

May 2020

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The Good Sight



COMMITTED
to COMMUNITY



Photo credit: Abhirup Dasgupta



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For the communities only!

Dear Reader,

Philanthropy in a country like ours has limitless scope and need in today's era. And non-profit organisations have been playing a vital role in intervening and joining hands with the government in all sectors in their unique ways or textbook standard operating procedures. Lately, since the Corporate Social Responsible Act came into force, the development work has got an impetus in the form of funds. But the experience of designing and implanting community programmes lies with the nonprofits which have been working for decades in this country. They understand the inside out of the communities' issues in the last mile or at the remotest hamlets.

It only brings respect and a feeling of admiration when one hears about their wonderful initiatives aimed at impacting the communities positively in varied ways. We, at The Good Sight, salute each of them and this special issue (Committed to

Community) is our small token of respect to all such organisations that are relentlessly working in the development space.

In this edition, we have tried to bring together some of the leaders from the enormously vast development space and attempted to understand their ideas, challenges and development models.

Unlike the past editions of TGS, this one has been treated very differently. We hope you would like this issue that comes in an altogether different avatar.

Stay safe!

Editors

Asit Srivastava
Bhesaja Choudhury

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GOONJ.. a voice, an effort
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Goonj

Adding to development agenda

Goonj is an idea that has the potential to be replicated across regions, economies and countries using urban discard as a tool to alleviate poverty and enhance the dignity of the poor





*Anshu Gupta
Founder
Goonj*

Anshu Gupta, popularly known as the Clothing Man, is one of India's leading social entrepreneurs. Gupta brings to the table an instinctive empathy and connects with people, moving the focus from the conventional giver's pride to the unconventional receiver's dignity. Asia's Noble, the prestigious Ramon Magsaysay Award 2015, conferred to him credited him for 'his creative vision in transforming the culture of giving in India, his enterprising leadership in treating cloth as a sustainable development resource for the poor, and in reminding the world that true giving always respects and preserves human dignity'.

Goonj is the first organisation worldwide to highlight clothing as a basic but unaddressed need which deserves a place on the development agenda. It is the first to reposition discard of urban households as a development resource for villages, moving away from its age-old stance as a charitable object. It is one of the few organisations in the world constructively reviving and strengthening rural volunteerism to solve its own problems, digging deep into the age-old wisdom and knowledge base of the villages. Goonj has the rare distinction of an equally vast reach among the masses in the villages as well as the cities across India. The core idea is to address basic but neglected issues of the poor by involving them in evolving their own solutions with dignity and urban material as a reward.

Goonj is an idea that has the potential to be replicated

across regions, economies and countries using urban discard as a tool to alleviate poverty and enhance the dignity of the poor in the world. We aim to recognise and value the potential of local resource and traditional wisdom of people. Our focus is concentrated on the receiver's dignity instead of the donor's pride. We promote this circular economy by ensuring maximum use of each material. We value collaborative efforts with partner organisations to increase effectiveness and scale. Goonj views every entity as equal stakeholder in the process of development rather than observing hierarchical relationships.

In the work of development as the world is focused on the machines i.e. the big and known issues, Goonj wants to bring attention to the most ignored needles – the basic needs.

Target Population & Geography

The work connects to the masses in cities and villages to build a network of communities, channelising surplus material from urban masses including individuals, institutions, corporates and FMCGs to the villages across India we work with a vast network of grassroots organisations, activists, panchayats, formal and informal groups, units of Indian army, Border Roads Organisation and others to reach out to some of the most remote and underserved communities, especially in disasters. In 2018- 19, Goonj reached out to communities in 25 states and union territories, including more than 4,600 villages.

Scale of Impact

According to our FY 18-19 annual report:

- We mobilised 6,200+ development projects across India, with 93,000+ people

- Dealt with 5.5 million kgs of material, including approx. 780 tonnes of cloth waste used to create innovative upcycled handmade products
- Reached out 2,48,400+ carefully designed basic needs material ‘Family Kits’
- Reached out to 1,47,400+ students in village schools under our ‘School to School’ initiative
- Apart from this, we have been doing massive disaster relief and rehabilitation work in the past two decades and also working with women in rural India on their menstrual hygiene, reaching them with millions of cloth pads made out of carefully processed urban surplus cotton/semi cotton urban surplus cloth

SDGs Covered

Our work touches almost all the SDGs as they connect with ecological aspects with reusing urban surplus material and using it as a tool to trigger work on many different development issues. Our focus is on changing the mindset of people around consumption, individual responsibility in the society, the inequality and wrong notions of rich and poor, donor and beneficiary and charity and dignity. Our work is about engaging and involving the society for systemic change that in turn impacts many different aspects of the wellbeing of the people and the planet.

Implementation & Sustainability

Goonj’s work across rural and urban India is led by its

own teams, a wide network of partner organisations, our volunteers and the general masses. Goonj is triggering and nudging these different stakeholders to focus on some neglected communities and issues. Goonj is also mobilising many different kinds of material resources beyond money. In many geographies, Goonj teams are directly working with the communities, effective local partners also help set the stage for well-coordinated strategic field planning that both maximises resources and enhances the extent of coverage.

Goonj’s work in rural and urban India is built on a network of partnerships and collaborations engaging

different entities and individuals in taking action from the space of their strength and aligned goals. In rural India, our backbone is a partner network of over 250 grassroots organisations, including units of Indian Army in remote sensitive border villages of J&K, government agencies like Border Roads Organisation (BRO) working with migrant labourers making roads on borders of Uttarakhand, SHGs, CBOs, Panchayats, etc. These partners are our critical last leg, hands, ears and eyes on the ground. They give us precise knowledge about the needs and realities of rural populations and act as trusted intermediaries for the communities and us. In disasters, especially this ongoing network of pan India partnerships plays a critical role as we



Dignity for Work

The initiative is enabling communities to confront their realities, encouraging them into action

Worldwide when we think of resources for any kind of development work, we think of money. Goonj works on turning urban surplus material as a resource for thousands of rural development activities.

Communities build huge bamboo bridges, dig up wells, do bunding of acres of land, develop irrigation canals, build drainage systems, build village schools and take up massive exercises of repairing roads, develop water harvesting systems to cleaning up their water bodies. All these works are done by making people understand their own community power and using carefully processed usable old material, matched to their needs, as a reward for their efforts.

The goal is to build and maintain a connection of empathy, dignity and value between the issues of the poor and the rich.

The strategy is to build an economic bridge between

cities and villages, by sharing the surplus of one's prosperity to address the lack of resources of another. We use urban surplus and rural efforts as two alternate development currencies to bring dignity and a better life for communities in cities and villages across India. The impact is that the village communities are being vitalised as their standards of living improve with material inputs and reduction in cash expenditure for low-income households, expanding their spending power in small but critical ways. In the process, massive urban waste is constructively utilised instead of becoming an environmental disaster.

The 'Dignity for Work' initiative is enabling communities to confront their realities, encouraging them into action. This work is addressing ignored needs and gap areas in the work of other development agencies. For the people, it is freeing up their meagre resources as when Goonj reaches out with material,

larger value addition is basic economic development as the limited money a person would otherwise spend on buying this material is freed up to fulfil more critical needs of food or health etc.

Goonj's interventions include water (digging/cleaning/making of ponds, canals & wells; rainwater harvesting/groundwater recharging; making reservoirs, check dams, new ponds for water catchment; cleaning and reviving defunct ponds, reservoirs), access & infrastructure (road repair; bridge related; drain/toilet making/repairing; road making; dustbin making/repairing), sanitation (road cleaning; cleaning of hand-pump premises; drainage making/cleaning; village colony cleaning; community centre/school/park cleaning), agriculture (kitchen garden, land bunding, community farming, environment, plantation and vermicompost pit making) and education.

just instigate it to deliver large-scale specific urgently needed disaster relief in a time-sensitive manner. In cities, we partner with every part of the society – FMCGs, corporates, institutions and individuals – to turn the tide of waste by reverse supply chains, recycling and circular economic model, using their infrastructure. Our focus is on making them aware of village India’s challenges and issues and the simple, achievable solutions possible with the material they are discarding.

Ours is a sustainable model because it is creating a win-win situation for all the stakeholders – the material contributors in the cities because they are able to channelise their surplus underutilised material in a constructive way for development work and the receiver because it’s not only addressing their needs specifically but, in addition, it is addressing their community needs as well plus the biggest aspect is that it is enhancing their dignity and sense of self. It is mobilising communities to take their own decisions and own their own solutions. That is a powerful aspect of sustenance.

Challenge & Mitigation Approach

We do face challenges in the course of carrying out our activities. Some of those are:

- Increasing transport cost and rentals for storage space, vehicles.
- Technology; high-end laptops and computers to

streamline data and systems.

- Documentation of knowledge – new ideas and innovative approaches in our work since our inception.
- Mismatch in the supply of specific material like sarees, children clothing, school material, winter clothing and blankets etc.
- Financial resources, retaining and nurturing our values and processes.

Our challenges are connected with our desire to do more. It is a constant struggle but working with people for the past two decades on their mindset around participating in the development work, not as donors but as stakeholders, has led to more co-ownership and a sense of responsibility among the masses. We do believe that when people own their issues and solutions, generating resources or facing challenges becomes easier.

Innovation

There has been a big innovation in many principles of development work and the circular economy principles, and we are connecting these two different genres seamlessly.

The Way Forward

The way forward is led by the people, by giving value to what we have, whether it is material, people, relationships and others. The need is to change our

inequality-led mindset of donors, beneficiaries, poor, rich, skilled and unskilled. Goonj’s model has shown that phenomenal things can be achieved when we value rural efforts and use urban surplus as a new currency. The need is to listen to people, work with their sense of agency and dignity and not apply only our lenses of looking at issues and solutions.







WaterAid

Changing lives for good

Determined to make clean water, decent toilets and good hygiene normal for Everyone, Everywhere within a generation



V K Madhavan
Chief Executive
WaterAid India

Following a Master’s in International Politics from Jawaharlal Nehru University in 1991, V K Madhavan commenced working with the Urmul Rural Health Research and Development Trust in Bikaner district, Rajasthan, where he worked in various capacities till 1998. Subsequently, Madhavan worked with ActionAid and The Hunger Project in New Delhi following which he spent eight years working in the Kumaun region of Uttarakhand with the Central Himalayan Rural Action Group (Chirag). Between 2013 and 2016, Madhavan was Managing Director of Skills Education Private Limited, a company that provided youth with access to information, skills and opportunities leading to employment. From May 2016, Madhavan has been the Chief Executive of WaterAid India. In his years as a development professional, Madhavan has worked on an integrated approach to rural development - community health, primary education, natural resource management, on and off-farm livelihoods and investing in young people. Madhavan tweets as @CeWateraidindia.

With a belief that clean water, decent toilets and good hygiene enable communities to unlock their potential to break free from the cycle of poverty and to change lives for good, WaterAid India, a non-profit organisation and part of the global WaterAid network, seeks to improve access to clean water, decent toilets and good hygiene for everyone, everywhere. In India, WaterAid is registered as Jal Seva Charitable Foundation. WaterAid India started work in 1986 because no non-profit like us existed. We are determined to make clean water, decent toilets and good hygiene normal for everyone, everywhere within a generation. Only by tackling these three essentials, in ways that last, can people change their lives for good. We focus on four thematic areas as part of our work in India, in both rural and urban areas – safe and assured drinking water; safely managed sanitation; water, sanitation and hygiene (WASH) in schools, anganwadis

and health care facilities, and hygiene behaviours. WaterAid works with partners across geographies who implement programmes directly with communities.

Target Population & Geography

Our focus is on the most marginalised and vulnerable – socially and economically. It includes the landless farmers, households headed by women, elderly living alone, migrant labourers, sanitation workers, communities living in remote and difficult areas. We are currently present in 68 districts in 13 states. Of this, we want to intensify our presence and make a lasting change in 18 districts across 6 states. These include Chitrakoot, Unnao, Lucknow and Fatehpur districts in Uttar Pradesh; Gaya, Buxar and Bhagalpur districts in Bihar; Nuapada, Debagarh and Bhadrak in Odisha; Dewas, Damoh and Dindori in Madhya Pradesh; Kanker and Rajnandgaon in Chhattisgarh; and Chittoor, Guntur and Vizianagaram in Andhra Pradesh.

Scale of Impact

Number people reached over the past three years:

2016-17		
603,716	1,171,524	1,634,938
Water	Sanitation	Hygiene

2017-18		
63,647	41,290	4,27,093
Water	Sanitation	Hygiene

2018-19		
166,393	62,841	342,380
Water	Sanitation	Hygiene

SDGs Covered

Our work contributes towards achieving SDG 6 i.e. achieving access to water sanitation and hygiene for all by 2030, paying special attention to the needs of women and girls and those in vulnerable situations. We also contribute to SDG 4 by ensuring WASH facilities available in schools which ensure children continue to stay in schools in our intervention areas.

Implementation & Sustainability

Sustainability is the core of our work and one of the key principles of our programme approach. By design, we work with local partners to leverage their knowledge and expertise and to secure long-term support and follow-up. WaterAid recognises the need for, and centrality of, ensuring involvement of local institutions of self-governance in our community-level interventions from the inception. By building the capacity of service providers and by generating demand from communities through investments in their understanding and knowledge, we create a more effective, transparent, inclusive and accountable system of demand and supply during the project period and beyond.

Challenge & Mitigation Approach

The growing water crisis - groundwater depletion, the pollution of freshwater sources and poor water quality - is the greatest challenge that has to be countered. Poor management of our water sources combined

with extreme weather events are affecting the lives and livelihoods of people. With any additional stress, it is the marginalised who are the worst affected. We need to recognise the urgency with which this must be addressed. We need to invest in decentralised solutions whether in cities or our villages, which allow conservation, recharge and management of water resources – rain, surface and groundwater. Finally, we need to recognise the existing inequities in access to safe water and seek to remove them.

Technological Innovation

WaterAid seeks to identify cost-effective and replicable interventions, wherever possible, to increase enhanced sustainability. We test, adapt and recommend for adoption at scale models that are affordable and work in a diverse context. We have tested others' innovations like Zimba water purifier which is a simple chlorination system in schools in Bhadrak in Odisha, Madhubani in Bihar and Ashramshalas in Maharashtra. Groundwater recharge through abandoned dug wells has been



FLAGSHIP PROJECT

Promoting WASH Compliant Ashramshalas, Maharashtra

This project is being implemented in partnership with NSE Foundation and Tribal Development Department of Maharashtra. We work with 172 Ashramshalas in Nashik, Thane and Nagpur districts. The programme aims at making these 172 Ashramshalas (residential schools for tribal children) WASH compliant in three years and aims to reach 70,000 children. The project focusses on ensuring that the children in these schools have access to adequate and appropriate WASH (water, sanitation, hygiene) facilities such as functional school toilets, safe drinking water, clean surroundings and basic information and adoption of critical hygiene practices including menstrual hygiene management. Finally, it builds the capacity of school management committees and the leadership of children to ensure operations and maintenance and continuous development of the facilities.



done in Raichur in Karnataka and Gaya in Bihar. Another innovation has been done in Ashramshalas in Maharashtra where plastic bottles have been used to build toilets. Contaminated freshwater ponds have been reclaimed through wastewater treatment in Lucknow and faecal sludge has been managed through different technologies including evapotranspiration in Chhattisgarh and Maharashtra.

The Way Forward

WaterAid India intends to reach the most marginalised with safe and adequate piped water supply at the household level. We will help facilitate access to safely managed sanitation services in communities that we work in with a special emphasis on the health, dignity and safety of sanitation workers. We will focus on anganwadis, schools and health care facilities to ensure that they have safe, adequate and appropriate water, sanitation and hygiene. This will be combined with promoting good hygiene behaviours which will protect communities against various illness and ensure a healthy and dignified life. In doing this, we will invest in the capacity of communities and their local governments to design, plan, own and manage these services and to support government at the district, state and national level to scale up what works.



Smile Foundation

Touching lives, bringing smiles

Smile Foundation is benefitting over 4,00,000 underprivileged children, their families and the community directly through more than 250 welfare projects on subjects such as education, healthcare, livelihood and women empowerment across 25 states of India





*Santanu Mishra
Co-Founder & Executive Trustee
Smile Foundation*

Santanu Misra is a social entrepreneur by passion and a management strategist and consultant by profession. Hailing from Sambalpur in Odisha, Mishra is no stranger to accolades and recognition. His pioneering work in the field of social responsibility in India has often seen him acknowledged as a champion of pressing social causes such as child empowerment, equal opportunity and social equality. Belonging to a culture steeped in volunteerism and social responsibility, Mishra's passion for creating a social change and adding value back to the society saw him bringing a group of likeminded professionals together to establish Smile Foundation in 2002. An alumnus of IIM Ahmedabad and a Company Secretary, Mishra, quit his highly successful corporate career at its peak in 2005, choosing instead to dedicate his energies to establish Smile Foundation as one of the most successful development organisations in India.

Unless members of the civil society are involved proactively in the process of development, sustainable change will not happen. Believing in this principle of 'Civic Driven Change', Smile Foundation, a non-government organisation, sensitises the civil society to make them partners in its mission.

As a national-level development organisation, it is benefitting over 4,00,000 underprivileged children, their families and the community directly through more than 250 welfare projects on subjects such as education, healthcare, livelihood and women empowerment across 25 states of India. Along with our work at the grassroots, we have been making consistent efforts to sensitise and involve corporate, local government bodies and the larger civil society in the process of bringing sustainable change. In a journey

of over 15 years, we have directly impacted the lives of more than 1.5 million children and their families. This has only been possible through meaningful collaboration and positive partnerships.

Target Population & Geography

Smile Foundation has strived to take its intervention into the interiors of India, reaching the unreached in the remotest of rural areas and urban slums with our services. Our target population comprises of underprivileged families and children, adolescent girls and privileged children and unskilled youth. All our programmes are designed for keeping our beneficiary base in mind.

Smile Foundation reaches out to over 6,00,000 underprivileged children, youth and women through various development projects across India with

presence in the states of Delhi, Haryana, Gujarat, Maharashtra, Odisha, Rajasthan, Uttar Pradesh, Bihar, Jharkhand, Jammu & Kashmir, Punjab, Madhya Pradesh, Karnataka, Andhra Pradesh, Tamil Nadu, Uttarakhand, Chhattisgarh, West Bengal, Goa, Kerala, Assam, Tripura, Meghalaya and Manipur.

Scale of Impact

In the past one year, 27,710 children were provided education and there was an overall increase of 25% from last year in enrolment at Mission Education centres. A total of 5,41,835 people received healthcare services through 39 operational projects in 585 remote villages and slums. Over 60,000 women and girl children were benefitted and empowered through various interventions under the Swabhiman programme. 12,00,000 children were sensitised along with their teachers and families.

SDGs Covered

Smile Foundation, beginning in the corridors of education, has adopted a lifecycle approach with intensive programmes focused on family health, livelihood and community engagement through women empowerment, which addresses the needs of less privileged children, their families, and the larger community. All our programmes like Mission Education, Smile on Wheels, Swabhiman, Child for Child and Smile Twin e-Learning Programme (STeP) have been devised and implemented with close linkages to Sustainable Developments Goals (Good Health, Zero Hunger, Quality Education, Reducing Inequalities and Climate Action).

Implementation & Sustainability

Project sustainability is paramount to all our programmes. Most of our programmes are supported by corporate partners and as we know that all companies want to see measurable and a sustainable impact of the money they give to support projects. Corporates want to “own” or adopt an issue and want to put a name to the efforts they are espousing so that they can tell their stories. Most companies need their partnerships to reflect their value systems and a sustainable framework has that potential to accomplish that at a deeper and strategic level. Sustainability is integral to our company’s business and culture.

Challenge & Mitigation Approach

Lack of awareness often presents challenges, making it

difficult for people, particularly the socioeconomically vulnerable populace, to avail even primary healthcare services. The ongoing COVID-19 pandemic has opened whole new challenges to the entire world. Smile Foundation plans to reach out to 40,000 families in the next one month, across 14 states to provide psychological counselling through tele-calling.

Technological Innovation

The fully equipped GPS-enabled mobile hospital units feature all the necessary equipment along with pathological lab facilities, audio-visual aids and a team of trained and experienced medical professionals. Records of each patient and all community activities



conducted in the Smile on Wheels project are tracked through a well-managed digitised Health Management Information System which helps in monitoring proper and effective execution of the programme on the ground.

The Way Forward

We want to keep doing good work and keep spreading our footprints. We want to touch as many lives as possible. If all the children go to school, are well fed, and are healthy, we take care of so many problems in the world. We wish we can see a day when NGOs like ours are no longer required. It’s only right to be optimistic.



