroad.
Strategy 8.3.5	Develop and engage in high quality research that is expected to make a difference to public health outcomes that is conducted in an ethical manner and in accordance with the appropriate research permissions.
Strategy 8.3.6	To provide a platform for public health practitioners and researchers for networking and knowledge sharing
Strategy 8.3.7	Develop and engage in high quality research that is relevant to current research priorities (see section 1.1).
Strategy 8.3.8	Develop and engage in high quality research that is conducted collaboratively with those likely to be affected by the research by linking researchers with policy-makers, practitioners and the public.
Strategy 8.3.9	Maintain internal funds that support in the area of research and creative / innovative activity.
Strategy 8.3.10	Demonstrate success in acquiring extramural funding for research and creative / innovative activity.
Strategy 8.3.11	Develop and engage in high quality research that is expected to make a difference to public health outcomes.

Funding The Ambition

DFY must match its ambitions to overcome the challenges to the resources that are available. We have put a much greater strategic emphasis on building resources at each level in order match our collective ambition and organizational requirements.

The biggest part of our program spending will be allocated to our work on Goal 1: To Strengthen RMNCH+A Program across India (about 35-40%), Followed by Goals 2, 3 and 5: The other goals will account for the rest (about 20-25%). It is important to note that ensuring SDG's 1, 3, 4, 6, 11 and 16 will run through all our work in all six goals.

The goals will work within existing budget allocations –the unrestricted element (i.e. adjusted for inflation). Any ambition for more spending for a specific initiative will be contingent on raising new funds or re-alignment of internal resources during the life of the plan.

In the short-to-medium term, we will invest significantly more on fundraising and cost-effectiveness (building on our Single Management Structure work) and look for greater savings across the system. In the short term this may slightly reduce the total resources available for work on goals, in order to strengthen finances and achieve greater impact in the medium-to-long term. It is anticipated that there will be greater resources available for programming in the latter part of the five-year Plan period and beyond.

Doctors For You in line with its founder's commitment and vision should never accept any funding from Tobacco or Alcohol or Weapon manufacturing agencies in India or Abroad.

Appendix A - Description of Strategic Planning Process Used

This document is developed through bottom-up approach. Starting with the inputs from group staff and field team in-charge, this document was developed through a 2-day residential conference organized in Dec 2016 in Delhi attended by all management level staff of Doctors for You. The draft recommendations were subsequently submitted to Governing body in early 2017 and the governing body in annual summit in Mumbai finalized the plan in consultation with Patrons, Advisors and subject experts.



Appendix B -Goals for the Chief Executive:

The CEO of the organization is empowered to ensure that adequate measures are taken in achieving the goals that are set by the organization. In doing so, the CEO will be responsible for supervising and monitoring of various projects and suggest interventions to achieve the goals set for particular sectors. In this regard, the CEO will be supported by the Governing in his decisions and the Governing body will act as a mentor in achieving the goals of the organization within the stipulated time frame. The Governing body will also take into considerations any changes in implementation strategy of any project not aligned with organizational that are suggested by the CEO. The CEO will be overall in-charge of all projects and will take full responsibility for their completion in the given time and will also be responsible for delays caused if any. The CEO will play a crucial role in developing the implementation strategy of various projects undertaken by the organization and will submit a report on ways to make them sustainable and resilient to disasters.

Appendix C- Monitoring and Evaluation of Plan

Responsibilities and Frequencies for Monitoring and Evaluation

The responsibilities of monitoring and evaluation would be as to the immediate supervisor of person responsible for the implementation of the task. The mechanism used for the same would be.

Monitoring:

- Monitoring based on ground inspection by external monitors: The project will also employ external monitors to inspect the implementation of each component of the project and give their feedback and recommendations which will be used to further improve the quality of service delivery of each component of the project.
- Program Evaluation and Review Technique (PERT) and Critical Path Method (CPM): The project will use the program evaluation and review technique for continuous monitoring of the project. This will ensure flexibility in project implementation using time specific goals and targets and identification of gaps and lags in implementation of different project components. The critical path method will be used to identify the crucial components of the project during the implementation to ensure adequate resources for critical components. A system of regular reporting of each component of the project will be put in place so that the overall progress of the project can be monitored at any given time.

Evaluation:

- **Formative Evaluation:** The project will use formative evaluation techniques to evaluate the early phases of the project. The pre-implementation phase will be the main focus of this evaluation.
- **Summative Evaluation:** Summative evaluation of the project will be done to determine if the project objectives have been met or not. The achievement of the project objectives will form the basis for continuation of the project model in other areas and possible continuation of the project in the target area.
- **Outcome Evaluation:** Outcome evaluation of the project will be done by comparing the baseline data before the implementation of the project and the outcome data after the implementation of the project. This will give a clear picture on the changes brought about by the project in the target area.
- **Impact Evaluation:** An impact evaluation of the project will also be done to determine the long-term effects of the project in the target area and identify ways to minimize negative impacts and maximize positive impact in all future endeavors.

The procedure to be followed after the completion of M&E on Status of Implementation is as follows,

Results of monitoring and evaluation will be in writing, and will include:

1. Answers to the "Key Questions While Monitoring Implementation of the Plan"
2. Trends regarding the progress (or lack thereof) toward goals, including which goals and objectives
3. Recommendations about the status
4. Any actions needed by management

Procedure for Changing the Plan

In case of any changes to the plan, following question needs to be answered,

1. What is causing changes to be made?
2. Why the changes should be made?
3. What specific changes should be made, including to goals, objectives, responsibilities and timelines?

Appendix D - Communicating the Plan

Note that certain groups of stakeholders might get complete copies of the plan, including appendices, while other groups (usually outside of the organisation) might receive only the body of the plan without its appendices.

Consider:

- ✓ Publish portions of plan in newsletter, and advertising and marketing materials (brochures, ads etc.).
- ✓ Train board members and employees on portions of the plan during orientations.
- ✓ Include portions of the plan in policies and procedures, including the employee manual

For Web publication

By Order

DOCTORS FOR YOU GOVERNING BODY