Kodai Grihini Community College Strategic Plan July 2020 – June 2025

1. Introduction

Kodai Grihini Community College is at a transition/watershed stage approaching a planned change in leadership and handing on to a new generation. It has therefore been necessary to develop a strategic plan to provide direction and guidance for the future of Grihini over the next five years. There is a need to act in a formal way on the recommendations of the Repositioning Kodai Grihini Program Report, some of which are already in progress. Staff and other stakeholders have participated in the process of strategic planning. In this way, it is hoped there is a feeling of ownership of the plan, with staff and stakeholders having shared knowledge of where Grihini is going over the next five years; what we need to do to get there, the resources that will be necessary and how we will know we have achieved what we wanted. Having a strategic plan makes it easier to plan what needs to be done each year in the form of an annual plan, resourced through an annual budget. This helps to report on what we have done. In addition, skills development in India is changing; this means there are opportunities and challenges. Grihini needs to align its response to what's happening in the outside world while remaining true to its vision, mission, values and principles. The strategic plan is in both Tamil and English so that it can be understood.

The process to develop this strategic plan began with a strategic planning workshop in June 2019 for staff and other associates as part of a Planning, Budgeting and Reporting Review commissioned by two of Grihini founders, Jan Orrell and Norm Habel. The key elements of the strategic plan have been communicated with stakeholders.

Section 2 contains a timeline showing the key milestones in the history of Grihini.

Sections 3, 4 and 5 contain a re-statement of Grihini's vision, mission, values and principles.

Section 6 contains the four focus areas of the Grihini program together with objectives, strategies and indicators. The strategies have codes which are aligned to the annual plan, budget and report.

2. History: Grihini Timeline

Timeline entries:

- **1986** — Planning: Principles, Curriculum and Staffing
- **1987 (July)** — Commence program with 30 students. Fr Arokiam: Coordinator Dency Michael: Guide
- **1990** — Program initiatives
  - Shop for sale of Grihini crafts
  - Small saving and loans scheme
- **1991** — ALWS agreement
- **1992** — Evaluation and Planning Study Report 1: Orrell AusAID funded
- **1993** — AusAID Funded Indigenous Health Care Education Centre Mooliar
- **1994** — Health Centre Report 1: Orrell, Biggins and Garret
- **1995** — Health Centre Report 2: Habel
- **1996** — Heath Centre Report 3: Habel
- **1997** — Heath Care Centre Evaluation Report: Longson, Orrell and Habel
- **2007** — Hackett Foundation funding received
- **2010** — External 20 Year Evaluation and Planning Report 2: Benjamin
- **2010** — Community College commences Dency Michael: Principal
- **2015** — Child Safeguarding Policy Development: Fitzpatrick
- **2017** — Hackett Foundation funding bequest
- **2018** — External 20 year Evaluation Report – Repositioning Kodai Grihini Programs: Mahendran and Muthu
- **2019** — Planning and Reporting Review Report and Strategic Plan development: Anderson

3. Vision

The marginalised young women of the Palni Hills, especially from Dalit and Tribal communities are empowered to transform their lives and are equipped with income generation skills; in doing so, they improve conditions in their villages.

4. Mission

Kodai Grihini Community College is a provider of holistic education and care that is appropriate to the needs of the marginalised young women, especially from Dalit and Tribal communities of the Palni Hills. Kodai Grihini Community College provides a village outreach program that is responsive to the ongoing needs of Alumni and marginalised communities in collaboration with partners and like-minded groups.

5. Values and Principles

Our approach to our work at Kodai Grihini Community College is governed by the following values and principles:
1. We focus on promoting emotional, intellectual and physical skills rather than providing physical or financial resources.
2. We cherish the model of 'Akka' and animator, and respond when our Alumni return in need of assistance, creating a family environment.
3. We focus on developing young women to be leaders and raising their political and social awareness.
4. We prioritise enabling young women to live with dignity, respect, awareness and empowerment in their own places; to resource them to make a difference in their villages rather than equipping them to 'escape' from village life.
5. Grihini is a 'movement' rather than a project or an NGO, and its future direction will be led by Grihini with the accompaniment of the Grihini Administration.
6. Grihini Trust works towards the sustainability of financial and human resources.
7. Teaching and learning approaches will incorporate critical group and self-reflection, continuous improvement, innovative learning, and full student participation.
8. We have equal functional responsibility irrespective of our office.
9. We care for and safeguard the health and wellbeing of our students and each other.
10. We assist women who experience violence.
11. We collaborate with other like-minded individuals and institutions who support our values to make the Grihini fit for life, for society and for jobs.