Smile on Wheels

It has benefited more than 10 lakh children and families with a special focus on children and women

The Smile on Wheels (SOW) is a flagship initiative of Smile Foundation that has successfully benefited more than 10 lakh children and families with a special focus on children and women, in urban slums and remote rural areas. With its unique delivery model with practice mechanism, Smile on Wheels has been able to address problems of accessibility, availability and affordability of primary health care in underserved sections of the society. SOW aims at treating the patients at the very first platform of interception which is at the primary level – to start the treatment and counsel the patient from the very beginning that the problem has been identified and the person needs treatment and gets cured before it gets aggravated or reaches to a very advanced stage which is more precarious or even fatal. The Mobile Medical Unit not only provides curative services but also acts as a bridge between the community and government. Considering the need, the beneficiaries are referred for advanced treatment to different government and private hospitals. SOW has developed linkages with government hospitals which

can provide specialised care for free or at affordable prices to the beneficiaries.

Being a community-centric health service delivery model, Smiles on Wheels also gives priority for the strengthening of the local populace with awareness and skills to address the health issues at the village and block levels effectively. Activation of VHSC (Village Health and Sanitation Committee), the involvement of all the major stakeholders in the issues of the community are some of the major key aspects on which the Smiles on Wheels operates. Smile Foundation targets women and leverages their capacity as change agents in various health issues like sanitation, personal hygiene, waste management and others so that the community can grow and nourish as a whole. Capacity building of the stakeholders and training of government frontline health workers like ASHA and ANM is also conducted. To bring down maternal and infant mortality rates, special emphasis has been put on maternal and child health. Daily supplements to expecting mothers, nutrition plans, medicines, blood

tests and counselling for institutional delivery are some of the services provided. Expecting parents are made aware of various beneficial government programmes like JSSK (Janani Sishu Suraksha Karyakram), PMMBP (Pradhan Mantri Maternity Benefit Programme), RBSK (Rashtriya Bal Suraksha Karyakram), RKSK (Rashtriya Kishore Swasthaya Karyakram) and others.

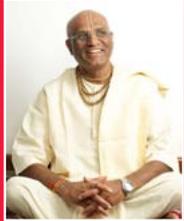
SOW adopts a doorstep delivery approach, provides promotive, preventive and curative health services in remote rural areas and urban slums. The model envisages an efficient and cost-effective health delivery system for the community which ensures reduced or no out-of-pocket expenses. SOW has developed linkages with government hospitals which can provide specialised care for free or at affordable costs to the beneficiaries. Smile Foundation works both directly on the field as well as partners for project implementation. Working with local partners helps us in getting a wider reach as well as smooth functioning in regional networks.



Taking child welfare to new high

Akshaya Patra reaches out to over 1.8 million MDM beneficiaries and 1,40,000 ICDS beneficiaries every day with nutritious, hygienic, safe and tasty mid-day meals





*Shri Madhu Pandit Dasa
Chairman
The Akshaya Patra Foundation*

Shri Madhu Pandit Dasa, a B.Tech in Civil Engineering from IIT-Bombay, founded Akshaya Patra in the year 2000. A passionate student of science, Dasa was selected by the highly reputed national talent search programme of the country during his pre-degree. Having found the path that answered his quest for the absolute truth, he dedicated his life to serving the mission of His Devine Grace A.C. Bhaktivedanta Swami Prabhupada right after his days in IIT-Bombay. In the year 1990, under his guidance and governance, ISKCON Sri Radha Krishna Temple in Bangalore was established. Shri Dasa has nearly three decades of selfless work behind him. He has been instrumental in conceiving and implementing many social initiatives that impact millions of people in the country, giving them a better quality of life. Besides his profound achievements in the social sector, he has evolved innovative ideas in presenting the ancient cultural ethos of India in a modern scientific and technological context.

Despite significant economic development over the past few decades, certain sections in the country are struggling for basic necessities even today. For many children, for instance, hunger continues to be a barrier to education and consequently a better life. Most people prefer to send their children to work to support the family instead of sending them to school to get an education. At the same time, those children who do make it to the school are vulnerable to classroom hunger. As their families cannot afford two square meals, most of them come to school hungry and as a result, are not able to concentrate on classroom activities, thus defeating the purpose of schooling. In these situations, wholesome lunch at school can go a long way in making life easier for millions of children and their families across the country. Akshaya Patra works with the Ministry of Human Resource

Development (MHRD) - Government of India and various State Governments, UT Administrations and civic bodies to implement the Mid-Day Meal Scheme and Integrated Child Development Services (ICDS) Anganwadi Feeding Programme and adds to their economic viability. This partnership is based on the public-private partnership (PPP) model. The government provides grain and cash subsidies to successfully implement the programme. Akshaya Patra collects donations from corporate and individual donors, both within the country and abroad, to enhance the programme.

Target Population & Geography

Akshaya Patra primarily serves children in the age group of 6-14 years, studying in government schools, through the Mid-Day Meal Programme and breakfast initiative, and pregnant women, nursing mothers,

and children up to 6 years of age through the ICDS Anganwadi feeding initiative. We implement the government's flagship MDM Scheme and ICDS Anganwadi feeding initiative in 12 states and two union territories. Those are Andhra Pradesh, Assam, Chhattisgarh, Dadra & Nagar Haveli, Delhi, Gujarat, Karnataka, Odisha, Rajasthan, Maharashtra, Tamil Nadu, Telangana, Tripura and Uttar Pradesh. The breakfast programme is implemented in Chennai, Tamil Nadu.

Scale of Impact

Akshaya Patra reaches out to over 1.8 million MDM beneficiaries and 1,40,000 ICDS beneficiaries every day with nutritious, hygienic, safe and tasty mid-day meals. The assurance of a meal serves as an incentive for children to come to school and prompts people to send their children to school instead of sending them

to work. With children having one meal of the day at school, millions of families across the country have one less thing to worry about.

SDGs Covered

Through the Mid-Day Meal (MDM) Programme, Akshaya Patra helps address hunger and malnutrition, which is in alignment with SDG 2 – Zero Hunger, and brings children closer to education, which is in alignment with SDG 4 – Quality Education. Besides, the programme indirectly contributes to other SDGs, such as SDG 1 – No Poverty (by helping children get a good education and fight the vicious cycle of poverty), SDG 3 – Good Health and Well-being (by providing nutritious food which has a positive impact on children’s health) and SDG 5 – Gender Equality (by promoting girl child education).

Implementation & Sustainability

Akshaya Patra has made conscious efforts to remain sustainable by augmenting the government subsidies with its own fundraising efforts. The government subsidy includes material and conversion cost; Akshaya Patra’s contribution includes investment on manpower, distribution, food safety and hygiene, automation, setting up of kitchens, etc. The deficit amount is raised from corporate and individual donors. These funds help us provide enhanced meals, i.e., multi-item menu cooked in state-of-the-art facilities where proper hygiene is given due importance, and sustainable

expansion of the programme.

Challenge & Mitigation Approach

The implementation of a programme of this scale comes with its fair share of challenges. For instance, when food is prepared on such a large scale, maintaining safety, hygiene and quality can be challenging. Therefore, we have put in place stringent systems which adhere to Food Safety and Management System (FSMS) and GMP (Good Manufacturing Practice) to ensure safe handling, preparation, and delivery of the food. Similarly, the costs incurred on our contribution, i.e., investment on manpower, distribution, setting up kitchens, etc., is quite high. We have set up a fundraising system to source funds to bear these costs.

Technological Innovation

From preparation of meals during inception to large-scale feeding today, the use of technology has proven to be crucial to Akshaya Patra. The application of technologies such as data analytics and blockchain has considerably increased the efficiency of the kitchen operations and aided with cost-effectiveness. Logistic charting for route optimisation and GPS tracking of delivery vehicles, for instance, has enabled safe and on-time delivery of food every school day. These technologies are applied to four critical processes – monitoring meal production, tracking food delivery, collecting school feedback, and measuring the quantity



Mid-Day Meal Programme

Akshaya Patra feeds over 1.8 million children across 12 states and 2 union territories everyday

The Akshaya Patra Foundation is the implementing partner of the Government of India's flagship Mid-Day Meal (MDM) Programme. Akshaya Patra strives to address the issue of classroom hunger in the country and support the health and education of the children by providing them hot, nutritious, and tasty mid-day meals, thus the vision: No child in India shall be deprived of education because of hunger. It is the world's largest (not-for-profit run) school lunch programme.

Started in 2000 with feeding 1,500 children of just five schools in Bangalore, we feed over 1.8 million children across 12 states and 2 union territories today through our well-established network of kitchens. The programme is an apt example of harnessing the might of Public-Private Partnership by bringing the government, philanthropic organisations and individuals on the same platform to address a social cause on a massive scale, feeding more than 1.8 million school children across the country, providing

them nutritious mid-day meals as an incentive to come to school. In order to reach out to children across the country with nutritious mid-day meals, Akshaya Patra operates two models of kitchen: centralised and decentralised. The scale and operational efficiency of our kitchens help us play a crucial role in maximising the impact of the MDM Programme.

Centralised kitchens are mechanised units with state-of-the-art technology to enable the preparation of over 1,00,000 meals in just under four hours. Typically, a centralised kitchen helps manage operations from a single point of control, which include receiving and storage of raw materials, preparation and delivery of meals, and maintenance. These kitchens are known for their cost advantage as they enjoy a greater economy of scale-reductions in unit cost as the size of a facility and usage levels of systems and equipment increase. The centralised approach also works in terms of accountability as thousands of meals are prepared at one location with due adherence to safety and hygiene and

the whole process is monitored with due diligence. Decentralised kitchens, on the other hand, are smaller kitchens typically catering to one or two schools and operated by women Self-Help Groups (SHGs) under the guidance and supervision of Akshaya Patra. This model is adopted in regions with difficult terrain and accessibility, where it is not feasible to set up a centralised infrastructure.

At Akshaya Patra, local palate and regional acceptability are given due importance, and therefore, the menu is predominantly rice-based in South India and wheat-based in North India. Through this school meal programme, the Foundation is concurrently endeavouring to achieve the two most critical UN Sustainable Development Goals, Zero Hunger and Quality Education. Akshaya Patra has won several prestigious awards and recognitions, including Gandhi Peace Prize and National Award for Child Welfare, which validates our efforts in the child welfare and education space.

of food and supplies to be purchased.

The Way Forward

Our mission is to feed 5 million children by 2025. We are in talks with other state governments to extend our

services. Our association with the states with which we have already partnered can serve as a template for future collaborations. We have also introduced National Endeavour for Student Transformation (NEST) to facilitate the holistic development of

children through initiatives such as school rejuvenation and mentorships, thus complementing the impact of the MDM Programme. We seek to reach out to more children with these initiatives over the next few years.

No child's play

Terre des
Hommes not
only fights to
protect children
from vulnerable
backgrounds but
also empowers
them to become
in charge of their
own destiny





*Thangaperumal Ponpandi
Country Manager
Terre des Hommes
India and Nepal*

Thangaperumal Ponpandi (Thangam) comes with around 20 years of rich and varied experience in areas of Child Rights Protection, Disability, Microfinance, Education, Health, Livelihood Promotion and Disaster Management.

In his 15-year-old association with Terre des Hommes (TdH) Netherlands, Thangam has proactively engaged in programmes in India, Nepal and Sri Lanka. He has played an integral role in project planning, support for effective implementation, monitoring and evaluation of projects aimed at protecting children in difficult situations. During 2015-17, Thangam extensively contributed to a thematic programme to counter Child Trafficking, Unsafe Migration and Commercial Sexual Exploitation of Children in Asia. The programme spans across geographies in 11 countries– the Philippines, Malaysia, Indonesia, Thailand, Laos, Cambodia, Myanmar, Bangladesh, Nepal, Sri Lanka and India. “If your work contributes to bringing a smile on a child’s face, that by itself is a great success,” believes Thangam.

Terre des Hommes (TdH) - Netherlands prevents child exploitation, removes children from exploitative situations, and ensures these children can develop themselves in a safe environment. Our thematic interventions cover worst forms of child labour, child trafficking and unsafe migration, commercial sexual exploitation of children, child abuse and Sexual and Reproductive Health and Rights (SRHR). We operate in 18 countries across the world.

In India, our projects primarily focus on eradicating worst forms of child labour in mica mines; eradicating child trafficking and child marriage in Andhra Pradesh and Telangana through advocacy; addressing child abuse and sexual and reproductive health rights of early married girls and children of Devadasis in

Karnataka. India is home to 430 million children, nearly every fifth child in the world. Among them, 40% live in difficult circumstances: exploited, abused, trafficked, forced into labour, or living on the streets. This dismal reality moves us to reach out to children in exploitative situations.

Target Population and Geography

In India, our primary target group is ‘children in exploitative situations’. These children are highly vulnerable for exploitation. We also work with other stakeholders such as Families and Communities, the Government, Law Enforcement Agencies, other Civil Society Organisations and Private Sector players. Currently, our work in India reaches out to a total of 33 districts across states of Jharkhand, Karnataka, Andhra Pradesh and Telangana with active programmes. We

also have presence in Kerala and Tamil Nadu through one-time capital investments that sustain our interventions.

Scale of Impact

In 2019 our projects positively impacted 30,516 vulnerable and exploited children, 45,821 families and communities, 960 Government officials, 308 civil society organisations, and 10 private sector representatives.

SDGs Covered

Our work primarily covers SDG 5 - Gender Equality SDG 8 - Decent Work and Economic Growth and SDG 16-Peace, Justice and Strong Institutions. We also indirectly contribute to SDGs 1, 2, 3, 4 and 10.

Target	Response
5.3 Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation	Our work aims to end child trafficking in Telangana and Andhra Pradesh and also work towards preventing exploitation of girls in the Devadasi system in Karnataka
8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms	Our work aims to eradicate child labour in mica mines in Jharkhand and Bihar
16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children	Our work reaches out to children in abusive situations and aims to provide legal assistance to them



IMAGE

They now know how to access government welfare schemes and are no less than agents of change

IMAGE (www.indiaimage.org) is our flagship programme which expands as Initiatives for Married Adolescent Girls' Empowerment. According to UNICEF, nearly 1.5 million girls in India get married before the age of 18. Despite the Prohibition of Child Marriage Act in India, child marriages continue to take place. The duty bearers therefore do not recognise the exploitation of young married girls and as a result, they are not taken care of. Poverty, tradition, lack of awareness and fear of sexual violence in economically and socially disadvantaged communities are some reasons for child marriages. Early marriage takes a toll on the girl's health, her schooling is stopped, and in some cases, she is subjected to abuse.

The programme works towards a holistic empowerment of early married girls (EMGs) under the age of 18 in areas of health, nutrition, education,

vocational training, Sexual and Reproductive Health and Rights (SRHR), social protection, and against gender-based violence. The programme also reaches out to young girls vulnerable to early marriage. These EMGs have enrolled themselves back to formal or non-formal education. They have learned potential skills to earn their livelihoods and have also worked towards preventing teenage pregnancies. They now know how to access government welfare schemes and are no less than agents of change.

Here are the measurable outcomes of the project for the past two years:

- 3,077 married adolescent girls and 5,712 family members in five districts of Karnataka sensitised about health, education, SRHR and gender based violence
- 1,430 Married Adolescent Girls received either

formal, informal or vocational skill development from the project

- 2,950 Married Adolescent Girls are safeguarded against Gender Based Violence and health through referral services
- 3,028 Married Adolescent Girls and their families received counselling services from the project
- 4,647 girls vulnerable to child marriage and 17,401 families of vulnerable girls received awareness on adverse effect of child marriages
- 124 CSOs were collected together in a network to participate in the promotion of child rights, especially targeting Child Marriage issues
- 9 inputs were given on child rights policies and laws to relevant Government departments
- 23 media outlets were involved in the campaigns to address Child rights issues, especially the early marriages.

Phase 1 of the project (2018-2020) reached out to 3,077 early married girls across five districts in Karnataka, India. According to the Karnataka State Commission for Protection of Child Rights, 23% of child marriages take place in the state.

Phase 2 of the project (2020-2024) will reach out to 15,000 early married girls across 15 districts of Karnataka. This phase will further focus on Movement Building and Strengthening, Norms and Behaviour Changes, Leadership Development and Capacity Building, Engagement with Government and other Stakeholders and Evidence-Gathering and Communication strategies.



Implementation & Sustainability

The programme (IMAGE) addresses multiple issues of health, nutrition, education, social protection and vocational training through simplified and workable ground level interventions.

The magnitude of the issues being addressed by the project are very challenging, therefore it is important to have in place strategies to ensure financial, institutional and programmatic sustainability. The role of primary actor, the Married Adolescent girls, vulnerable girls and the families of those girls is crucial to ensure programmatic sustainability. Therefore continuous capacity building exercise and training to enhance their knowledge, attitude, practice and skills are given. We emphasize on empowering/strengthening the community based organisations formed by the project to continue the project activities for a long term, as part of programmatic sustainability. Resources are being mobilised from various sources in order to sustain the services meant for Married Adolescent Girls.

Challenge & Mitigation Approach

Challenges are faced on multiple fronts. The belief and cultural context of the rural community in Karnataka is conservative. The community members believe in marrying the children once they attain puberty. We conduct awareness and sensitisation sessions by engaging the community or religious leaders. For advocating the issues and demands of Married

Adolescent Girls, we strive to build an interface between these girls and government officials at all levels.

Many EMGs face a lot of restrictions at home from their in-laws and spouses, making it difficult for them to take part in our programme related activities. For this, we offer individual Counselling to the family members and spouses.

Technological Innovation

The project (IMAGE) took the assistance of technology for its operations. The CommCare Mobile Application, an application used to track data was used for data collection and monitoring on the field.

The project also used technology in its awareness building and sensitisation sessions. Audiovisual medium was used for promoting awareness on subjects such as birth control, menstrual hygiene, et al.

The project is in process of setting up a Mobile App to ensure the complete access of all eligible Government welfare schemes by the target families in order to maximise the impact and ensure sustainability.

The Way Forward

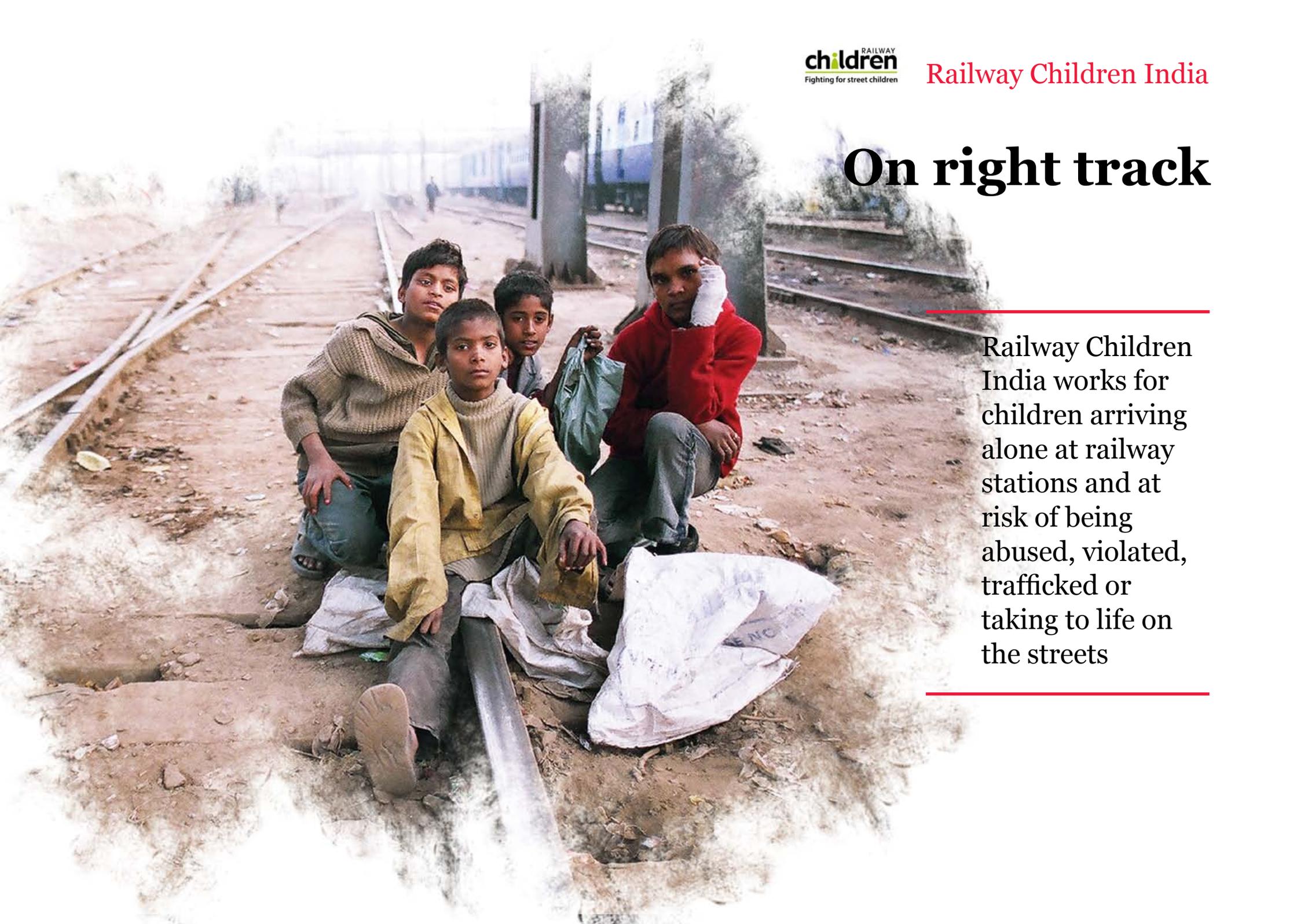
The programme (IMAGE) plans to expand in terms of scale. The project aims to ensure strict implementation of laws related to child marriage by engaging with the

government and law enforcement agencies. The project also plans to reach out to more spouses and in-laws through Spouse Clubs and Family Clubs, in addition to extending all possible services to EMGs and vulnerable adolescent girls to continue their education with possible support from various well-wishers, donors, supporters, individuals and CSR funds of companies.



On right track

Railway Children India works for children arriving alone at railway stations and at risk of being abused, violated, trafficked or taking to life on the streets





*S Navin Sellaraju
CEO
Railway Children India (RCI)*

Over the last 12 years, S Navin Sellaraju has been instrumental in shaping the growth story of Railway Children India (RCI) and working towards making all railway stations child friendly across India. His contributions range from incubating the advocacy vertical at RCI, nurturing strategic relationships with the government, training and capacity building of key stakeholders in child protection, creating strong intervention/grassroots models and systems to lending his expertise/domain knowledge to change the discourse on child rights in India.

Every 5 minutes, a child arrives alone on a railway platform in India. Almost immediately, they face violence, exploitation, trafficking or abuse. These children make money any way they can, scavenge for scraps of food and sleep huddled together in groups for safety. Their lives are typified by violence and often cut short, pushing them to life on the streets. Our work at Railway Children India, a not-for-profit company registered under Section 8 of the Companies Act 2013, transpires across the community, street and government level, and is focused on preventing children from slipping into a life on the street, by establishing efficient and responsive child protection services at railway platforms, that ensure children are repatriated back with their families, restored at a safe long-term care home, getting enrolled into school and ensuring that immediate care and protection reaches every child who

arrives at a railway station.

We are committed to reaching out children before they are lost and making sure each and every one of them can reach their full potential. Our work is focused around the railway stations across India through direct implementation and partnerships with local NGOs, transforming them into safe places for the vulnerable children that pass through them. Additionally, we work within communities and with governments to prevent children from falling through the cracks. We do this in several ways:

- 24-hour outreach teams at our child-friendly railway stations can identify and protect children arriving alone and at risk of exploitation, trafficking and abuse. Child helpdesks on the platforms give vulnerable children advice and help.

- Open shelters give children a safe place to stay and recover from trauma while we work with them to establish a long-term positive outcome. We ensure that every child we come into contact with is given the best opportunity for recovery, rehabilitation and the chance to thrive.
- Children avail medical services including help with substance abuse and addictions. Children are constructively engaged in non-formal education at our open shelters and we support families in enrolling the children back into schools.
- We trace the families of the children we work with and reunite them with their children – offering them the support they need to stay safer and stronger together. If this is not an option, we make sure they have a long-term alternative care solution.

- Through our engagement with every child, we help them develop resilience, recover from trauma, take control of their lives and make the decisions that will enable them to reach their full potential in life.

Target Population & Geography

Railway Children India works for children arriving alone at railway stations and at risk of being abused, violated, trafficked or taking to life on the streets. It works at 10 railway stations across seven states in India – Uttar Pradesh, Delhi, Odisha, Bihar, Tamil Nadu, Maharashtra and Chhattisgarh.

Scale of Impact

In the process of fulfilling our mission to transform railway stations into child-friendly spaces to protect every child arriving or passing by the station alone, our impact over the past five years (FY 2015 - 2020) is as follows:

- 16,781 children reached out and protected across 10 railway stations in India
- 14,915 children safely repatriated and restored with their families and long-term care institutions
- 15,583 children received psychological help and counselling
- 31,831 railway stakeholders trained on how to protect children and create child-friendly railway stations
- 11,56,500 railway passengers sensitised on child protection through our outreach activities

SDGs Covered

Our programme model aligns with the SDG 2 and 3 as given below:

1. SDG 2: One of the primary objectives of our programme is to make sure children protected get nutritious food not just while they are in our care but also after they are reunified with families and restored with childcare institutes.
2. SDG 3: Assessing the physical and mental health needs of children protected and providing them with necessary medical services so that they can develop to their full potential is an integral part of our work through child helpdesks and open shelters.

Implementation & Sustainability

Railway Children India's continuous engagement with railway stakeholders, officials and concerned



government departments activates government child protection mechanisms at all the railway stations we work at. A sensitive and well-trained cadre of railway officials continues to lead the way in our vision to help build child-friendly railway stations. As a result, railway officials at stations are enabled and equipped to identify and protect vulnerable children coming in contact with the railways. The impact is expected to multiply over the years as child protection becomes a mandatory part of the refresher training curriculum of the training institutes.

Challenge & Mitigation Approach

Challenges	Strategy
Railway station work on hold	<ul style="list-style-type: none"> • Follow up with families with whom children were restored in the past. Connected with 5,800 families and supported 490. • Specific calls aimed to understand and address the mental health needs of families and children. • Identify the top three vulnerable districts in terms of child protection issues based on our programme data and initiate a community level preventive child protection work.

3 railway station projects have lost funding	<ul style="list-style-type: none"> • Appeals on social media and other platforms to raise funds from individuals • Reach out to corporates to help us bridge this sudden funding gap.
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Technological Innovation

We have been using technology in the process of tracing families for the reunification of children. In this process, we have begun to use google maps and its different tools extensively. We are also using messaging apps to stay connected effectively across all our 10 projects and other networks, including Indian Railway employees.

The Way Forward

Keeping our vision at the centre of all the work we do, the way forward for Railway Children India is to scale up our preventive work at all levels (community level to government level) – from 10 to 25 railway stations, reach out and protect 1,20,000 children and restore and reunite all vulnerable children who come to railway stations, working with families and communities on ways to protect their children and prevent them from leaving home, train and build the capacity of more than 50% of the railway employees and amplify advocacy efforts.

FLAGSHIP PROJECT

24X7 child protection at 4 railway stations

Under this project, 24X7 outreach and child helpdesks are functional at Salem, Ghaziabad, Trichy and Katpadi railway stations. The open shelters are functional at the railway stations round the clock, providing short term care for children alone and at risk. In all these railway stations, before our work started, not more than 10 to 15 children were protected in a month. After our work began, almost 50 children are being protected from each of these railway stations in a month. The project has strong local networks which help in the sustainable restoration of children with their families and childcare institutes like hospitals, vocational training centres and drug de-addiction facilities.



World Change Starts
with Educated Children™

Room to Read®

Room to Read India

Learning that endures

Room to Read seeks to transform the lives of millions of children in India and other countries by focusing on early literacy and gender equality in education



*Sourav Banerjee
Country Director
Room To Read India*

Sourav Banerjee has over 20 years of experience in the elementary education sector, working for government, non-government and donor organizations. Before Room to Read, Banerjee worked with the United States Agency for International Development (USAID) where he led conceptualizing, designing, managing and monitoring of education and skill development program activities. Banerjee was also closely associated with the initial planning, implementation and monitoring of Sarva Siksha Abhiyan (SSA), India's flagship program for universal elementary education and the largest education reform program in the world. Banerjee has participated in various program Review Missions as a Government of India and a World Bank nominee and has been a member of various government and non-government advisory groups on education. By training, Banerjee is an architect and practiced architecture before moving into the education sector.

Founded in 2000, Room to Read is an International non-profit organization working across several countries of Asia and Africa in the areas of early literacy and girls' education. Room to Read India was established in 2003 as a local non-government organization registered as a Public Charitable Trust under the Indian Registration Act, 1908. Room to Read believes that World Change Starts with Educated Children®, and envisions a world in which all children can pursue a quality education that enables them to reach their full potential and contribute to their communities and the world.

Room to Read seeks to transform the lives of millions of children in India and other countries by focusing on early literacy and gender equality in education. We collaborate with local communities, partner organisations and governments to ensure that primary

school children can become independent readers equipped with the skills and habit of reading and girls can complete secondary school with the skills necessary to negotiate key life decisions.

Target Population & Geography

Room to Read's Girls' Education & Gender Equality Program (GEGEP) engages with girls from Grades 6-12 and helps them complete their education and strengthen their life skills (self-awareness, social information and self-efficacy) so that they are able to make informed choice about their lives. Our Early Literacy Program encourages each primary grade (1-5) child to become fluent, engaged, independent readers with reading skills and a love for books. Both programs work in government schools and engage with teachers, education officials, and the local community.

Room to Read India was established in 2003 and

presently has programs in nine states- Chhattisgarh, Delhi NCR, Karnataka, Madhya Pradesh, Maharashtra, Rajasthan, Telangana, Uttarakhand and Uttar Pradesh. Earlier we have also worked in the states of Jharkhand, Himachal Pradesh, Andhra Pradesh and Gujarat. With operations across the globe, Room to Read has benefited 18 million children across 30,000 communities in 16 countries.

Scale of Impact

Room to Read has benefitted more than 4.8 million children in India since its inception in 2003. The Early Literacy Program has been implemented in 15,642 government schools, and provided training to over 25,000 teachers. Over the same period our Girls' Education & Gender Equality Program has been implemented in 897 schools/residential schools.

Children from our literacy program schools have been

found to be reading significantly better than children from comparable non-intervention schools, and also develop a habit of reading. A recent evaluation (RCT) of the GEGEP by JPal indicated that program participants have a 25% lower school drop-out rate, improved grade progression and enhanced life skills.

SDGs Covered

Room to Read's programs directly contribute to the United Nations Sustainable Development Goals 4 (Quality Education) and 5 (Gender equality).

The Early Literacy program aims to ensure that all boys and girls develop foundational literacy skills and are therefore able to complete primary education with effective learning outcomes, as envisaged under Goal 4.1 of the SDG.

The Girls Education and Gender Equality program promotes lifelong learning and acquisition of knowledge and skills needed to promote sustainable development, in alignment with Goal 4.7 of the SDG. The program also focusses specifically on gender equality and empowerment of girls, contributing to the objectives of Goal 5 of SDG.

Implementation & Sustainability

The organization works on a scaffolded 'I do, We do, You do' approach in a geographical location, whereby we first demonstrate the model in selected government schools (Demonstration schools – I Do), then work in

close collaboration with the government to scale up this model across a specific geography (Partnership Schools - We Do), and finally provide technical support to the government to design and implement a state wide scale up of the intervention (You Do). In the I Do phase, implementation is done directly by Room to Read; in the We Do phase, implementation is jointly by the government and Room to Read; while in the You Do phase implementation is by the government with Room to Read providing limited technical support.

The We Do/partnership approach explained above is Room to Read's key intervention towards program sustainability. During this phase we work closely with the key government institutions at the district and sub district level to ensure that there is an all-round understanding of the program design/principles and greater ownership of the program interventions. As institutional capacity gets built, there is a gradual release of implementation responsibility by Room to Read to the government institutions.



Vijayi

The project is Room to Read's first attempt to scale up its immensely successful Girls' Education Program by developing institutional capacity to deliver life skills

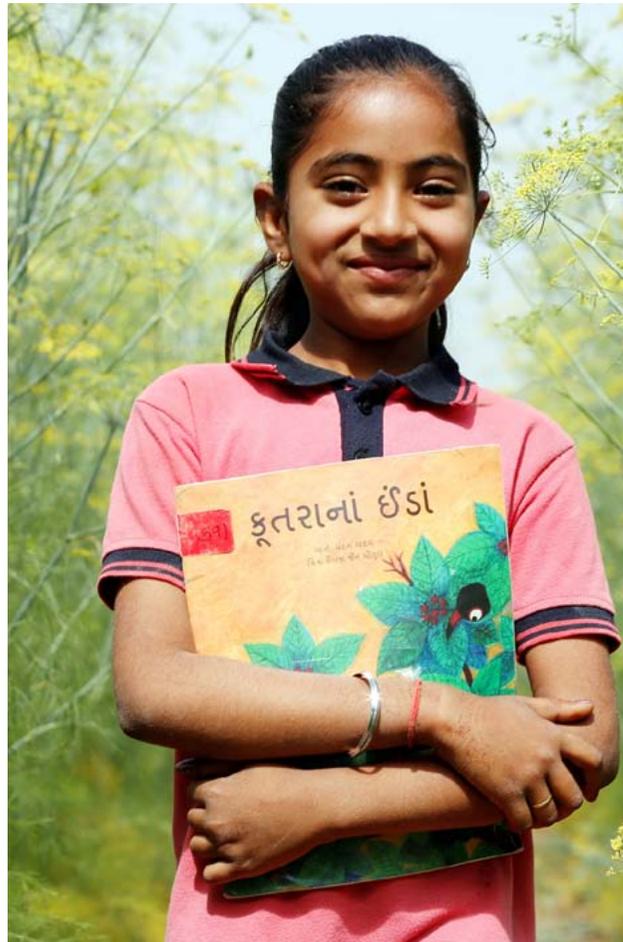
Through Project Vijayi, launched in Sept 2018, Room to Read aims to empower approximately 68,700 girls through a life-skills based intervention across all residential girls' schools in the states of Chhattisgarh and Rajasthan. Room to Read will train up the warden and teachers of these schools on a life skill curriculum that will be delivered to grades 6-8 girls in Chhattisgarh and grades 9-12 girls in Rajasthan. The life skill sessions delivered by the teachers/wardens will be supplemented by self-learning materials provided to the girls. The life skill intervention will help the girls complete their education, acquire critical

employability skills and negotiate key life decisions that lay the foundation for successful lives for themselves, their families and ultimately for future generations. A strong M&E system will collect regular information on the impact of the life skills on the girls and capture the change in knowledge, attitude and practice among the teachers/wardens. In addition to the government staff, Room to Read will also provide monitoring support through team of Program Coordinators, with one PC for every 20 institutions.

Project Vijayi has been designed and being implemented

in close collaboration with the respective government education departments. The Chief Minister launched the program in Chhattisgarh while the Education Minister launched it in Rajasthan. Initial results have been very encouraging with the teachers and wardens taking great interest in delivering the life skill sessions and the girls enjoying the content thoroughly. The project is Room to Read's first attempt to scale up its immensely successful Girls' Education Program by developing institutional capacity to deliver life skills.

At the school level, sustainability is ensured through a simple and uniform program design, limited material support, extensive training of teachers and involvement of local community. These make it easier for the school



and community to continue the project intervention even after Room to Read support ends.

Challenge & Mitigation Approach

The biggest challenge is to create political and bureaucratic salience around the areas that we work in. The lack of foundational learning skills among primary grade children has been highlighted in several policy and academic documents. Yet governments are not ready to make investments and evidence based programmatic decisions around the same. Similarly, the importance of girl's education is well researched and documented. Yet, government efforts on girl's education has never moved beyond provisioning and incentive-based models and addressed broader issues of life skills and gender equality.

Room to Read strategy has been to create evidence of successful programming around these areas, and then advocate with the government to scale up the interventions for larger impact.

Technological Innovation

Room to Read, with support from Google, has launched the Literacy Cloud (<https://literacycloud.org/>), a digital platform which provides children, parents and teachers easy and free access to an entire library of quality storybooks customized by reading level, language and interests. Over 200 digitized storybooks

are currently available on the platform. These books have been produced by authors and illustrators from around the world. Books can be sorted and searched by the reading skill level of the child, or by curated themes like folktales, natural science, adventure stories and more. We are currently in the process of adding more material to this online library and books will soon appear in Hindi and other local Indian languages. Additionally, the platform also has a library of training videos and educational resources tailor-made for teachers, parents, authors, illustrators or publishers.

The Way Forward

Going forward, Room to Read will focus on institutionalization and partnering with governments to scale up our interventions. Through technical assistance Room to Read will share and train other organizations and government partners who are interested in implementing similar delivery models. Room to Read will also provide support if requested in developing curriculum, training modules, assessments etc. with respect to early literacy and girls' life skill education.

Room to Read will also work on creating more digital content in the area of early literacy and life skills. Such content will be increasingly necessary in a post COVID education scenario. This content will be of high quality, backed by our proven expertise in instructional design and pedagogy.





Magic Bus

From childhood to livelihood

Magic Bus India
Foundation nurtures
children to grow
up into self-reliant,
confident individuals
who have completed
their secondary
education and have
jobs in the organised
sector





*Jayant Rastogi
Global CEO
Magic Bus*

Jayant Rastogi comes with 25+ years of corporate experience and was previously the CEO of Motorola Solutions South Asia. Post Motorola, he had a stint as an investor and entrepreneur co-founding two technology-led ventures - one a social venture focused on providing affordable healthcare for the less privileged and the other an aggregator platform for commercial transportation.

At Magic Bus, Rastogi has established a strong sense of culture, passion, accountability and responsibility towards the cause, ensuring that each of the 2,000 odd employees strive to deliver a high quality and impactful programme. In the last two years at Magic Bus, Rastogi has built a highly engaged and dynamic team consisting of professionals from both the development and corporate sector. In his journey at Magic Bus, he has automated business operations, bringing strong governance, efficiency and rigour, all contributing to deepening the impact.

Magic Bus India Foundation works towards taking children and young people on a journey from Childhood to Livelihood and out of poverty, by enabling them to complete their secondary education, delaying their age of marriage and skilling young people to procure sustainable work in the organised sector. Our youth-centered Livelihood Programme connects the aspirations and potential of young people to available market opportunities. We build their employability skills and map job potential based on individual strengths and mobility. By endeavouring to do all of the above, our vision is to help move a generation out of the vicious cycle of poverty. Our programme not only brings them out of the challenges of poverty stricken lives, but also makes them relook at life from a completely new perspective. Since its inception, Magic Bus has transformed the lives of one

million children and young people, helping them move out of poverty.

Target Population & Geography

Magic Bus works with children and young people living in poverty in India, taking them from a childhood full of challenges to a life with meaningful livelihoods. We equip children and young people with the skills and knowledge they need to grow up and move out of poverty. We ensure they complete their secondary education, delay their age at marriage and get employment in the organised sector.

Magic Bus is one of the largest poverty alleviation programmes in India, impacting 3,75,000 children and young people in 22 states and 80 districts of India, in this year alone. We deliver our sports activity-based experiential learning sessions in close to over 2,000

communities and 1,000 schools in both urban communities and remote rural areas. Magic Bus also works in Nepal, Bangladesh, and Myanmar with 6,000 children in 40 communities and 31 schools. We have networking and fundraising offices in the US, the UK, Singapore and Germany.

Scale of Impact

From 3,000 children in 1999 in Mumbai, Magic Bus has transformed over one million children and young people living in poverty. In this year alone, we are impacting 3,75,000 children and young people in 22 states and 80 districts of India, delivering sports activity-based experiential learning sessions in close to over 2,000 communities and 1,000 schools in both urban communities and remote rural areas. Since the Livelihood Programme began in 2015, we have become one of the largest non-profit players in the livelihood

space. We have scaled up our Livelihood Programme from enrolling 30,000 youth till date to enrolling 19,000 youth per year. We have one of the best employment ratios at 70% placements in formal sector jobs at an average salary of INR 10,287.

SDGs Covered

We are in support of the UN Sustainable Development Goals: Goal 1 – No Poverty, Goal 4 – Quality Education, Goal 5 – Gender Equality, Goal 8 – Decent Work and Economic Growth.

Implementation & Sustainability

While Magic Bus India Foundation is the key initiator and implementing agency, we have had a number of collaborative efforts that have yielded great results. In any case, looking at the size of the marginalised population in India that need our intervention, we must seek help and support of all the major organisations and institutions, including government agencies, to help us implement our programme at scale. Partnering in the NGO world is less heard of, but we work with 23 different partners, both from the ‘for-profit’ and ‘not for-profit’ world to form alliances to deliver a strong and impactful programme on the ground.