6. Focus Areas, Objectives, Strategies and Indicators

FOCUS AREA: GRIHINI OPERATIONS		
Objective 1: To provide an effective administration of the overall Grihini program		
Code	**Strategies**	**Indicators**
GO1.1	Implement a revised Kodai Grihini Community College Structure	There are terms of reference or job/role descriptions for each of the functions in the Kodai Grihini Community College Structure.
		Individuals with the necessary skills and commitment to the Grihini ethos are identified/recruited to fill vacant roles in the Structure and to succeed the current principal after an appropriate period to determine their suitability.
		Grihini Alumni with potential to fulfil roles in the future are identified and mentored.
GO1.2	Maintain accreditation as a residential institution, and for formal certificate program courses by relevant external institutions/bodies.	Accreditations are maintained.
GO1.3	Develop policies, procedures, manuals or handbooks as required to guide the operations of Kodai Grihini Community College.	There is a financial management manual.
		There is a child safeguarding policy and a code of conduct.
		Annual planning and reporting procedure.
		Other guidelines are drawn up e.g. Staff Handbook.
GO1.4	Maintain effective communication about the work being carried out by the different roles/functions in the Kodai Grihini Community College Structure, and regularly review progress.	There are weekly staff meetings to discuss progress, share learning and solve problems.
		There are quarterly meetings of the Grihini Board Trustees to be updated on progress, share learning and solve problems, and provide advice. Minutes of these meetings are sent to Jan and Norm.
		There is an annual calendar showing all the key dates in the Grihini Program year.
GO1.5	Develop a fundraising plan in Australia to ensure sufficient income to cover annual expenditures, and establish local fundraising possibilities in India e.g. corporate sponsorship.	The fundraising targets are met.
		Corporate sponsors are identified and make financial or in-kind contributions.
GO1.6	Ensure terms and conditions for staff remain attractive.	Staff terms and conditions are reviewed and improved within the limits of budgetary provision: e.g. benefits, allowances, salaries and pensions.
GO1.7	Identify staff professional development needs and make budgetary provision to provide relevant opportunities.	Annual budgets include provision for staff professional development activities in accordance with identified need.

GO1.8	Produce annual plans, budgets and reports.	Annual plans and reports are prepared in a timely manner in accordance with the planning and reporting procedure.
GO1.9	Comply with statutory obligations.	2 annual financial audits are carried out to meet Indian Government statutory obligations and ALWS requirements.
GO1.10	Investigate possibilities for transferring funds from the bequest in Australia to be invested in India in long-term deposit accounts for specific projects/innovations.	A process for transferring funds is established in accordance with Indian Government legislative requirements.
		Specific projects/innovations are identified, set up and managed.
GO1.11	Set up evaluation/research initiatives to: • understand the impact Grihini has had on the aspirations and lives of its Alumni and their communities; • track the recipients of further education awards as resources for the Grihini program in future; • understand what further research and innovation is needed to enhance the provision made by Grihini for the target groups of girls, women and their communities.	A plan for a systematic enquiry into how the Grihini has impacted on the lives and aspirations of its graduates and how they have had an impact on the quality of life of their community.
		Additional funds are sought to support this systematic study. A research design and ethics application is prepared. Personnel are identified to carry out the study. Any training of those involved is undertaken.
		Research is conducted and data, both qualitative and quantitative, are analysed and a report is presented to the key stakeholders and published.
Objective 2: To maintain the premises allocated to the Grihini Trust and its assets.		
Code	**Strategies**	**Indicators**
GO2.1	Follow the provisions of the written and unwritten arrangements for the premises with Sacred Heart College.	The premises are well-maintained.
GO2.2	Maintain an inventory of assets.	The assets are kept in good condition and are fit for purpose.
GO2.3	Make provision for non-recurrent (capital) expenditure in the annual budget as required.	Equipment is bought and scheduled maintenance is carried out.

FOCUS AREA: GRIHINI RESIDENTIAL CARE SERVICES		
Objective 3: To provide care for the wellbeing of students so they have the best conditions for living in community.		
Code	**Strategies**	**Indicators**
GRCS 3.1	Provide: • A welcoming, caring atmosphere • A healthy diet • Clean and comfortable accommodation • Social and cultural opportunities	Students: • Are happy and healthy • Engage in keeping their environment clean and tidy • Initiate and join in social and cultural opportunities

| GRCS3.2 | Establish expectations for behaviour | Students understand and comply with expectations for behaviour. |
| GRCS3.3 | Implement the Student Safeguarding Policy | Students develop trusting and respectful relationships with each other, with staff and other adults with whom they interact. |

FOCUS AREA: GRIHINI EDUCATION PROGRAM

Objective 4: To provide a personalised education program according to the needs and aspirations of students that enhances their:
- **Personal development and self-esteem**
- **Basic literacy and numeracy skills**
- **Social justice awareness**
- **Communication, interpersonal and life-coping skills**
- **Employability and entrepreneurship skills**
- **English language skills**
- **Knowledge of health.**