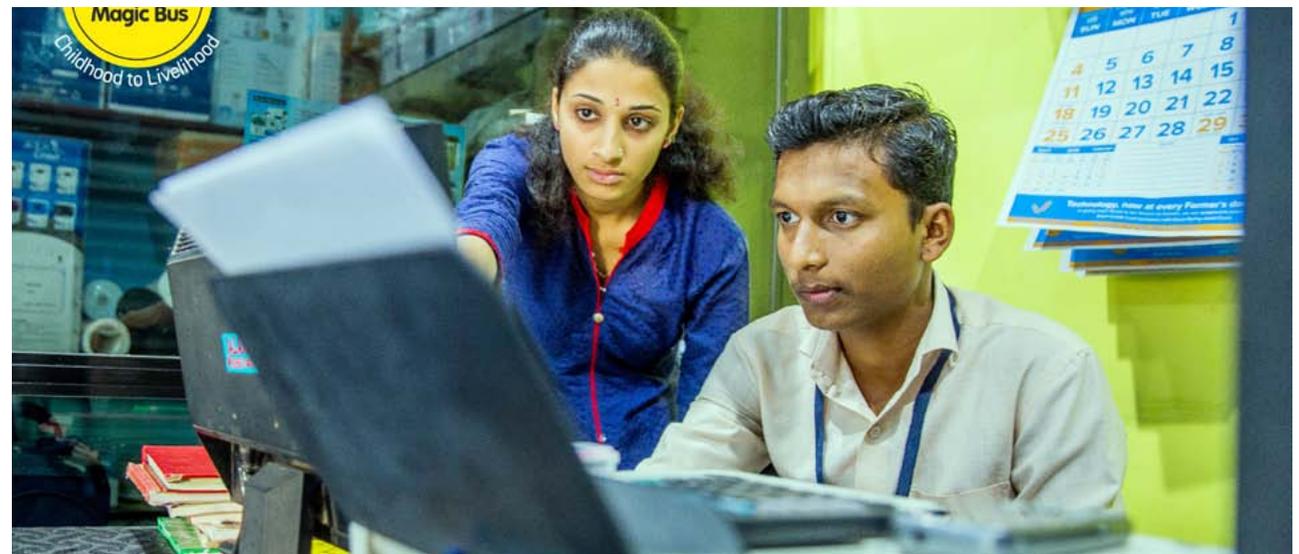
Our programme impacts individual behaviour of children and young people through a 7-year continuum which begins when the child is 12-year-old. Our approach therefore enables their participation in school and develops their critical soft skills required to succeed in the work place. As a result, children become

confident, resilient and self-reliant using the life skills they adopt, to fend off destabilisers throughout their life, even after our intervention. We also work with the community at large; the parents, teachers and local government institutions to ensure social, emotional and economic well-being for all children and young people living in that area. Our Livelihood Programme offers youth sustainable jobs in the organised sector, making them economically self-reliant, helping them bring their families out of poverty.

Challenge & Mitigation Approach

While there have been many challenges earlier too, such as getting across to the large multitude of the underprivileged in our society and helping them

complete their secondary education to earn a better quality of life. Currently, the Covid- 19 pandemic has been one of the challenges. Our strength and trust in the community allowed us to quickly respond to the situation by supporting the local government in relief work. Although Magic Bus is a large implementation organisation, our agility to respond to the local situation during the disaster has been of tremendous help to the communities we serve and the local government has helped us reach out across several states. Riding over the current crisis is going to be the greatest challenge but we have initiated relief efforts across the country. We will continue to build awareness regarding COVID-19 and aim to provide 1.15 crore meals.



Technological Innovation

Magic Bus India Foundation has always had a strong

DNA of innovation and transparency. Technology is an integral part of the existence of any organisation, which

wants to scale for impact. It also helps bring integrity, efficiency and stronger processes, which translate into credibility, and proactive and better decision making. We have successfully rolled out automation across different functions covering Operations, Finance, HR and funder relations. We are perhaps one of the most automated NGOs in India and this helps us tremendously in scaling and bringing stronger governance processes which lead to greater impact for the participants. We are currently in our next phase of automation which will help us build data intelligence and integrate our different applications.

FLAGSHIP PROJECT

Childhood to Livelihood

By designing and delivering an 'age' and 'need-based' life skills and community engagement programme, Magic Bus India Foundation transforms the very basic nature of education in India

One of the most innovative organisations that work tirelessly on creating long term solutions to end poverty is Magic Bus India Foundation. Through the Childhood to Livelihood programme, Magic Bus India Foundation nurtures children to grow up into self-reliant, confident individuals who have completed their secondary education and have jobs in the organised sector.

By designing and delivering an 'age' and 'need-based' life skills and community engagement programme, Magic Bus India Foundation transforms the very basic nature of education in India. Participants on the programme become self-reliant, tax paying citizens of India, helping take themselves and their families out

of poverty. And, that's not all. Leveraging technology by institutionalising online learning platform (learning management system) and using technology to measure training effectiveness and delivery of programme are two of the key elements that make Magic Bus India Foundation stand out.

We recently did a very innovative Jobs Exchange programme by partnering with UNDP as our knowledge partner. We created a technology platform wherein we got the youth, the employer and the skilling partner onto a single platform. This programme has been a tremendous success getting 2,000+ young women placed into the organised job sector in just nine months.

The Way Forward

Our goal in the next couple of years is to scale up to 16 lakh children and young people ensuring their continuity from education through to livelihood. Currently we have been very actively associated with our country's fight against the Covid-19 pandemic with a slew of action plans to provide food, ration and other necessities to the multitude of the underprivileged in India. It's difficult to say as of now but it seems that post Covid-19 the rehabilitation of the people from marginalised communities will be a key issue. Our future plan is targeted towards finding a way to work with these families and their children who will see an interruption in their education and livelihoods. Our endeavour will be to continue helping them to come out of this crisis.

Turning the tide

Water For People
India engages with
local governments,
businesses and
communities
to make clean
water available to
Everyone Forever





*Meena Narula
Managing Trustee
Water For People India Trust*

Meena Narula is the Managing Trustee, Water For People India Trust (hereafter referred to as Water For People India) since 2016. She oversees operations in India, liaises with donors and key partners on strategies that promote collective impact and well-being of vulnerable and marginalized communities. She has over two decades of experience in the social sector, with a focus on multi-input area development programs, social behaviour change communication, policy analysis and research. She has provided hands-on strategic leadership to social sector initiatives aimed at creating innovative, community-led approaches that build on public-private partnerships.

Water For People India's vision is for every household, community, and public institution (health centres and schools) to have reliable access to safe water and sanitation for generations to come – sustained by local communities, government, and the private sector. We call this impact model Everyone Forever (EF). This ensures that communities not only feel the direct and indirect benefits of increased access to clean water and sanitation, but also cultivate a pervasive and powerful community value for it. All efforts are aimed to provide sustainable access to high-quality drinking water, sanitation and hygiene (WASH) services, so that no community or school served will need to return to unsafe drinking water and unimproved toilets. Our intervention areas include building local governance and capacity, market strengthening for private sector engagement and

partnerships, pilots and innovations, social behaviour change communication, gender and social inclusion, and strong monitoring systems for supporting ongoing systems development.

Target Population & Geography

Marginalized and tribal populations are our direct beneficiaries. Local institutions including Panchayati Raj Institutions, its sub-committees and community based organisations are the focus to achieve sustainable WASH systems. Engagement with the local governments and private players is the key to ensure safe water and sanitation service levels are sustained and scalable.

Water For People India programs have been implemented in 28 districts in the states of West Bengal, Bihar, Maharashtra, Odisha and Assam.

Nearly 1.2 million people have been reached through community drinking water and sanitation, WASH in public institutions, and market-led approaches to sanitation.

Scale of Impact

Water For People India programs have positively impacted over 150 Gram Panchayats and peri-urban areas, building on collaboration with the communities, local governments and private players since 2008:

- 500,000 people reached through basic drinking water facilities sustained by local communities
- Replenishment of 862 million liters of water since 2013
- Nearly 2,500 Water User Committees (WUCs) strengthened
- Facilitated construction of 45,000 latrines by supporting nearly 100 enterprises

- 1,160 schools reached benefitting 522,000 students and teachers
- 32 community toilets built for families residing in slum areas
- Reinforced positive behaviours reaching 1.25 million people

SDGs Covered

Water For People India programs are aligned to the United Nations Sustainable Development Goal (SDG) 6: “ensure availability and sustainable management of water and sanitation for all.” Our programs strengthen water supply, sanitation, and hygiene to reduce susceptibility to environmental health hazards. Through the Everyone Forever model, market-led approaches to sanitation and WASH in public institutions, our work advances the SDG agenda in many ways including Good Health & Well-being (SDG 3), Quality Education (SDG 4), Gender Equality (SDG 5), Decent Work & Economic Opportunity (SDG 8), Climate Action (SDG 13), Life Below Water (SDG 14), and Partnerships for the Goals (SDG 17).

Implementation & Sustainability

The Water Initiative is being directly implemented by Water For People India in Chikhaldara block, Amravati district, Maharashtra. Partnerships were forged with technical resource agencies such as ACWADAM, local NGO – ‘Sanskar Wahini’ and local engineering colleges in the area. These partnerships have supported efforts

such as feasibility study, reconnaissance surveys to identify and select villages, social mobilization, and to form/strengthen Village Water and Sanitation Committees (VWSC) and engage the Panchayati Raj Institutions. Additionally, experts and resource persons have contributed their skills in planning, design, implementation and set-up of community level operations and maintenance mechanisms, water quality monitoring, tariff collection, and management activities. Water For People India team engages with the block and district level administration for strengthening the capacity of the communities to manage and ensure the functionality of all facilities. Primarily funded by Colgate Palmolive (India) Limited,

Metro Cash and Carry has contributed to support the Save Water Cause Campaign in 2018. To ensure project sustainability, the Gram Panchayats, its sub-committees, WUCs and student groups have been oriented through various capacity building efforts for the operation and maintenance (O&M) of the WASH infrastructure and behaviour change. The Gram Panchayats have already approved 18 water resource management plans and incorporated commitments in the Gram Panchayat development plans. A tariff system was introduced to build an O&M fund. Each family who uses the water point pays tariffs varying from Rs. 5 to Rs. 20/- per month for upkeep and maintenance. Convergence with government schemes (MNREGA)



THE ELUSIVE ELIXIR OF LIFE

Accessing water may be as simple as turning the taps on in our kitchens and toilets. But millions still don't have the basic privilege of safe water at home

The Water Initiative

With an ultimate goal of improving the quality of life for vulnerable and excluded communities, the Water Initiative aims to reach out to 36 villages (22,000 people) to support development of water resource management plans and drinking water in 20 of these villages

In 2016, Water For People India partnered with Colgate Palmolive (India) Limited to design a community demand-driven water supply program consistent with the Swajal scheme. The program focused on strengthening water sources, developing single village mini piped water supply schemes, and ensuring that gram panchayats take ownership of the O&M of these schemes. A feasibility study led to the selection of Amravati district from among the 15 water stressed districts. The stage of groundwater development in Amravati is 67.6% and nearly three-fourth (72%) piped water supply schemes are groundwater based.

Chikhaldara block was selected after interactions with various government offices, local representatives and communities. Inhabited by tribal population (76%), these scattered habitations are deprived of access to clean water due to the high costs of providing functional household tap connections. Poor groundwater recharge potential coupled with weak local governance structures have resulted in unimproved water services. Women and adolescent

girls are particularly impacted, making 5-6 trips everyday to collect water from sources that are at least two kilometres away. With poor access to water within the village, the school WASH facilities are in a dilapidated condition and only 30% of the students enrolled come to school on any given day.

The Water Initiative aims to ensure last mile coverage and access to safe drinking water through strengthening of water sources; development of piped water supply systems; functional household tap connections that are operated and managed by the Panchayati Raj Institutions; building of strong community engagement; and ensuring strong coordination and collaboration with the Groundwater Surveys and Development Agency, Zilla Parishad and Tribal Welfare Department. With an ultimate goal of improving the quality of life for vulnerable and excluded communities, the Water Initiative aims to reach out to 36 villages (22,000 people) to support development of water resource management plans and drinking water in 20 of these villages. Also, 77 public institutions with 8,000 children (36 primary schools, 36 Anganwadi centres, and 5

residential schools for tribal children) will be reached with safe drinking water and access to water for sanitation during the period 2017-2021.

All interventions focus on the constitution/strengthening of Panchayati Raj Institutions and their sub-committees, to develop water resource management plans and their approval and incorporation in the Gram Panchayat development plans. Capacity building efforts also include training of local masons to provide repair services for piped water schemes, and toilet cleaning services for schools. Behaviour change campaigns conveying messages on the importance of water conservation, proper water handling and storage, and safe handwashing practices build on local art forms and culture. Collaboration with government line departments is key to ensuring that WASH systems development can reach 113,600 people living in Chikhaldara. The initiative also supports an incubation grant for students from local engineering colleges and management schools to innovate and test their ideas aligned to the project outcomes.



has helped create livelihoods for the local communities.

Challenge & Mitigation Approach

The villages are remote, and the water sources are at distant locations. The drudgery of women walking miles to fetch water was evident. Hence, selecting a source and implementing measures to make it sustainable was vital. The source locations did not have electric connections required for mechanical pumps. The strengthening of gram panchayats helped address this challenge. Water quality issues and bacteriological contamination were addressed through a sanitary surveillance and on-site water quality testing, including water quality monitoring process. Pressure issues in the distribution network and pipe bursting were tackled by hydraulic design and elevating the mainline.

Technological Innovation

An Advanced Hydrogeological Survey for the selection of sources and analysis of reports by Hydro-Geological experts helped us make informed decisions on source sustainability. Hydraulic design of the distribution network and elevating the mainline ensured equal distribution of water to households and durability of the pipelines. Active participation of the community through shramdaan (voluntary labour) for excavation and laying the pipeline ensured community involvement and ownership (JanShakti4JalShakti), which is aligned to the Jal Jeevan Mission (JJM). Additionally, preparation and implementation of

community-led Village Water Safety and Security Plans through water budgeting and establishing water tariffs helped in tackling persisting water woes.

The Way Forward

Water For People India has joined Mission Paani—a pan-India campaign to conserve water. In collaboration with Reckitt Benckiser, we propose a pilot initiative for two blocks in Amravati district, Maharashtra from 2020-2023, with the goal to “Conserve &

Respect” water. Through the Conserve-Sustain-Transform model, we shall promote conservation and management of water resources, encourage communities to Measure-Reduce-Reuse water intake, and establish strong governance mechanisms. The framework is a pillar of sustainability under the JJM, garnering national and international partnerships. With adaptations, the pilot’s scaling could have positive implications for the sustainability of India’s water resources for future generations.



Giving a better future



ChildFund strives to ensure that vulnerable children have the capacity to improve their lives and become young adults, parents, and leaders who catalyze positive change in their communities



*Neelam Makhijani
Country Director & CEO
ChildFund India*

Neelam Makhijani brings with her over 25 years of diverse and rich work experience in the domains of journalism, communication, fundraising and social development. Makhijani has been in the development sector for nearly 20 years with assignments in multi-cultural environments including India and the UK. Prior to joining ChildFund in India, Makhijani worked in the UK for 15 years leading global organizations such as the Resource Alliance, Help-Age and Oxfam GB. While working in the UK, she was awarded as the first Indian Woman Director for a global organization. As an impassioned person of high values and strong views, she started her journey as a journalist, working for a leading Asian weekly in New York for almost eight years, which eventually introduced her to the humanitarian sector.

ChildFund’s work is rooted in its Organizational Theory of Change: how it promotes change in the world and what it believes will make a difference in children’s lives. Children are at the nexus of a web of individuals and institutions — parents, family, community, government and non-government actors — whose contributions must be leveraged if children are to thrive. ChildFund’s programs provide comprehensive support to children from their conception until they reach 24 years of age by integrating health, nutrition, sanitation, gender equality, disability, education, skill training, livelihoods, child protection and humanitarian relief work.

We work in the rural belts and urban slums of the country across 15 states and UTs, where child protection issues and violence against children are

prevalent. ChildFund India works with and for the underprivileged children, youth and families from the most remote, extremely backward and hard-to-reach areas in India, with a vision to build “an India where children lead a dignified life and achieve their full potential”.

Target Population & Geography

ChildFund strives to ensure that deprived, excluded, and vulnerable children from below poverty line families have the capacity to improve their lives and become young adults, parents, and leaders who inspire lasting and positive change in their communities. The organization promotes communities whose individuals and institutions participate in valuing, protecting, and advancing the worth and rights of children.

ChildFund is currently assisting millions of children,

youth and their families from 3,200 communities from rural and urban regions in 85 districts of 15 states & UTs across India - Andhra Pradesh, Telangana, Bihar, Delhi, Chhattisgarh, Jharkhand, Karnataka, Madhya Pradesh, Uttar Pradesh, Maharashtra, Odisha, Rajasthan, West Bengal, Tamil Nadu and Puducherry.

Scale of Impact

Till date, in the last near seven decades, ChildFund India would have reached and impacted over 50 million children and youth who have now become responsible citizens and role models to give back to their societies. We have been able to successfully transform and uplift communities, change behaviours and be part of their dreams!

In 2018-19, ChildFund India reached nearly 3.5 million children, youth, and their families from 3,200

communities in 85 districts across 15 states in India, through its long and short-term programs and we continue to strive to reach more.

SDGs Covered

Our Programs are aligned with and are contributing to almost all the Sustainable Development Goals (SDGs) like SDG 1 (on ending poverty), SDG 2 (towards zero hunger), SDG 3 (on good health and wellbeing), SDG 4 (on quality education), SDG 5 (on gender equality), SDG 6 (on clean water and sanitation), SDG 8 (on promoting decent work and economic growth for all), SDG 10 (on reducing inequalities), SDG 13 (on climate action), and SDG 16 (on promoting peaceful and inclusive societies for sustainable development with special focus on SDG 16.2 - towards ending abuse, exploitation, trafficking and all forms of violence and torture against children).

Implementation & Sustainability

ChildFund's project implementation model is built on the principle of partnership – sharing knowledge, expertise, and best practices to create dynamic working relationships that help us achieve maximum impact and reach while sustaining the work for the long term. ChildFund's unparalleled longstanding community presence, long-term partnership with over 40 grassroots NGOs and direct implementation projects in India ensure that its holistic interventions foster an enabling environment where children can grow to

their fullest potential. Our relationship is based upon the partner NGO's relevance, efficiency, effectiveness, sustainability and impact. Many of these partnerships are more than a decade old and some are older than 25 years. We have helped our partners create a permanent presence in the community where they are recognized, accepted, and able to create strong community-based

structures. ChildFund in India has been successful in establishing relations with relevant stakeholders including the communities we work with, district, state and national government bodies, academic institutions, media, funding agencies and corporates to strengthen child protection systems in order to prevent violence against children and protect them from abuse, neglect





FLAGSHIP PROJECT

Khilta Bachpan

Under this campaign, ChildFund is establishing Art Corners in government schools and developing a package of art education for children to express naturally and openly

The United Nations has recognized the key contribution of arts and sports towards peace-building, health and reduction of inequalities. Inclusion of Art in education has always been an important part of the discourse on education in India. 'Khillta Bachpan' is a campaign by ChildFund India that uses the medium of Arts and Sports to change the lives of millions of children and youth across the country.

Through this program, children aged 6-18 years in many underprivileged and deprived communities of India are being provided with access to art education and sports. The program aims at promoting cognitive, social and emotional learning, and encouraging creative expression. It also inculcates in these children, the appreciation for the richness and diversity of arts in the country, while giving them a

platform and an opportunity to engage, express and empower.

Under this campaign, ChildFund is establishing Art Corners in government schools and developing a package of art education for children to express naturally and openly. School Management Committees (SMC) and communities are sensitized on the importance of arts and sports; teachers are empowered and trained on child-sensitive art approaches, professional and local artists are engaged in promoting appreciation for arts among children, and child advocates are trained in schools to address the protection issues with the support of duty bearers. This program also creates, revives and activates platforms for children to practice various forms of arts and sports on a regular basis and showcase their talents.

and harm. It has a long-standing partnership with the Government of Andhra Pradesh and Telangana, National and State Commissions for Protection of Child Rights under the Ministry of Women and Child Development (MWCD).

Sustainability is the foundation of ChildFund's program strategy and approach. Every program or project ChildFund implements is designed with a sustainability plan. ChildFund India's Country Strategy illustrates guidelines for an accountable, sustainable and result-oriented 'for the children' development organization, by unveiling its – innovative evidence-based program models for in-depth impact and a more efficient and effective operating model by involving a portfolio of strategic partners, increased focus on resource mobilization.

Challenge & Mitigation Approach

Reaching children and families in hard-to-reach areas with our programs when resources are limited has always been a major challenge.

Through its programs, ChildFund endeavours to alleviate poverty, illiteracy, unemployment and bring about behavioural change to eradicate social iniquities being practiced. ChildFund has been working hard to establish relevant partnerships to mobilize resources and achieve its goal. ChildFund India's strategy provides them with an opportunity to reinforce their

strengths, scrutinize their challenges and recognize the opportunities the future holds for them and the children they support.

Technological Innovation

ChildFund has established digital child and youth resource centers in its operational areas where the children, youth and women are empowered with latest information and facilities, to support them better. To help children catch-up with their peers in developed world, ChildFund is transforming government school in to SMART schools by digitalizing classrooms, solarizing schools, providing libraries, science labs and Art corners, providing safe drinking water and sanitation facilities, innovative teaching and learning material, training to teachers, etc.

ChildFund India is implementing online English language training using Playablo Application for skill development of youth. Playablo App evaluates and helps the learners improve on four fronts like, fluency, pronunciation, conversational English and grammar.

The Way Forward

ChildFund aspires to annually reach 10 million children and young adults by 2025, by entering new locations, including urban slums, which need special attention, while consolidating its existing spread. ChildFund will leverage on its strengths to make this plan a success, leveraging community engagement, technical expertise

and local partnerships while expanding its network and enhancing its engagement with other stakeholders and like-minded institutes.

Looking at the growing need to address issues of child protection ChildFund is placing special emphasis on child protection issues to prevent violence and exploitation against children in India and all over the world.







Child in Need Institute

Creating child friendly community

CINI, with its human rights-based integrated approach of facilitation and service delivery, has directly impacted upon lives of people through its Education, Protection, Health and Nutrition services





*Dr Samir Chaudhuri
Secretary and Founder
Child in Need Institute (CINI)*

Since 1970, when he trained as a paediatrician at the All India Institute of Medical Sciences (AIIMS), New Delhi, Dr Samir Chaudhuri has been committed to treating and preventing malnutrition in children, an effort that in 1974 led him to founding Child in Need Institute (CINI), together with a multidisciplinary team of Indian professionals. He has served as a consultant, researcher and advisor to various national and international agencies in India and other countries of Asia and Africa. His work has been recognised by a number of awards, including the *Ananda Bazar Patrika's Sera Bangali Award* (Kolkata, 2013), the Ellis Island Medal of Honor, Global Humanitarian Award (Ellis Island, New York, 2008), the World of Children Awards, UNICEF (New York, 2007), the Italian Parliament Commission for Infants Award (Rome, 2005), the Ross Award, Institute of Post Graduate Medical Education & Research (Calcutta, 1995), the Catherine Freyman Prize in Social Pediatrics, AIIMS (New Delhi, 1970). He has contributed to the sector, especially health and nutrition, as a member of different national and international committees and networks of government, academics and civil society organisations.

Driven by its mission of ensuring children and adolescents achieve their rights to health, nutrition, education and protection (HNEP) by making duty bearer and community responsive to their wellbeing, CINI has grown into a multisectoral organisation with a national and international repute by learning continuously from its community partnerships across deprived rural, urban and tribal settings. CINI is committed to strengthening government systems to ensure universal access to basic HNEP services. Its journey has also been shaped by a consistent interest in understanding and proactively responding to the evolving development challenges and opportunities at different levels. CINI undertakes roles on – implementation, capacity building, technical assistance, networking and advocacy, research, monitoring and documentation. CINI's mission, core values and guiding principles

continue to constitute the CINI Method – i.e. CINI's development understanding and practice which is exemplified in the institutional Child-Friendly Communities (CFC) approach that shapes all sectoral and integrated implementation efforts.

Target Population & Geography

The primary target population is pregnant and lactating women, children and adolescents. CINI also reaches to families, service providers across Health, Nutrition, Education and Protection sectors and the representative of local government institutions. Through capacity building and technical assistance support, it reaches to NGO partners, government functionaries, local self-government functionaries, etc. CINI is present in eight states of India, reaching through direct interventions in four states viz. West Bengal, Jharkhand, Assam and Odisha and indirectly

in other states of India covering around 7 million population in 97 districts, 951 rural blocks and 271 urban municipal wards in India.

Scale of Impact

CINI with its human rights-based integrated approach of facilitation and service delivery, directly impacted upon lives of people through its Education, Protection, Health and Nutrition services. During 2018-19, 53,812 children were protected from all forms of abuse, exploitation and violence. Through the flagship “1000 days” programme on “safe motherhood, child survival” reached out to 4,35,000 under-2 years children and 95,000 pregnant and lactating women. Through Adolescent Empowerment programmes reached to 10 lakh adolescents and 561 school drop-outs were enrolled back to school. Through Education programme, 10,434 children have been provided with

remedial education support with 100% retention in school.

SDGs Covered

The CINI Method – together with its CFC component – is linked to the Sustainable Development Goals (SDGs) 2030, which are themselves embedded in a human rights framework. Across the wide SDG agenda, it seeks to contribute, in particular, to the achievement of child-related goals in the areas of health, nutrition, education and protection (EPHN). The health and nutrition agenda was interwoven across multiple SDGs and related targets that CINI addresses through its different programmes covering SDG goals: 1 to 6 and 10, 11 and 16.

Implementation & Sustainability

CINI with its core values and guiding principles implements its projects or programmes directly following the CINI-Method i.e. CINI's development understanding and practice. Within the implementation role, CINI establishes the institutional Child-Friendly Communities (CFC) approach that shapes all sectoral and integrated implementation efforts. CINI believes in strengthening partnerships between children, their parents and communities, service providers and local self-government bodies (urban and rural) for implementation across Education, Protection, Health and Nutrition sectors. CINI prioritised on system strengthening to capacitate

the service providers to render quality services. It also strengthens the community-level monitoring committees like Village Level Child Protection Committees [VLCPC] under the ICPS programme, Village Health Sanitation and Nutrition Committee [VHSNC] under NHM, etc. to ensure effective community-based planning, implementation and monitoring. CINI also works through the network of different NGOs and government organisations and promote evidence-based documentation from field implementation for policy advocacy and scaling up through the government system and structure.

CINI's programmes and innovations are recognised by the government and other organisations and have been published through different platforms. FXB Center for Health and Human Rights at Harvard University published the report "Before, Not After: An Evaluation of CINI's Preventative Approach to Child Protection in India," on 13th January 2020 in their website <https://fxb.harvard.edu/>. CINI's adolescent empowerment programme model has been recognised by the Government of India in 2016 and has been awarded as best practice innovative model that could be replicated through the public health system in India -



Maternal and Child Health and Nutrition

Care during the first 1,000 days of life - from conception till the second birthday of a baby - is most important to ensure 'safe motherhood and child survival'

Over the last 46 years, CINI has experienced that household and community-level health and nutrition education is a powerful means to prevent illness. By working with adolescents, children and mothers to improve their health and nutrition status, CINI was able to develop its own "Theory of Change" aimed to promote a continuum of care model. CINI has crystallised its learning to address intergeneration cycle of malnutrition, issues of sexual reproductive health & rights and communicable diseases by strategic engagement with the family, community, service providers and elected representatives, thereby creating a local-level accountability framework to promote the rights of children, adolescents and women.

The care during the first 1,000 days of life (from conception till the second birthday of her child) is most important to ensure "safe motherhood and child survival". During this period, both the mother and the child get appropriate essential health and nutrition care to be healthy. CINI has been relentlessly putting efforts to break the vicious cycle of malnutrition through its community-based integrated approaches for safe motherhood and child survival.

Major Highlights of 1000 Days programme in 2018-2019:

- CINI is the State Training Centre for the ASHA training and Anganwadi Training in West Bengal
- In concurrence with NHM, services are strengthened in 12 UPHCs in Kolkata for hard-to-reach urban populace. In 144 wards of Kolkata, 7166 street-connected children were linked with routine immunisation initiatives.
- Joint training of Health and ICDS functionaries was conducted on the new Mother and Child Protection Card in the urban areas of Kolkata.
- With the initiative of State Rural Livelihoods Mission (Anandadhara), Govt. of West Bengal, 250 SHG representatives were trained on 6 modules of maternal and child health & nutrition who in turn reached to 480 SHGs in two blocks of Bankura district, West Bengal.
- 8,000 pregnant women were followed up for pregnancy weight gain and anaemia reduction in 3 districts of West Bengal as part of community-based care and management of maternal malnutrition.
- Technical support was provided to the Department of Women & Child Development and Mission Shakti, Govt. Odisha to improve Infant and Young Child Feeding (IYCF) practices during the first two years of life in four high burden districts of Odisha. 10,219 Anganwadi workers and 7,017 ASHAs were trained on IYCF practices to reach out to 4,35,000 under-2 children and 95,000 pregnant and lactating women in 10,689 AWCs.
- CINI also played the role of a Technical Resource Agency to DWCD and MS, Govt. of Odisha for the establishment of a State Training Cell, building up a Trainers' Resource Pool & Piloting Information and Communication Technology (ICT)-based Capacity Building of AWWs.
- In concurrence with the initiatives of Poshan Abhiyan, CINI Jharkhand unit developed a convergent plan with DWCD and conducted training of 259 Poshan Sakhis in Chhatra district of Jharkhand
- Technical support was provided to Govt. of Jharkhand to strengthen the interventions of first 1,000 days of care in 4 districts of Jharkhand.

https://nhm.gov.in/images/pdf/in-focus/Kerala/Day-1/Inaugural_Session/Coffetable_Book.pdf.

The projects developed are well-designed with a concrete sustainability plan following “The CINI Method” of implementation where both the system strengthening and community empowerment are given equal importance. In the system, strengthening the service providers are capacitated to render quality services with support from PRI/urban local bodies and community-level platforms – V/WLCPC, VHSNC, whereas the community people including children, adolescents and women’s collectives are sensitised on their rights and entitlements. At the project end, the community becomes well-equipped to own the programme with quality services ensured by the providers and thus, the project merges into the on-going public service programme.

Challenge & Mitigation Approach

A major challenge is securing regular grants from donors for long-term projects. Government grants are sanctioned but not paid on time. With the current economic crisis, foreign funds are becoming difficult to access. Retention of skilled professional staff is also a concern.

To combat these, the projects are developed for maximum 3-5 years now with a well-designed phase-out strategy. System Strengthening is given much

priority where the service providers are capacitated enough and the community can own the programme at the project-end. To address the staff-retention, CINI developed its employee-friendly policies and provide exposures of in-service training, workshops, etc.

Technological Innovation

CINI implemented “GPower” project in Murshidabad and South 24 Parganas, West Bengal. With the support partner Accenture Technology Lab, a digital technology was used that captured information of girls considered to be most vulnerable, tracked and necessary steps were taken. The project covered 3,296 adolescent girls in 2018-19 and prevented 87 child marriages and did 26 drop-out girls’ re-admission. A total of 70 girls were enrolled in the state-run Kanyashree scheme for girls’ education and prevent early marriage. The innovation received Mobile for Good Award from Vodafone Foundation in 2016. This effective technology can further be replicated using smartphones and specific software.

The Way Forward

CINI continues to use its established strategy of CFC, adding value to ongoing government programmes, as a facilitator rather than a direct service provider to avoid duplication. Following its “look east” policy, CINI makes inroads to the North-East India that offers CINI an immense opportunity to adding value to ongoing government programmes. Malnutrition

although is reduced, but still rampant in the form of stunting and obesity, especially in urban areas, leading to non-communicable diseases (NCD) - where CINI feels extremely urgent to intervene. CINI’s adolescent programmes converging nutrition, health, education and protection issues simultaneously are also a priority in future.







CanSupport

Palliative caregiver

CanSupport has been working towards a caring and supportive society where people with cancer and their families live with dignity, hope and comfort





*Harmala Gupta
Founder President
CanSupport*

Harmala Gupta is a cancer survivor, pioneer and activist. In 1985, while working on her Ph.D. thesis at McGill University, Montreal, Canada, she was diagnosed with ‘Hodgkin’s lymphoma’, a cancer of the lymphatic system. After recovery, she felt it was her mission to create compassionate and caring support services for people with cancer and their families in India.

In 1991, she founded the first peer-based cancer support group in India, ‘Cancer Sahyog’ in New Delhi. In 1996, realising that the majority of people living with cancer needed continuing care, she founded ‘CanSupport’, which has pioneered a free of charge home-based palliative care service for the neediest in northern India.

She has received a number of awards, including a distinguished alumna award from her alma mater, Lady Shri Ram College for Women. In August 2019, she was conferred with the “Healthcare Humanitarian Award” by FICCI in New Delhi. The PHD Chamber of Commerce and Industry also conferred on her an award for “outstanding contribution to social service”, which was given to her by the President of India. In February 2014, she received the Governor-General of Canada’s medallion for “pioneering contributions to palliative cancer care in India.”

Nearly 80% of cancer patients in India come with advanced illness when cure is unlikely. Our healthcare systems are not equipped to offer any meaningful help to such patients and return them from hospitals, condemning to spend their last days in unremitting pain and despair. Overwhelming physical and emotional burdens result in the poorest quality of life of patients followed by agonising death and appalling bereavement adjustments in the family. This trauma can be devastating for both patient and family who have nowhere to turn for support.

CanSupport is a group of palliative care experts that fills a critical gap in the care of people with advanced cancer by helping them, their families and society at large to work together to maximize their quality of

life with cancer in a meaningful and compassionate manner, whilst fully respecting the dignity of the individual.

Target Population & Geography

CanSupport’s wide-ranging programmes are designed to help cancer patients of all ages throughout their cancer journey – right from the day of diagnosis, across all curative therapies and as a continuum of care adapting to the unique needs in case cancer progresses into its terminal phase. The support extends even after the death of the patient through bereavement and rehabilitative support to their families.

CanSupport directly implements its programmes across four states in North India – Delhi, Punjab, Haryana and Uttar Pradesh. However, we have also

helped replicate and set up palliative care programmes in collaboration with state governments and private organisations in other parts of the country e.g. Jammu & Kashmir, Rajasthan and Chhattisgarh.

Scale of Impact

In FY 2019-20 we were able to serve over 66,000 people, including cancer patients at different stages of their journey with cancer, their families and caregivers:

1. Home-based palliative care for people with advanced cancer – 23,690
2. Outpatient and daycare for cancer patients under treatment – 15,346
3. Tele-Counselling – 7,404
4. Financial and other resource facilitation – 11,858
5. Patient navigation in hospitals – 7,874
6. Socio-Economic Rehabilitation of destitute families - 82

SDGs Covered

CanSupport is aligned with Goal-3 (Good Health and Wellbeing) of the Sustainable Development Goals. Palliative care is a medical speciality that is both a philosophy of care and a structured system for delivering care to people with a life-threatening illness like cancer, from diagnosis till death and then into bereavement care for the family. It works towards ensuring good pain and symptom control, sensitive communication to ease psycho-socio-spiritual suffering and factual information helping make informed decisions for end of life care. These measures can help people live meaningfully until the end of life and support their families afterwards. Palliative care enhances the quality of life irrespective of the outcome of the illness and may even positively influence the course of illness.

Implementation & Sustainability

CanSupport implements its various palliative care programmes directly through its multi-disciplinary medical teams of staff and volunteers. However, we also extensively collaborate with other like-minded entities to ensure patients and their families receive holistic support in addressing their multi-dimensional suffering.

CanSupport charts its way forward through five-year Strategic Plans under themes of Operational Scale, Sustainable Funding, Internal Excellence

and Brand Leadership. The Apex Goals under Sustainable Funding inform expansion of services on sustainable and secure funding arrangements. These include mobilisation of funds to cover 100% annual budget and building of a corpus to maintain at least 120% annual budget at any time. CanSupport has an experienced team of employees and volunteers from marketing and fundraising backgrounds. They are guided and supported by the CEO and Board in mobilising donations and grants from individuals and institutions along with organising fundraising events. They build long-term relations with donors and utilise

a structured Resource Mobilisation Strategy to achieve sustainability goals.

Challenge & Mitigation Approach

Palliative care is a neglected component of the Right to Health in India and the obstacles in its availability are too many: lack of understanding about what it means and can offer, lack of political will and policies, legal and regulatory barriers preventing access to essential medicines and lack of training of health professionals. CanSupport is working proactively through its palliative care and awareness, training &



Home-Based Palliative Care Programme

The model has also earned CanSupport the WHO Public Champion Award in 2017

CanSupport's Home-Based Palliative Care Programme is a pioneering model in North India directed at patients suffering from advanced and terminal cancer. It is the largest of its kind in the country and has been replicated in various parts of India. The model has also earned CanSupport the World Health Organisation Public Champion Award in 2017 among other honours.

In India, 80% of cancer patients are in advanced stages (stage III and IV). Every hour more than 60 patients die from cancer and in pain as less than 3% of these have access to adequate pain relief. The trauma of advanced and terminal cancer can be devastating for the patient and the family. They have nowhere to turn for support once cancer treatments fail or they are declared 'beyond medical help'.

Our health care systems, not equipped to offer any meaningful ongoing care to alleviate their agony, are not able to meet such needs, condemning patients to spend their last days in unremitting pain and despair. The family too, struggling with a multitude of personal and socioeconomic stresses, often falls apart. Overall, overwhelming physical and emotional burdens result in the poorest quality of life of patients followed by agonising death and appalling bereavement

adjustments in the family.

CanSupport Home-Based Palliative Care Model filled this critical gap in cancer management and established it as a vital continuum of care relieving total suffering, enhancing the quality of life and offering a support system for the family. It changed the disease-focused approach to a patient-centred philosophy, where patient preferences and goals were essential to planning care.

As the end of life draws near, home is where people want to be, in familiar surroundings with their dear ones. Palliative care at home makes the most balanced, practical and economic sense, especially for poor families, saving them precious time, energy and resources. With support, they actively participate in the care-giving process at home, bonding with their patients who often feel abandoned. Their concerns too can be addressed in a relaxed atmosphere.

A multidisciplinary team approach helps with the physical, psychosocial, spiritual and financial suffering of the patient. Teams made of doctors, nurses and counsellors (with assistance from core social workers and volunteers) visit enrolled patients of all ages and gender in their homes regularly and offer:

- Factual information empowering patients/families to make informed decisions about their care preferences and goals
- Comprehensive pain and symptom control to maximise comfort and function
- Nursing care with the provision of supplies and equipment to aid with daily activities of living and reduce dependency
- Teaching simple nursing skills to give patients/families a sense of control over the care
- Counselling to help with emotional and spiritual pains and concerns about the family burden
- Practical support to complete vital life tasks and strengthen relationships with loved ones
- Networking to mobilise financial and non-financial resources for rehabilitation of destitute families
- Counselling support to family members to cope with the illness of their loved one and to come to terms with the imminent loss

We believe that people with cancer and their families deserve the highest quality care and that everyone has the right to live life to the full even when their illness may not be curable. Since our primary focus is on the underserved, all our services are free.

education programmes to address these issues in its areas of operation. It is also working as partners with advocacy-based organisations in bringing changes to the legislation for integrating palliative care in mainstream healthcare and medical curriculum as well as improving access to opioids for pain management.

Technological Innovation

Palliative care is a high touch and low-tech approach as it deals chiefly with the end of life care. While we focus on high-touch by investing deeply in our teams, nurturing them as compassionate and empathetic human beings who effect holistic healing and bring peace with their therapeutic presence, we also ensure they have the latest technical know-how, software and other technologies to apply in their working process and impact analysis.

The Way Forward

CanSupport's current five-year strategy has apex goals articulated by its Managing Committee under which the organisation will continue to:

- expand its services directly in North India while aiming for the highest professional and ethical standards of care;
- train and equip both individuals and institutions in the health care sector in integrating palliative care in the management of patients with serious and life-limiting illnesses;

- advocate for appropriate policies around palliative care;
- engage people and institutions in supporting our mission; and
- work towards building a caring and supportive society where people with cancer and their families live with dignity, hope and comfort.





By choice, not chance

Foundation for Reproductive Health Services (FRHS) India provides quality family planning and safe abortion services to men and women from socially, economically and geographically marginalised communities





*V S Chandrashekar
Chief Executive Officer
FRHS India*

V S Chandrashekar has spent over three decades in the reproductive health field in India, bringing with him an array of expertise in family planning, maternal health, safe abortion, and HIV/AIDS. Beginning with social marketing, Chandrashekar has managed large service delivery, technical assistance, capacity building and behaviour change communication programs at state and national levels. He has worked with cooperatives, national and international NGOs and the private sector. His previous positions include - Country Advisor - India, Population and Reproductive Health Program, The David and Lucile Packard Foundation; Country Program Director, Population Services International; Country Director – Ipas; Resident Advisor, Center for Communication Programs, Johns Hopkins University and TTK Healthcare. He holds a post-graduate diploma in Rural Management from Institute of Rural Management Anand (Gujarat, India) as well as a Bachelor's in Business Management from the University of Mysore. Under his leadership, FRHS India has emerged as one of the leading providers of clinical family planning services in the private/NGO sector in India.

The core idea of our work revolves around Choice. Our work is focused on ensuring women have the agency and are empowered to make informed decisions about their reproductive goals. Clients are at the center of what we do and their safety and interest is what drives our work. This is best encapsulated in our mission “Children by Choice not Chance”. Unlike many NGOs/Social sector program we don't use the word 'beneficiaries' or 'laabharthi' in Hindi. Beneficiaries to us imply dependency and an unequal power equation. We therefore prefer to use the term 'clients', which denotes respect and equal partnership.

Foundation for Reproductive Health Services (FRHS) India provides quality family planning and safe abortion services to men and women from socially, economically and geographically marginalised

communities in Bihar, Rajasthan and Uttar Pradesh. National Family Health Survey-4 data shows, only 47% of married women use a modern contraceptive method in India and the unmet need for contraception is as high as 13%. The situation is worse in rural areas with many Primary Health Centres/Community Health Centres unable to provide these services due to non-availability of trained staff, lack of equipment, inadequate drugs, supplies etc. FRHS India through its various service delivery channels bridge these access gaps by reaching out with comprehensive information and services. We work closely with the governments at all levels (centre, state and district) and support them by strengthening the family planning program in the country. FRHS India is also involved in policy advocacy as the secretariat for Pratigya Campaign for Gender Equality and Safe Abortion, which is a national coalition advocating for women's access to safe

abortions in India.