The education program provides:
- a. **A Foundation course: literacy, numeracy, social justice awareness, communication, interpersonal and life-coping skills, English language skills and health**
- b. **Diploma courses in fashion design and garment making, and computer application**
- c. **Tutorials to enable students to pass the Government of India's 10th (SSLC) and 12th Grade exams**
- d. **Internships**

Code	Strategies	Indicators
GEP4.1	Ensure an appropriate balance between the non-formal, formal, and tutorial components of the program by delivering the courses in accordance with the curriculum.	Students give positive feedback on their experience with the Grihini program
		An annual graduation ceremony is held.
		Students articulate aspirations for their future lives.
GEP4.2	Teach in ways which reflect Grihini Community College's values and principles that enable students to be empowered.	The annual intake of students successfully completes their program including: • those enrolled in the formal diploma courses successfully complete them • those enrolled in the tutorial program successfully obtain their government certificates.

GEP4.3	Engage the services /skills /expertise of PEAK, and other organisations and individuals as resources to contribute to the delivery of the program.	A list of needs for services/skills/expertise from PEAK is drawn up and updated as well as a list of individuals who could contribute
		Relationships established with colleges delivering undergraduate and postgraduate training in social work to offer placements for their students with Grihini; students in turn acting as resources for Grihini.
		Relationships established with service providers of relevant programs e.g. Anugraha's 'Healing the Inner Child'.
GEP4.4	Identify and support students who are experiencing difficulties.	Appropriate care and support is provided.
GEP4.5	Ensure the teaching and learning materials and equipment are relevant and up-to-date.	Teaching and learning materials and equipment are evaluated and purchased as required.
GEP4.6	Establish and maintain an internship program to enhance students' employability.	An internship program is set up; students successfully complete their internships and give positive feedback; employers give positive feedback on the students.

FOCUS AREA: GRIHINI VILLAGE OUTREACH PROGRAM		
Objective 5: To develop effective communication and relationships between all key stakeholders and partnerships to enhance the outcomes for students, families and staff.		
Code	**Strategies**	**Indicators**
GVOP5.1	Establish the Village Women's Representative Advisory Group to support the implementation of the Village Outreach Program.	The Village Women's Representative Advisory Group carries out its terms of reference.
GVOP5.2	Establish and/or enhance collaborative relationships/ partnerships with other organisations/programs to support Grihini Community College according to agreed TOR.	Collaborative relationships/partnerships are established and enhanced/ maintained.
GVOP5.3	Engage the services /skills /expertise of PEAK and other individuals to contribute to the delivery of the program.	A list of needs for services/skills/expertise from PEAK is drawn up and updated as well as a list of individuals who could contribute.
		The contribution of PEAK and others is recognised and evaluated.
Objective 6: To recruit and admit the annual target number of students in accordance with agreed criteria.		
Code	**Strategies**	**Indicators**
GVOP6.1	Promote the Grihini program in order to recruit students by: • allocating resources for staff to make visits to Grihini villages and other local schools	The annual target number of students is recruited.

Code	Strategies	Indicators
	• allocating resources to groups like PEAK to assist in the recruitment process.	
Objective 7: To enable Grihini Alumni to explore options for continuing education, entrepreneurship, employment and village development in their role as agents of change in their villages.		
Code	**Strategies**	**Indicators**
GVOP7.1	Identify entrepreneurship/ income-generating opportunities for Grihini Alumni and support the implementation.	Entrepreneurship/income-generating opportunities benefit the Grihini Alumni and their villages and records kept – photographs, video, stories of change
GVOP7.2	Maintain and strengthen Alumni Clubs to serve Alumni in groups of villages	The goals of the Alumni Clubs are achieved: • Support the continuation of relationships formed by the Grihini during the program by holding reunions • Explore emerging village needs and respond appropriately • Keep Grihini graduates up to date with the current Grihini program, to promote support for the program at village level.
GVOP7.3	Hold village education events (e.g. dramas and awareness-raising) to address issues of social injustice and contribute to social change.	Village events are held and records kept – photographs, video, stories of change.
GVOP7.4	Provide further education awards to Grihini Alumni in accordance with specific criteria.	Alumni receiving education awards successfully complete their further education and maintain a commitment to contribute to the Grihini Program.
Objective 8: To establish a social and personal welfare program using local funds to support Grihini students and their families in need of assistance.		
Code	**Strategies**	**Indicators**
GVOP8.1	Grihini Board of Trustees manages the social and personal welfare program by developing criteria, a policy and a process to ensure responsible, equitable and sustainable management of a fund.	The social and personal welfare program provides support to individuals and families in need in accordance with criteria, the policy and process.
		The social and personal welfare fund is managed in a responsible, equitable and sustainable way.