Target Population & Geography

FRHS India serves marginalised women and men in rural areas with limited or no access to sexual and reproductive health services such as contraception and safe abortion. According to FRHS India's Client Exit Interview 2018 findings, 38% of our clients are living under extreme poverty (<\$1.25/day), 86% of our clients are living on <\$2.50/day. 52% of our clients have non-formal or no education. 50% of our clients have no alternate provider available to access contraception services from. 63% of our clients who avail services from the outreach channels have never used family planning before.

FRHS India has its presence across three states- Bihar, Rajasthan and Uttar Pradesh. It provides services

in 750+ public sector facilities – Community Health Centers, Primary Health Centers and Health Sub Centers of 72+ districts. FRHS India provides services in 303 public sector facilities of 20 districts in Bihar, 274 public health facilities of 22 districts in Rajasthan and 178 public sector facilities of 30 districts in Uttar Pradesh through three key service delivery channels: Clinics (six), Outreach and Public Sector Support in 60 sites to improve quality of family planning services provided by these sites.

Scale of Impact

In the calendar year 2019, FRHS India provided family planning information and counselling to 1,82,513 clients, provided quality family planning services to 1,60,537 clients and provided 824 women with safe abortion services. Our services resulted in the following impact:

- Generated 18,43,726 couple years of protection
- Averted 82,464 unintended pregnancies
- Averted 29,406 unsafe abortions
- Averted 65 maternal deaths

SDGs Covered

FRHS India's work revolves around two key Sustainable Development Goals – Goal no. 3 (Good Health and Wellbeing) and Goal no. 5 (Gender Equality). By expanding access to contraception to the most vulnerable, FRHS India ensures universal access to sexual and reproductive health and wellbeing and

State wise impact is highlighted in the table below:

S.No.	Service Outcomes and Impact	Bihar	Rajasthan	Uttar Pradesh
1.	Clients Served			
	Tubectomy	48,927	63,558	26,348
	Non Scalpel Vasectomy	763	568	170
	Intra Uterine Contraceptive Device	15,664	1,508	2,921
	Safe Abortions		496	328
2.	Impact			
	Couple Years of Protection	6,97,869	7,90,602	3,55,255
	Unintended Pregnancies averted	32,972	34,302	15,191
	Unsafe abortions averted	11,569	12,321	5,519
	Maternal Deaths averted	26	27	12



resultant spill over on aspects such as child's health and maternal health. By providing comprehensive information and counselling, FRHS India empowers women to choose and decide when, whether and how many children they want to have.

Implementation & Sustainability

FRHS India delivers the services under the Public Private Partnership Scheme of National Health Mission. FRHS India delivers services at the district level where majority of our staff is situated including program staff and clinical teams. At the state level, State Program Managers and State Clinical Services Managers monitor the operations, service statistics and quality of services. At the national level, our senior management team provides strategic direction to the organisation and its departments, to achieve its yearly goals. We are a team of 354 members and function like a social business. We use several different indicators to measure the impact of our service delivery, these include: number of clients served method wise, couple years of protection generated and quality of services through an annual Quality Technical Assessment and Internal Quality Audits. We also focus on productivity and efficiency by tracking cost/service, cost/client, and measure the productivity of teams and staff etc. We believe if we improve productivity and efficiencies, we can serve more clients with quality FP services with the limited financial resources we have. FRHS India operates under the National Rural Health Mission's Public Private Partnership scheme, which reimburses



Clinical Outreach

FRHS India currently operates 39 Clinical Outreach teams serving a population of over 140 million at over 590+ public sector health facilities

Our flagship project is Clinical Outreach which aims to provide information and clinical family planning services to rural women in geographies where the public health facilities are unable to provide services due to a variety of reasons. Our Clinical Outreach teams or COTs are the flagship service delivery channel of FRHS India, which works towards bridging the access gaps for women and men unable to avail quality FP services. These teams are recognised and accredited by the district governments under the Public Private Partnership scheme of National Health Mission. Usually located at the district headquarters, they travel to identified PHC/CHCs on fixed days each month to offer a range of quality FP services. Community health workers such as ASHAs help these teams by generating awareness among communities about the fixed day services. These COTs are fully equipped and staffed with 8 members comprising of a Surgeon, two Nurses, a Counsellor, an Operation Theatre Assistant, a medical officer, a coordinator and a driver. An extension of the Clinical Outreach Team is the mini Clinical Outreach team which travels

further inside districts and villages where nearest access to health services is only through sub-centres. These sub centres are often not in a position to offer services due to limited availability of trained/skilled personnel. Mini COTs comprising of a 3 member team (nurse, counsellor and driver cum assistant) travel closer to where women live and provide a basket of contraception services including IUCD, oral contraceptive pills, condoms, follow up and referral for IUCD clients and referral for clients who need limiting methods.

FRHS India pioneered COTs in Alwar district of Rajasthan in 2011 and since then has expanded to cover over 70 districts in Bihar, Rajasthan and Uttar Pradesh. FRHS India currently operates 39 COTs serving a population of over 140 million at over 590+ public sector health facilities. In 2019, FRHS India served 1,21,069 clients with Tubectomy, 1,230 clients with Non-Scalpel Vasectomy and 6,870 clients with Intra Uterine Contraceptive device. These services led to the generation of 16,12,931 couple years of protection.

For FRHS India, client comfort, privacy and safety are the key pillars of quality of care, driving its service delivery efforts. To ensure clients receive the best possible care, FRHS India has a robust clinical governance mechanism which monitors quality of services. FRHS India recruits technically competent clinical staff which provides services in accordance with the Government of India and Marie Stopes International protocols and guidelines. The Clinical Outreach teams follow a unique and comprehensive 9-step approach to service delivery which keeps quality at check. Each client goes through these 9 steps to avail the service and is guided by a team member who ensures client comfort and satisfaction at all times. After the service has been delivered, clients are followed up within 24-36 hours. An annual client exit survey is also undertaken to assess the satisfaction of the clients from the services received. These findings help FRHS India to improve programmatic decision making and strengthen its service delivery efforts.



about 60% of the organisation's service delivery costs. The rest of the costs are met through donor support. Our credibility and quality of service delivery makes us a reliable partner of the government in strengthening the government's mandate of expanding access to family planning.

Challenge & Mitigation Approach

With COVID-19 outbreak, family planning program much like other development and economic programs, too faces incertitude. Since the lockdown has been implemented, FRHS India has had to shut down its outreach programs and half of its clinics. Since suspension of services in March, till end of May, we would have provided services to over 26,000 clients. Not being able to provide that has resulted in a loss of revenue to the tune of Rs 4,98,16,499. In the near future, we expect the cost of service delivery to increase as well because of additional infection prevention practices such as use of PPE etc.

FRHS India outreach teams which serve a large number of women seeking to limit their fertility with sterilization, shutting down of outreach can hugely impact their access to quality of care. Due to the pandemic, FRHS India estimates that close to 25.6 million couples will be unable to access contraception, resulting in an additional 2.38 million unintended pregnancies, 834,042 unsafe abortions and 1,743 maternal deaths. Because of heavy movement

restrictions, fewer services available, many women would be unable to avail safe abortion services. FRHS India also estimates that once lockdown is extended, the demand for sterilization and safe abortion will increase manifold.

To mitigate the immediate crisis of lack of options and access for women, FRHS India advocated with the government to list abortion services as essential services given the time sensitive nature of the procedure. In consultation with the government, FRHS India has also started operating 3 out of its 6 clinics offering safe abortion services to women in need. In the long term, FRHS India will work with the government in ensuring all norms of physical distancing are followed, quality of services is maintained and abortion and family planning demand is met and not neglected.

The Way Forward

In the coming few months, as we grapple with uncertainty and a new world, FRHS India will continue to work closely with the government at all levels to ensure health systems are able to deliver the growing demand of contraception and abortion services so that women are not forced to seek unsafe methods of abortion. FRHS India will modify its clinical processes and steps in service delivery to ensure maximum safety of the clients and the health workers and continue to work towards its mission of bridging access gaps in FP services.



Sightsavers India

Right to sight

Extending eye services to the least served areas, Sightsavers India is enabling people to live lives of independence and dignity





*R N Mohanty
CEO
Sightsavers India*

RN Mohanty has spent more than three decades in the social sector with assignments involving programmes, finance, and enabling fundraising for various social and economic causes. RN, as he is fondly addressed by his peers, has held leadership positions at various development sector organisations. Prior to helping operations at Sightsavers India, he worked with Care India as its Chief Operating Officer. Health and education are key areas wherein Mohanty would like to bring about a change. For Sightsavers, his immediate vision is of transforming 100 districts in the country in the arena of eye health and disability. Mohanty brings to the table a rich experience of strengthening and managing teams and raising their capabilities.

Sightsavers' vision is of a world where no one is blind from avoidable causes, and where people with disabilities participate equally in society. A large number of People with Disabilities (PWDs), especially those who suffer from visual disability, are reeling under poverty, economic and educational deprivation, and are concentrated in the most under-served parts of the country. Sightsavers in India, through its thematic portfolio of Eye Health, Inclusive Education for visually impaired children and Social Inclusion of People with Disabilities, aims to have a significant impact on the lives of the economically and socially marginalised communities and also seeks to influence the policies and practices with regard to disabilities in India.

Systemic social work is at the core of Sightsavers as a not-for-profit organisation. We are committed to building sustainable programme models, which

have been endorsed and adopted by the government in our states of operation. Sightsavers focusses on collaborating with various departments of the state governments to scale up operations for its programmes.

Target Population & Geography

Blindness is an important cause and the effect of poverty. We work with poor and marginalised communities. Sightsavers has supported the treatment of millions of people with eye disorders. We have educated, counselled, trained and rehabilitated people who are visually impaired or blind, and helped extend the reach of eye services to the least served areas of India. We work with disabled people and others to promote equal rights and opportunities.

Sightsavers India works in 14 states, extending eye services to the least served areas and enabling people

to lead lives of independence and dignity. Our Priority States consists of Bihar, Jharkhand, Chhattisgarh, Odisha, Madhya Pradesh, Rajasthan, Uttar Pradesh and West Bengal. The Learning States are Delhi, Maharashtra, Karnataka, Andhra Pradesh, Telangana and Tamil Nadu.

Scale of Impact

These figures would help one understand how Sightsavers positively impacted the lives of people.

Impact (Jan 2019-Dec 2019)

Eye Health	
Number of Spectacles Dispensed	4,69,899
Number of People Refracted	21,01,375
Number of Eye Screenings	54,30,647
Sight Restoration Surgeries	2,79,219

Inclusive Education	
No. of blind / LV or other disabled children who received assistive devices	6,995
No. of blind/LV or other disabled children who received education materials	5,724
Number of Teachers trained	90,130
Social Inclusion	
Number of SHGs engaged in livelihood activities	680
PWDs trained on their rights & entitlements	12,989
PWDs attended livelihood or vocational training	6,327
No. of PWDs of DPO	11,084

SDGs Covered

Much of Sightsavers' work directly contributes to achieving the Global Goals also known as Sustainable Development Goals (SDGs). For example:

- We ensure people stay healthy so they can work and support themselves and their families (Goal 1: No poverty)
- We are helping to provide eye care in some of the world's poorest countries (Goal 3: Good health)
- Our education programmes aim to ensure every child is able to go to school (Goal 4: Education)
- We strive to make our programmes gender-equitable, right from the planning stages (Goal 5: Gender equality)

- We are working to eliminate neglected tropical diseases by promoting good hygiene (Goal 6: Clean water)
- Our disability rights campaign promotes equality for people with disabilities (Goal 10: Reduced inequalities)
- Our work is carried out in partnership with local, national and international organisations (Goal 17: Partnership)

Implementation & Sustainability

Sightsavers in India has two kinds of partners -

'Implementing Partners' and 'National Strategic Partners' – which include the governments, NGOs and private organisations. Implementing Partners are primarily focussed at grassroots implementation. National Strategic Partners, while implementing grassroots programmes supported by Sightsavers, have the capacity and the desire to contribute to Sightsavers' national strategy and vision. They provide expertise, implementation assistance, conceptual leadership, strategic thinking, research support, advocacy leverage, etc.



RAAHI

RAAHI – National Truckers Eye Health Programme is one of the biggest eye health programmes in the country for the overworked truck drivers' community

In September 2017, one of the country's biggest Eye Health Programmes for the truck drivers' community was launched. The programme seeks to reach out to 500,000 truck drivers and helpers of the laborious 9 million truck drivers and transporters community present in India. These 9 million truck driving community transports 65% of national cargo by road.

Sightsavers realises the importance of eyehealth for the overworked truckers' community in ensuring road safety. The occupation predisposes them to a multitude of risk factors such as prolonged sitting and motor vehicle driving, tight running schedules, reduced rest breaks, traffic congestion, and the sedentary nature of job, and resultant physical,

psychological and behavioural problems.

Research over the past few decades has addressed the role of vision in driver safety (motor vehicle collision involvement) and in driver performance. Visual Acuity, Visual Field, Contrast sensitivity, Eye movements and other parameters are considered to be vital in assessing visual function in drivers. Since drivers can't get to eye care services, Sightsavers in India have created a system which takes the services directly to them. RAAHI – National Truckers Eye Health Programme is one of the biggest eye health programme in the country for the overworked truck drivers' community.

The programme is ingenious: there are over 30 sites around India's 'golden quadrilateral', which covers the

main long distance haulage routes across the whole country. Some are permanent vision centres, others pop-up outreach camps, but all are in locations where drivers stop as part of their usual route to rest or unload cargo. Drivers' details are digitally uploaded using tablets so they can take the QR code ID card they're given to any site along their route and pick up their treatment where they left off, even choosing where to have custom made glasses sent to. At the pop-up camps local partner eye care teams literally set out their kiosks and begin screening in a matter of minutes. The programme is remarkably efficient – the busy drivers complete the whole process in about 15 minutes and if they have no problems they are given a certificate of clear vision.



The unit of intervention for Sightsavers in India's high focus states is the District, for greater and more sustainable change, to better influence the government, and so that the experiences and recommendations have greater potential to influence collaborations, planning and policies in line with Sightsavers' objectives. Besides mobilizing the community for participation and orientation of parents, Panchayati Raj Institutions and local administration is sensitized on related laws and regulations for building capacity of community monitoring systems on equity of access, pedagogy, community support, etc.

Challenge & Mitigation Approach

Most of the learning that occurred was at experiential level, but effort was made to share these learning through different forums, review meetings, cross programme visits, sharing at national and international forums. During the implementation trajectory, we found that every district has its own local issues and complexities ranging from local administrative leadership to varied form of HR, infrastructure, local priorities and political complexities. As a result, strategy grounding took some time to create district vision.

Technological Innovation

Sightsavers being a young organisation, the team has natural connect with technology and IT. Thus, the

team thought of using "tech for good" and we came up with an innovation to educate the blind children using information technology. Under our Inclusive Education Programme, we introduced children with visual impairment to make use of devices such as laptops/ smart phones and tabs. This has really been a 'game changer' in inclusive education ensuring the children are able to study well and participate in the class. Teachers find it easy to teach the visually impaired children which helps in learning outcome of children showing an upward curve, improvement in attendance and a fall in "dropout" rates. In fact, the organisation bagged prestigious 'HCL Award for innovation under Education' in 2018.

The Way Forward

Sightsavers is governed by a strategy to which we agreed to in 2015, and we seek to impact the lives of people in 100 districts in our eight priority states of work through our three thematic areas – eye health, inclusive education and social inclusion. Sightsavers is currently undergoing a strategy revisit, which is essentially a consultative exercise including staff and various stakeholders to take account of the immensely successful initiatives and few of those which need not continue. In the next strategy, essentially what will also change are few districts in the states where we currently work—a phased exit from some and entry into newer terrains with our programmes.



For the cause of food and nutrition security

Coalition for Food and Nutrition Security aims to raise awareness, foster collaboration and advocate for improved programmes to achieve sustainable food and nutrition security in India





*Dr Sujeet Ranjan
Executive Director
CFNS*

Dr Sujeet Ranjan has been associated with the public health sector for more than two decades. His experience includes large-scale programme management, policy advocacy and partnership management.

Prior to Coalition for Food and Nutrition Security (CFNS), Dr Ranjan has worked as Director, Programme Implementation, with CARE India and also as the Chief Operating Officer in Piramal Foundation Swasth and Magic Bus Foundation.

He has done Doctorate (PhD) in Public Health and MBA in Rural Management from Xavier Institute of Social Service. He has also undergone an International Fellowship Programme on Visionary Leadership. Has undertaken the international training on leadership at the Centre for African Family Studies (CAFS), Nairobi, Kenya, and with the NFPCB, Government of Indonesia, Jakarta.

The Coalition for Food and Nutrition Security (CFNS) is a multi-stakeholder alliance comprising of policymakers and programme leaders working for sustainable food and nutrition security. Having been established in 2007 under the leadership of Prof. M.S. Swaminathan, the Coalition has now entered its second decade as a platform for members to collaborate and achieve the vision of sustainable food and nutrition security for all. The mission is to raise awareness, foster collaboration and advocate for improved programmes to achieve sustainable food and nutrition security in India.

Target Population & Geography

The aim is to catalyse actions and influence thinking of policymakers, development partners and political leaders on key food and nutrition indicators in line with

WHA (World Health Assembly) targets and UNSDG goals.

CFNS has a presence at the national level and also in many states in India through its society members. In 2018, CFNS has executed its projects in Rajasthan and Assam in an extensive manner. In 2019-2020, CFNS has actively engaged in partnerships with Government and UNICEF in MP, Jharkhand, Assam and Odisha.

Scale of Impact

Through our projects, we have been able to reach many hotspots of malnutrition in many states. Through our project with World Bank in Assam in FY 2018-19, we trained 62 frontline workers from 20 health/ICDS sectors, 70 street food vendors on food safety and hygiene in collaboration with FSSAI (Food Safety

and Standards Authority of India). Also, through our consultations at national and state level on various prevalent issues in malnutrition as a knowledge aggregator and dissemination platform, we have indirectly reached out to many influential programme and policy leaders to influence policy decisions.

SDGs Covered

Coalition in the past has closely focused on SDGs 2, 3 and 17. It has worked closely with Centre for Sustainable Development Goals (CSDGs) and in collaboration with Government of Assam to accelerate SDGs in Assam and improve health, nutrition and early childhood development in the state. Sustainable and strong partnerships remain the key to the attainment of a common goal. National consultations, workshops and training programmes are conducted frequently with

many development partners, academicians, research institutes etc.

Implementation & Sustainability

CFNS works with multiple organisations under the membership model like Ministry of Women and Child Development, Centre for SDGs, World Bank, Tata Trusts, UNICEF, Population Foundation of India etc. The focus areas include good governance and good policies to end all forms of malnutrition, foster collaboration and advocate for improved programmes to achieve a common vision. More than 200 knowledge leaders, experts, academicians are associated with Coalitions' eight working groups namely Essential Nutrition Interventions (ENIs), Food Security, WASH, Human Resource Development in Nutrition, Media & Information Communication Technology, Socially Responsible Business and the Role in Nutrition, Accountability & Governance, Rights, Gender & Equity working groups. Members meet on regular intervals with objectives to build a repository of empirical data and at the same time an empowered and active community of knowledge workers.

Challenge & Mitigation Approach

CFNS has been going strong in retaining its membership base and growing and learning together for more than a decade, as also pointed out in the Bridgespan study on Philanthropic Collaboratives and we continue our efforts in doing the same. The Coalition started with the vision of ensuring sustainable food and nutrition security for all through a strong

FLAGSHIP PROJECT

World Bank Project for Assam

It aimed at improving the nutrition, health and development of children in early life, particularly the most vulnerable

As part of technical assistance to Government of Assam, the World Bank had appointed CFNS, a multi-stakeholder alliance comprising of policymakers, programme leaders and experts working in the field of food and nutrition security, to work closely with the World Bank and the Government of Assam, in particular the Centre for SDGs to provide the necessary technical support for efforts aimed at improving the nutrition, health and development of children in early life, particularly the most vulnerable. Specific objectives of the technical assistance were to adopt the multi-sectoral approach for better policies, institutions and programmes to improve nutrition outcomes in the state and build the capacity of the state to enhance its focus on nutrition as a human development issue. As a part of technical assistance, the CFNS was engaged in several activities like state and district multi-

stakeholder nutrition advocacy workshops, monthly policy seminars, monthly nutrition working group meetings, the multisectoral nutrition action plan for three aspirational districts (Barpeta, Udalguri and Goalpara), role mapping of key stakeholders in nutrition domain in Assam, strengthening of district SDGs cells, capacity building of frontline workers of Social Welfare and Health departments, social audit and Eat Right Mela. A multisectoral nutrition plan was shared with the state government and district administration within the project duration whose implementation would ensure convergence between Social Welfare, Health and panchayat and rural development (Assam State Rural Livelihood Mission) department to improve the nutritional scenario of districts and address high levels of maternal and child malnutrition, currently prevalent in the districts.

platform for communication, policy review and policy recommendations. Today we have multiple platforms for the same objectives with that of Coalition. In this scenario, the Coalition has taken up new initiatives such as capacity building in data handling and management, student memberships and promoting synergy among all institutions by strengthening communication.

Technological Innovation

The Coalition is getting technical support from the Centre for Technology Alternatives for Rural areas (CITARA), IIT Bombay nutrition group. The group organises regular training programme on 'Data Visualisation and Interpretation using Tableau' for the development sector professionals. The objective of this training programme is to provide hands-on training to the CSOs/academicians for enhancing their skills in big data visualisation techniques using tableau, one of the most powerful and fastest-growing data visualisation tools.

The Way Forward

Soon, the Coalition will be visible to its members as a national body rather than being concentrated only in few specific states. We are expanding our geographic reach, and soon we shall be present in almost all the states engaged meaningfully in the field of nutrition and food security with stakeholders at different levels. Also, our best efforts shall see that our membership network is spread far and wide. The frequency of the exchanges is to be amplified for good.



3XProfit

Vrutti's transformative solutions enable small producers to graduate out of poverty and uncertainty and increase their income threefold





*Balakrishnan S
CEO
Vrutti*

Balakrishnan S has been working in the development sector for over 20 years. He has been a part of Vrutti's journey since the time the organisation started working with its first farmer, and is associated till date, as Vrutti has grown to provide services to 1,00,000+ farmers. His experience spans across the domains of consulting, research, capacity building and implementing development initiatives. Balakrishnan has been instrumental in co-creating Vrutti's primary impact model- the 3Fold model. Prior to this, he was the CEO of a Sex Workers Cooperative that provided financial services to the concerned marginalised women communities. He has recently undertaken a training course on 'Strategic Nonprofit Management' conducted jointly by HBS, Ashoka University and Dasra. He has also completed an international course on 'Producer Companies', which gave him an invaluable exposure to the different models of cooperatives that exist across different countries.

Vrutti's vision is "To enhance people's well-being through knowledge, innovation and transformative actions". Vrutti strongly believes that sustainable livelihood approaches, if designed and delivered appropriately, have the huge potential to bring about transformative changes among women, small producers and marginalised communities, through integrated ecosystem solutions. Vrutti has been in the impact space for about 15 years and has engaged with a variety of communities and development partners. Vrutti's flagship '3Fold' model covers over 40,000 small holder farmers, enabling them to access multiple services (pertaining to farm, financing, market and institutions), and become wealthy and resilient, while also being responsible in their operations.

Vrutti's portfolio includes similar models for over

500 women-owned businesses, about 21,000 artisanal marine fisherfolk, 50,000 MSMEs as well as certain special communities (like sex workers and transgenders). To ensure appropriate financing for the sustainable lives and livelihood needs of these communities, Vrutti, through its 'V-LIFE' Unit, delivers financial literacy programmes and facilitates linkages for various financial services such as savings, credit, insurance, pension and social protection.

Target Population & Geography

Vrutti works with economically and socially marginalised groups through its flagship 3Fold model- that constitutes small and marginal farmers, women in sex work, transgenders, MSMEs, women-owned MSMEs, victims of HIV (by reducing their risk/incidence of HIV) as well as artisanal marine fisherfolk (by improving their lives and livelihoods while

balancing the fisheries and coastal resources).

Vrutti is currently working in ten Indian states viz. Tamil Nadu, Karnataka, Andhra Pradesh, Madhya Pradesh, Telangana, Gujarat, Haryana, Kerala, Maharashtra and Chhattisgarh. Our work with farming communities covers various agro-climatic zones across five states, while Vrutti's work with the fisherfolk covers both the eastern and western coasts. Vrutti works with the marginalised communities and MSMEs in the urban and peri-urban clusters of the country.

Scale of Impact

Vrutti has positively impacted the lives of smallholder farmers and people from marginalised communities.

- Farming communities: Of the 40,000 smallholder farmers, there has been a 74% increase in annual net incomes of the households. About 65% of the

families improved their resilience through risk reduction, risk transfer, risk reserves and building capabilities to prudent risk taking. More than 100 FPOs' capacities improved and they became market-worthy

- Marginalised communities (women in sex work, transgenders): 1,20,000 communities reduced their vulnerabilities and protected their lives from the risk to HIV. 32 women-owned businesses and over 500 micro enterprises became successful and sustainable through the business support services rendered.

The impact mentioned is for the period 2016-2019.

SDGs Covered

Vrutti understands that global level challenges require collective actions and hence, our objectives, focus and priorities are very well aligned with the SGD goals and targets. Vrutti's interventions and approaches are focussed on building wealth, resilience and ensuring the adoption of responsible practices. Hence, all our efforts are aimed at directly contributing to achieve the following SDG goals - No poverty (1), Zero hunger (2), Responsible Production and Consumption (12), Climate Action (13) and indirectly contributing to Good Health and Well-being (3), Gender Equality (5), Affordable and Clean Energy (7), Decent Work and Economic Growth (8) as well as Partnerships for the Goals (17).

Implementation & Sustainability

Vrutti works through five engagement strategies:

- Direct engagement - Vrutti directly works with communities through its models and approaches across its strategic locations.
- Collaborative engagement - Vrutti works with other CSO partners for scale implementation.
- Technical support - Vrutti provides technical support to other partners for improving their

implementation efficiency and maximizing impacts.

- Knowledge management - Vrutti, being a part of various networks and platforms, contributes to share its knowledge and expertise with other stakeholders.
- Policy shaping - Vrutti strives to influence the policies of its development partners, including the Government through its insights, evidence and experiences.



3Fold

3Fold, one of Vrutti's flagship programmes, is about building wealthy, resilient and responsible farmers – thereby making them successful entrepreneurs and sustained job creators, while having their income increased by 3 times

About 100 million smallholder farmers work on their farms and even employ their own family members as well as a few others. But still, most farmers are poor. Smallholder agriculture in its current form is unviable; factors that limit them are virtually unlimited in number and variety. Marginal land holding combined with poor soil quality, depleting water tables and limited access to inputs and services, make it difficult for the small farmers to climb out of poverty with their existing portfolios. Entry into new businesses is fraught with production risk, market risk, accessibility capital and cost of capital. The solutions that exist are in silos, including many of the large-scale government programmes. The fragmented ecosystem further limits the scale and sustenance of the support to smallholder farmers.

3Fold, one of Vrutti's flagship programmes, is about building wealthy, resilient and responsible farmers – thereby making them successful entrepreneurs and sustained job creators, while having their income increased by 3 times. It believes in entrepreneurship orientation and the potential of the farmers, and

nudges them to achieve impact. It addresses the key gaps of lack of end-to-end integrated services, which is appropriate to the farmers' need for 'diversified options' (value add to farm and off-farm), augmented by 'integrators/activators at field level' and 'technology', and the establishment of a sustainable eco-system at a cluster level, that enables collaborative actions for collective impact.

The journey of the farmer (and their families) in 3Fold starts with building a personal growth plan, followed by business planning for their enterprises and potential diversification. To begin with, this is done at the group level (farmer interest groups/ village) and later, applied to every individual farmer. Guided by the plan, customised capacity building and mentoring support (farm advisory, finance, technical, enterprise, market etc.) is provided to every farmer. Along with this, many schemes and entitlements from the government for the smallholder farmers are leveraged (particularly NREGA, NFSM, NABARD, etc.). To aggregate products, deal with the markets, and sustain support, farmer interest groups, women enterprise groups and

farmer producer organisations are set up, and they receive enterprise development support and linkages for undertaking group-based enterprises, to produce aggregation for marketing, to set up value addition enterprises and facilitate market engagement. To enable these (to develop and support farmers and their institutions), Vrutti incubates 'Clusters' called 'Business Acceleration Units (BAUs)' to establish a strong ecosystem in the agricultural sector, so that farming enterprises in these clusters become sustainable and scalable. To deepen and accelerate impact, each BAU focuses on three to four key 'commodity chains' and ensures that farmers, enterprise groups and producer institutions move up in those commodity chains to maximise the share of the consumer pie to themselves. In each BAU, the coverage starts with 1,250 farmers in the first year, 2,500 farmers in the third year, and then aims to reach 10,000 farmers in the sixth year. Four key elements of this model that bring impact and sustainability are: Activators/ integrators, Partnerships, Technology, and Business model at the FPO/ BAU level.



The 3Fold model establishes the primary groups, farmer producer organisations and enterprises, thereby building an appropriate ecosystem with its partners for sustainability. Given the underlying business model of the 3Fold, the value generated at each FPO level is sufficient to take care of the annual operational and support costs among the FPO, Business Acceleration Units (BAU) and other service lines. The model focuses on building strong leadership, governance and systems within the FPOs, which in turn will ensure institutional sustainability. The focus on responsible agricultural practices such as organic cultivation practices, efficient management of natural resources, etc. further ensures environmental sustainability.

Challenge & Mitigation Approach

Cost economics for the small farmers having less than one hectare of land is not viable due to multiple challenges like Inability to access finance, skills, inputs, and market related challenges. Climate change and its impacts are adversely affecting their revenues due to erratic monsoon, hailstorms, cyclones etc. The 3Fold aims at delivering all the bundle of services that a small holder requires through a market based approach and providing them through local agri entrepreneurs. The models build their resilience to mitigate and adapt to the adverse effects of climate change by diversifying their income portfolios, savings and insurance products.

Technological Innovation

‘IGotCrops’ is a technology solution co-developed by Mindtree and Vrutti, which is used by Agri Business Accelerators (ABAs), the last mile service providers to farmers. This android based application helps with farmer onboarding, demand aggregation for inputs supply, provisioning of appropriate farm advisory and field monitoring. Another app ‘IE’ is an FPO level interface that helps make the entire spectrum of business operations happen through technology. The services include onboarding of suppliers, customers, inventory, and supply chain management operations. Vrutti is scaling up 3fold through a societal platform called Platform for Inclusive Entrepreneurship (PIE) co-created with Mindtree and Industree.

The Way Forward

The 3Fold model, with our ideas, efforts and bootstrapped operations, has reached a reasonable scale and continues to be impactful. Many people have contributed to the evolution of this model. Given these successes, it is the time now to intensify operations within the existing areas (7 locations) and scale-up within another 50 locations, thereby covering 5 lakh smallholder farmers across ten states in the country, by 2025.





Taking women up on social ladder

Udyogini has been fostering gender equality by improving the socio-economic status of women to fully participate in decision making in domestic and public spheres





Arvind Kumar Malik
CEO
Udyogini

Arvind Kumar Malik has a degree in Forestry Science from Pantnagar Agriculture University and advanced training in human rights. He has over 20 years of experience in the development sector and has worked with some leading national and international NGOs. He spent two and a half years as Regional Rural Development Manager, Aga Khan Foundation, Afghanistan, between 2011 and 2013. Malik was recognised as Ford Fellow in 2015, a global fellowship organised by Columbia University and Ford Motor Company and 92 Street Y, USA.

Udyogini has come a long way from its inception in 1992 – from a service provider, principally for training poor, asset-less and mainly illiterate women in three backward states of India namely Rajasthan, Bihar and Odisha to becoming a specialised agency. On this date, Udyogini is placed at the very centre of developing cutting-edge knowledge and practice for micro-enterprises for the poor, especially rural tribal women. Udyogini is recognised as a knowledge holder with regard to value chains which work towards integrating the rural poor, especially women in generating income from lac, backyard poultry, mushroom, medicinal and aromatic plants, vegetables, etc. This body of work is spread through Chhattisgarh, Jharkhand, Madhya Pradesh, Rajasthan and Uttarakhand, impacting more than 50,000 producers. If poor, marginalised and vulnerable women are provided customised business

services (skill, entrepreneurship training, financial and market linkages) then their income significantly increases due to increase in production and quality of product and services. The increase in economic status enables women to participate in decision making in the domestic and public sphere.

Target Population & Geography

Our programmatic interventions are mainly designed for the rural and tribal women from remote and inaccessible areas engaged in traditional cultivation/practices due to lack of knowledge, attitude and skills for scientific methods and lack of exposure to technology for full potential, value addition and processing. Education deprivation leads to lower possibilities of employment for them, which is why they are our beneficiaries. The geography where we work are in Central India (Jharkhand-Ranchi, Gumla

and Khunti districts; Chhattisgarh-Kanker district; and Madhya Pradesh-Shahdol, Mandla, Katni and Anuppur districts) and North India (Uttarakhand-Chamoli district and Rajasthan-Karauli and Sawai Madhopur districts)

Scale of Impact

The scale of the impact our initiatives have achieved in FY 2018-19 is as follows:

Uttarakhand:

- 1,500 producers in Chamoli adopted scientific methods of MAP cultivation
- More than 6-hectare of non-cultivable farmland area brought under MAP

Jharkhand:

- 10,380 women/ households in 60 villages are

involved in mushroom, NTFP (lac), livestock and self-employment.

- Lac processing unit was established with 500 producers with the convergence of SFURTI scheme under MSME, Govt of India.
- 13 service providers in livestock and lac value chains
- Service providers earn an income ranging between Rs 800 and Rs 1,000 month.

Rajasthan:

- 451 women/ households trained on scientific agriculture practices
- 100 farmers realised better price in Sesame with gain up to 8%

Chhattisgarh and Madhya Pradesh:

- 20,000 women/ households in 158 villages on lac
- Income increased from Rs. 4,000 to Rs. 6,500 per cycle
- Cooperative formed

SDGs Covered

The Sustainable Development Goals our programmes are in alignment with are as follows:

SDG- 1 No poverty	Working on community-based livelihood
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SDG- 2 Zero hunger	<ul style="list-style-type: none"> • Working on kitchen garden and mushroom production • Deworming and vaccination of goat and poultry resulting in higher levels of animal protein consumption by its producers
SDG-5 Gender Equality	Awareness and recognition of women’s economic contribution
SDG-8 Decent work and economic growth	Formalisation and growth of micro enterprises
SDG-15 Life on land	Sustainable practices in the use of land in its agricultural projects with methods of cultivation that are good both for the land and the producers

Implementation & Sustainability

The project implemented in three states i.e. Chhattisgarh, Jharkhand and Madhya Pradesh. In Chhattisgarh, the project was implemented in Kanker district with grassroots-level organisation Sehbhagi Samaj Sewa Sansthan (SSSS) and Udyogini independently implemented this project in Madhya Pradesh’s two districts namely Anupur and Shahdol, and in Jharkhand’s three districts namely Kanker, Ranchi and Gumla. The project has enabled the target group to build upon their capacity – knowledge,

- attitude and skills – to enhance income by
- Choosing those products which are having rich sources in tribal areas and hence it can fetch good return round the year
 - All the PoPs and scientific methods are tried and tested by research institution like INRG, The Goat Trust etc
 - Increasing production and reducing the cost of production by adopting scientific practices of lac, mushroom, livestock
 - Diversification of income for generating avenues (mushroom, vaccination services for backyard poultry and goat) by adopting better management practices
 - Better negotiation with market dynamics
 - This improvement in the capacity of the target group is irreversible and hence sustainable unless and until there are climatic and socio-economic changes that compel the community to revisit their livelihood strategy and devise appropriate coping mechanisms to address the changes.

The capacity building and co-learning ecosystem of the project helped to develop the community to realise their potential to some extent. The system at the village level, developing the capacity of community on different steps of value chain and development of a cadre of service providers are going to help and retain the learning/outcomes of the project. Successful adaptation means people becoming increasingly able



Building capacity of producers, entrepreneurs and producers' organisation

The idea is to enhance the income level of vulnerable women producers up to a considerable level so that they can contribute to the family income and come one step ahead in the decision-making process of the family

Lac cultivation was first initiated by Udyogini in 2008 at Jharkhand and presently it has been replicated in Chhattisgarh and Madhya Pradesh to benefit 30,000 women through lac and backyard poultry (BYP) value chain. The reasons for selection of lac, goatry, mushroom, VLRAC (Village Level Aggregation and Retail Centre) and backyard poultry value chain is that they are compatible with rural-tribal specificities, have good market demand in both domestic and exports markets, are supported by government programmes and have good potential to enhance the income of women. The idea is to expand the product basket to enhance the income level of vulnerable women producers in the state up to a considerable

level so that they can contribute to the family income and hence come one step ahead in the decision-making process of the family.

The project has enabled targeted stakeholders i.e. lac producers, BDSP, CBOs and PIs to build upon their capacity, knowledge, attitude and skills to enhance income by adopting scientific practices which reduce the cost of production and hence produce quality production of lac. It has also built the capacity of farmers to better negotiate with the market as earlier the lac farmers were engaged in distress selling and not aware of the better marketing options. They were unexposed to better processing systems to fetch

a better price for their product. This improved knowledge, attitude and skills of the target group is irreversible and hence sustainable unless and until there are climatic and socio-economic changes that compel the community to revisit their livelihood strategy and devise appropriate coping mechanisms to address the changes. The capacity building and co-learning ecosystem of the project helped to develop the community to realise their potential to some extent. The system at the village level, developing the capacity of community on different steps of value chain and development of a cadre of service providers are going to help and retain the learning /outcomes of the project.



to make informed decisions about their lives and livelihoods in a changing climate.

Challenge & Mitigation Approach

We at Udyogini have always felt that challenges make an organisation grow and we have always successfully overcome the challenges faced during the implementation. The various challenges we face include remote and disaggregated production, lack of knowledge, technology and opportunities for further processing, networking constraints with the government officials and the disregard of rural-tribal specificities. Moreover, enhanced income can be achieved with economies of scale and scope. We came with a multi-pronged strategy to focus on the upgrading, basket-approach and social-security services. In upgrading, we focused on process upgrading and product upgrading, so as to improve the quality of the product and bringing efficiency in the value chain activities, whereas, with basket approach, we built an economy of the scope by producing two or more different products, so as to increase the cost-efficiency.

Technological Innovation

Before Udyogini, tribal and rural women in Chhattisgarh and Madhya Pradesh used to cultivate lac with traditional methods that couldn't produce good quality and higher quantity of lac. Importance of inoculation, phunki removal and three timely

sprays appeared to be a proven innovation for good quality of lac that fetches good return to the farmers. Apart from this programmatic innovation, Udyogini team designed mobile apps for seasonal evaluation of lac interventions. Lac cultivation is a seasonal crop with two seasons in a year. Through in-house app development, Udyogini was able to figure out the problems, challenges, good approach in one season and based on the learnings it became a reference point for next season. As it takes six cycles to technically coined, farmers have adopted scientific methods of lac cultivation.

The Way Forward

Udyogini, through its implementation, ensures that beneficiaries have adopted scientific methods of lac cultivation and also beneficiaries have seen the benefits they got in the form of higher income, gaining technical knowledge and coping up with climatic changes that cannot be possible with the traditional method. Now Udyogini is moving towards the value addition in lac like seed lac, button lac and shellac. For this, Udyogini is established one processing unit to process lac and take up beneficiaries on one ladder up in lac value chain.



AROH Foundation

Creating ray of hope for underprivileged



AROH Foundation aims to provide effective assistance to the underprivileged, weak and poor people and communities, especially women in rural and semi-rural areas and slums, developing their life-skills, economic-skills and socio-cultural skills



*Dr Neelam Gupta
President & CEO
AROH Foundation*

Dr Neelam Gupta is a gold medallist from Delhi University, holds a PhD in Agricultural Sciences with more than 20 years of experience in extensive social work. After a successful tenure as an entrepreneur, she established AROH Foundation to realise her childhood dream of creating a positive change in society. Set up and registered in 2001, AROH Foundation initially focused on providing research and strategy planning support to programmes run by the Government of India. Realising the need for development work at the grassroots level, she enabled the organisation to take up interventions which were need-based and directly benefited the marginalised and vulnerable communities.

Dr Gupta has been a spirited leader of AROH and has inculcated commitment and sincerity towards work as strong values for the organisation. Her perseverance has brought recognition to the work of AROH Foundation nationally as well as internationally and the important milestones include Mahatma Gandhi Award, Best CSR Practices Award in Livelihood, Best Community Award for Global Sustainability, Best NGO Award for Community Development, Asia Pacific International Award, CSR Leader of the Year Award, etc.

Understanding the need of the hour, AROH Foundation has conceptualised, planned and developed innovative approaches to harness the power of science and technology towards the development of the vulnerable and marginalised communities in the remote parts of India through the interventions of skill training, education, women empowerment etc. It has taken natural resources and water management as its top priority and has implemented large projects in liaison with SDGs and government agendas to address the global call. It played an integral part in ideating and implementing the Integrated Village Development Programme – a dynamic rural development programme implemented in hundreds of remote villages of India in different states, like Chhattisgarh, Madhya Pradesh, Uttar Pradesh, Meghalaya etc. Mass mobilisation along with these innovative interventions

has been creating a rippling effect of change in the community.

Target Population & Geography

All the interventions, community or individual, are designed and dedicated to the marginalised people. Within these deprived communities also, AROH Foundation priorities upliftment of women status at top and then children, men, co-species and natural resources are considered to be catered with utmost urgency afterwards.

AROH Foundation has been working in 18 states, catering to 90 blocks and around 1,200 villages. Its operational area ranges from the slums of Delhi NCR to remotest villages of Uttar Pradesh to the Naxal-affected areas of Chhattisgarh to the toughest terrains of Meghalaya.

Scale of Impact

Since its inception in 2001, AROH has directly benefited more than 5 lakhs people through its multi-sectoral interventions which were aligned to address MDGs and SDGs. This included more than 50,000 children of the socio-economically backward class being brought under the fold of formal and remedial education so far and more than 500 government schools to be adopted and renovated with sanitation, water, techno and TLM up-gradation. More than 25,000 youth, including 20,000 women, were skilled in vocational courses and facilitated with sustainable livelihood options. More than 100 villages adopted for holistic development pan India level is impacting lives of more than 2 lakh people with interventions of skill, livelihood, education, water & natural resource management, health & sanitation, etc.

SDGs Covered

AROH Foundation's interventions are aligned with different Sustainable Development Goals (SDGs).

Social interventions: Economic upliftment of households through multiple interventions; Healthcare, crop management, improved productivity, nutrition gardening, cattle care; Improved education and school infrastructure (without discrimination); Women-centric and women-friendly interventions of skill, education, livelihood and socio-economic empowerment; Provision of water & household and community toilets (SDG 1: No poverty, SDG 2: Zero hunger, SDG 3: Good health & wellbeing, SDG 4: Quality education, SDG 5: Gender equality, SDG 6: Clean water & sanitation)

Economic interventions: Developing village as an independent rural economy; Use of renewable energy in power strapped and water-deficient areas; Promoting skills and livelihoods; Enterprises and entrepreneurs set up in agricultural, traditional and innovative trades; Vocational training and job employment (SDG 7: Affordable & clean energy, SDG 8: Decent work & economic growth, SDG 9: Industry, innovation & infrastructure, SDG 10: Reduced inequality, SDG 11: Sustainable cities & communities)

Environmental interventions: Augmentation of natural resources rejuvenation in villages

(pond rejuvenation, group well, group irrigation, plantation); Solid waste management; Cleaning of water bodies and natural aquatic fauna and flora; Improving green cover and afforestation to protect natural habitats of animals (SDG 12: Responsible consumption & production, SDG 13: Climate action, SDG 14: Life below water, SDG 15: Life on land)

Fostering peace and partnership

interventions: Advocacy, mass mobilisation, awareness on rights, laws, imparting 21-century skills, communal harmony, peace; Liaisoning

with government, industry, civil society and other stakeholders to foster partnerships towards the achievement of project goals (SDG 16: Peace, justice & strong institutions, SDG 17: Partnerships for the goals)

Implementation & Sustainability

DDU GKY is a flagship programme of Government of India, which is being implemented as per the Standard Operating Procedures (SOPs) designed by the government. However, the project is 100% funded and guarded by GoI, but AROH has introduced its



unique practices to ensure its sustainability and replication.

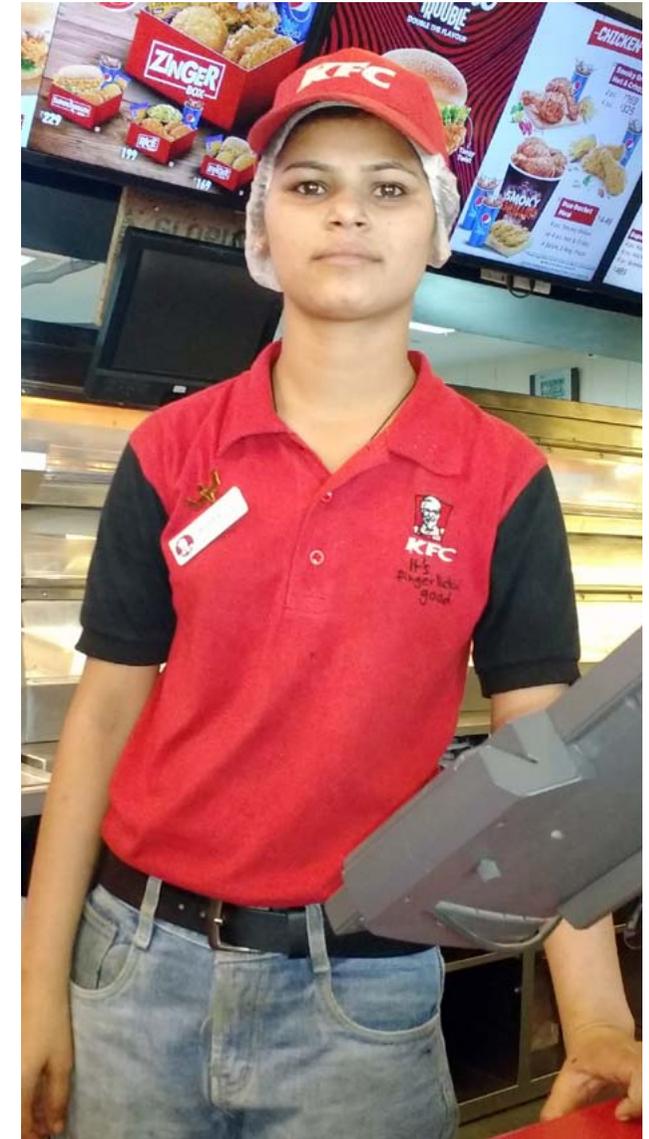
In fact, sustainability is the most crucial aspect of DDU GKY which AROH has ensured through the following steps:

- Trade selection is done in consent with employers and market trends, considering local resources/potential ensures sustainability.
- The mobilisation, training, OJTs, internships, exposure visits are done free of cost.
- Local resources are used as trainers, mobilisers to inhibit faith and sustainability.
- Passed-out and well-placed candidates are brought in as motivational speakers to inhibit confidence.
- Online and tele-mapping of beneficiaries after placement/ enterprise set up.
- Establishment of unique practices of VAP and AAA for ensuring sustainability through handholding for a longer period after placements.

Challenge & Mitigation Approach

Challenges	Mitigation Approach
Low participation of women	<ul style="list-style-type: none"> • With minimum quota for women in training, half of the push is already given • Handholding during and after placement/enterprise setup is done to avoid dropouts

Drop out from placement	<p>AROH Alumni Association (AAA) is our successful practice for tracking, retention and career progression of beneficiaries and interact with peer groups for support, sharing and opportunities</p>
Lack of good trainers and reaching out to remote locations	<ul style="list-style-type: none"> • Volunteer Association Programme (VAP) is put in place to create a pool of volunteers, mostly picked from local regions, subject experts, having a good hold over the target community, designated to impart the knowledge/information, monitor its growth and also, later on, ensure its sustainability after the exit of the project. • Mobilisation and counselling the team creates a good environment. Here both direct and indirect beneficiaries are inspired enough for a dignified and sustainable lifestyle.
Market linkages to complete the business/ placement cycle	<ul style="list-style-type: none"> • Trades are picked already in consent and suggestion with employers, market players. • Training in enterprise setup was also designed in consideration of tradition, potential and availability of resources within the community.



Skill Development Initiatives

The project aims to empower the rural BPL youth in the age group of 18-35 years through skilling in market-driven trade and turn them into a pool of employable human resources

AROH focuses on skill development of youth and women as a tool to diversify income and enable sustained upward movement out of poverty through job or self-employment. It has been one of the oldest and earliest implementing partner agencies of the Government of India's flagship skill training programme Deen Dayal Upadhyay Grameen Kaushal Yojna (DDU GKY), (erstwhile referred as Aajeevika or SGSP (SP) since 2009).

It has been implementing the projects in remote and difficult areas like LWE (Left Wing Extremist) districts of Bihar, Jharkhand, Bundelkhand districts of UP, MP and other poverty-stricken belts in India. Not only in India, AROH -DDU has also seen its worthy candidates placed at the international level in Saudi Arabia.

It uses its state-of-art facilities to train youngsters in market-driven courses like hospitality, retail, IEIT and hospitality for three months with rigorous theoretical and practical methodology. After this,

each candidate is supported in their placements and handheld for a year to ensure their sustainability in the job and their progress.

It has been strictly following all SOPs prescribed by NCVT for all domains in which training is provided. It has created its mark amongst various other implementing partner agencies by introducing unique practises like AROH Alumni Association (AAA) and Volunteer Association Programme (VAP) which helps not just in tracking passed-out candidates for longer sustainability (through AAA) but creating a pool of experts through VAP outsourcing too.

Other innovations brought in by AROH are:

- Training is done in market-driven trades and content is designed considering the market demand and employers' needs
- Extensive training of trainers, use of modern-day reporting, monitoring and documentation tools

- Use of existing potential/resources that secure strong backward and forward linkages and eventually sustainability of the intervention

- Onsite visits, OJT, exposure visits and guest lectures by subject experts are ensured to demonstrate practical training too

- Handholding of placed candidates/entrepreneurs is done to troubleshoot the problem, help them in expansion and use their experience in designing the next phase.

Having received affiliation certificate from RASCI for the retail sector and NASSCOM for BPO sector, under the placement-linked skill development initiatives, more than 25,000 BPL youth, out of which 7,500 are girls, from various states have been trained and 18,750 have been provided placement through DDU GKY so far. The project and its achievements have been felicitated by different government, social bodies at many levels.



Technological Innovation

DDU GKY is one project which is equally available on online and offline mode. Students are given tabs for e-learning at the beginning of the course as most of the curriculum is e-based. Apart from e-learning methodology, DDU-GKY also registers student and staff attendance on biometric systems and progress is reported on online platforms. All records are maintained on online platforms. Tele-calling is an important part of tracking and retention, and peer WhatsApp groups are created for support, opportunities and interaction.

The Way Forward

India will be the world's youngest country by 2020, with an average age of 29 years and the Skill India Mission aims to skill more than 400 million people by 2022. So now there is a need to shift focus on the industry itself to make the method demand-driven to bridge the skill gaps. Our rich demographic dividend shall be our top highlight while planning with the policymakers. During this unprecedented time of Covid-19 crisis, we have also realised the use of technology in the training that shall be inculcated in future. AROH also plans to design new market-driven trades like mobile engineering, agricultural engineering etc which are need of the hour to be introduced along with due protocols. Through our skill training programmes, AROH aspires to reap this proverbial demographic dividend by building a skilled workforce and enhancing employability of the current working community.





Slam Out Loud

Empowering through arts

Slam Out Loud uses the transformational power of the arts to empower disadvantaged children with a voice

A young girl with dark hair, wearing a light-colored long-sleeved shirt and a patterned skirt, stands on a wooden stage. She is looking upwards and to the left, holding a microphone. The background is a large, dark, textured wall. In the foreground, the word "VOICE" is written in large, light blue, 3D-style letters. The letters are reflected in a pool of water on the stage floor.

VOICE



Jigyasa Labroo
CEO
Slam Out Loud

Jigyasa Labroo's experiences as a teacher in a low-income community brought her face to face with questions of power and privilege, but bringing poetry to her children also brought her hope. Being deeply passionate about equal opportunity for all children, her fellowship at Teach For India made a segway into designing and piloting learning experiences to build a culture of student leadership.

As the movement spread, she focused on the deprioritisation of art education around the world which leaves children unable to harness their voices and started Slam Out Loud (SOL) that currently reaches out to 50,000 children across four states in India. SOL was recently recognised as one of the most inspiring education innovations in the world by HundrEd and won the social entrepreneurship challenge at Unleash+.

A spoken word poet and passionate about people development, Labroo consults on organisational development and is a certified action learning coach. She has been an Arts for Good fellow at the Singapore International Foundation and is an avid traveller and a musician.

Slam Out Loud is a for-mission non-profit that uses art forms like poetry, theatre, storytelling and visual arts to build the 21st Century skills of 'Creative Confidence' in disadvantaged children aged 10-17 years, enabling them to achieve greater life outcomes.

We place professional artists to teach in classrooms for a five-year programme and use our learning to create scalable, vernacular e-learning products that teachers, students and communities can use for art-based skill education.

Slam Out Loud reaches out to the socio-economically disadvantaged children between the ages of 10-17 in four states presently. Those are Uttar Pradesh, Delhi, Rajasthan and Maharashtra.

It works with schools, learning spaces and NGOs operating in low-income communities. It has reached out 55,000 children in 36 urban learning spaces and 950 rural villages in FY 2019-20.

Its work is aligned with the following Sustainable Development Goals (SDGs) i.e. SDG 4 (Quality Education) and SDG 10 (Reducing Inequality) The endeavour is to create arts-based learning modules that are vernacular, free of cost, and easily accessible to build socio-emotional and life skills in children. The vision behind this idea is a country where every individual can experience the transformative power of art and use it to find their voices and enable change in whichever little or large way they can.





FLAGSHIP PROJECT

The Jivivisha Fellowship

The Jivivisha Fellowship brings professional artists to learning spaces on a leadership-development journey

The Jivivisha Fellowship is our innovation lab where we work with professional artists who are placed directly in classrooms.

In a five-year intervention with a relay model, each artist works with 30 students for one year. It gives students 108+ hours of arts-based learning per year. So far, we have brought Jivivisha to 100 artists and 6,500 children across India.

The programme enables us to create assets and public goods. We scale them through 'Voice For All' which brings together e-learning and community platforms. Children create and share original artwork upon completion of tech-based courses that are interactive, vernacular, free of cost and adaptable to context. Art Melas (village/ community gatherings) provide an opportunity to showcase this art as well as the children's learning. With Pratham, our first theatre course has been launched in 950 villages across Uttar Pradesh, Rajasthan and Maharashtra, reaching out to 50,000 children.

We implement our programme through artist fellows and training facilitators in 'Voice For All'. The project sustainability is based on grants, but we also charge organisations for training, content etc.



Gain from grain

Food Fortification Initiative (FFI) champions effective grain fortification to build a world with fewer maternal deaths, healthier babies, smarter children, and more robust national economies



*Venkat Subramanian
Technical Training and
Support Group Lead
FFI India and
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Venkat has 20 years of experience in developing opportunity assessments, strategies, and supply chain analysis. He works primarily in agriculture, food, health, and nutrition. He has worked in 27 countries in Europe, Asia, Africa, and South America. Venkat has a Bachelor’s degree in technology from the Indian Institute of Technology in Kharagpur, India, and an MBA from Brighton University in the United Kingdom and Pforzheim University in Germany.



*Parveen Bhalla
Project Lead and
Government of
Haryana Liaison
FFI India*

Parveen Bhalla has more than 10 years of experience across immunization, nutrition, and maternal and child health programs. He has a Master’s in Public Health from PGIMER, Chandigarh (India), and an MBA in Health Care Management. He coordinates and liaises with key stakeholders for effective implementation of the wheat flour fortification project in Haryana.

Over two billion people—one out of every three on the planet—are not getting enough micronutrients, the vitamins and minerals the body requires in small amounts to survive and thrive. Food fortification—sometimes referred to as food enrichment—is when food producers add essential micronutrients missing in a population’s diet to food that people eat every day. The consequences of micronutrient deficiencies can be extensive, including devastating birth defects for pregnant women and babies, impaired brain development in young children, and reduced work capacity among adults.

Fortification is a large-scale, relatively inexpensive way to prevent micronutrient deficiencies, increase

productivity, and save lives. Furthermore, it does not require consumers to change behaviors. The World Bank and the Copenhagen Consensus have both ranked food fortification as one of the best investments in development in terms of cost effectiveness. Food Fortification Initiative (FFI) champions effective grain fortification to build a world with fewer maternal deaths, healthier babies, smarter children, and more robust national economies.

Target Population & Geography

Fortification with micronutrients benefits individuals at every point in life—from conception to aging. Fortification saves lives and bolsters economies. Over the life course, there are critical points when consumption of adequate micronutrients can mean

the difference between life and death.

- Pregnant women with severe anemia caused by iron deficiency and other micronutrient deficiencies are twice as likely to die during or shortly after pregnancy than non-anemic women.¹
- Birth defects of the brain and spine can be prevented by consuming enough folic acid, also known as vitamin B9. About 75% of children born with brain and spinal birth defects die before their fifth birthday.²

¹ Daru, J., et al. *Risk of maternal mortality in women with severe anemia during pregnancy and postpartum: a multilevel analysis. The Lancet Global Health. 2018.*

²Blencowe, H., et al. *Estimates of global and regional prevalence of neural tube defects for 2015: a systematic analysis. Annals of the New York Academy of Sciences. 2018.*

In calendar year 2019, FFI worked in 21 countries across four regions: Africa, Asia-Pacific, Europe, and South Asia.

Scale of Impact

Working closely with our partners, we reduced the risk of micronutrient deficiencies for nearly 600 million people in calendar year 2019. Research published using FFI data credited fortification with preventing 50,270 brain and spine birth defects globally in one year for an average of 137 healthier babies a day.³

³ Kancherla, V., et al. *A 2017 global update on folic acid-preventable spina bifida and anencephaly. Birth Defects Research Part A: Clinical and Molecular Teratology. 2018.*

SDGs Covered

Reducing vitamin and mineral deficiencies by fortifying commonly consumed grain products is an important tool in achieving the Sustainable Development Goals. Eight of the SDGs can be addressed by fortifying flour and rice. The partnership called for in SDG 17 is also a critical component of

successful fortification programs. Our interventions are in alignment with SDG 1 (No Poverty), SDG (Zero Hunger), SDG 3 (Good Health and Well-being), SDG 4 (Quality Education), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), SDG 10 (Reduced Inequalities), SDG 11 (Sustainable Cities) and SDG 17 (Partnerships for the Goals).

Implementation & Sustainability

FFI is a public, private, and civic partnership that supports large-scale fortification efforts to reduce the global burden of vitamin and mineral deficiencies. With more than 18 years of experience, FFI provides technical assistance to governments, regional bodies,

food producers, and implementing agencies in the planning, implementation, and monitoring of sustainable fortification programs.

FFI believes that a country-led, citizen-centered approach is fundamental to strong, sustainable fortification programs. That's why FFI works with private and civic stakeholders, as well as public leaders, to build and strengthen fortification programs. FFI provides the tools country leaders need to plan, implement, and monitor evidence-based, culturally responsive fortification programs that continue long after FFI's technical assistance is complete.



Photo credit: Adam Cohn/Flickr

The Haryana Model

By mapping Haryana's supply chain for wheat flour, FFI found that the government could provide essential vitamins and minerals to those who need it most in the most effective way through PDS

FFI has been a key partner for the north Indian state of Haryana since 2015, helping to plan, implement, monitor, and now scale-up fortification efforts across the state.

Out of all Indian states, Haryana has one of the highest percentages of children and women with anemia—72% and 63%, respectively.⁴ At least 2,400 children are born each year in Haryana with birth defects of the brain and spine.⁵ Wheat flour fortification provides Haryana with an opportunity to address these serious health challenges.

Through our support in 2019, the Government of Haryana significantly strengthened its wheat flour fortification program, expanding the distribution of fortified flour through the state's public distribution system (PDS), India's largest social safety net program, from two blocks of one district to five entire districts reaching around 3.3 million beneficiaries. We also provided millers with technical assistance to increase their production capacity and meet the state's demand for fortified flour. As a result, the program is poised to continue expanding across

the state. Haryana is in the midst of increasing the distribution of fortified wheat flour in five more districts--50% of the state--with plans to scale to 100% by the end of 2020.

We started our work in Haryana by identifying where people bought their food. By mapping Haryana's supply chain for wheat flour, FFI found that the government could provide essential vitamins and minerals to those who need it most in the most effective way through PDS. Using these findings, we supported the government to complete a pilot project that provided fortified, stone-ground wheat flour called atta through the PDS in two large towns, or blocks. The pilot garnered enthusiastic support from public, private, and civic stakeholders. After it proved successful among beneficiaries, the government decided to scale-up the program.

As the Haryana project expanded to more blocks and districts, it also started providing fortified atta to children through the state's Mid-Day Meal program (MDM) and Integrated Child Development Scheme (ICDS) in six districts of Haryana, currently reaching

around 382,000 school children through MDM and 290,000 ICDS beneficiaries.

A senior government official and key partner in Haryana's wheat flour fortification program commented, "As a public health professional, it is humbling to know that this intervention will let children live up to their potential because they are not anemic, women will be more productive because they are not exhausted from iron deficiency, and over the years, perhaps babies will be born without devastating birth defects." With plans for implementation across all of Haryana's 22 districts in 2020, FFI and the government's efforts will improve nutritional status--and the future--for 12 million people.

⁴ *International Institute for Population Sciences and ICF. India National Family Health Survey (NFHS-4), 2015-16. 2017.*

⁵ *Verma, I.C. and S. Bijarnia. The burden of genetic disorders in India as a framework for community control. Community Genetics. 2002.*

Challenge & Mitigation Approach

India's 2018 wheat flour fortification standard, the legislation that specifies the amount and type of nutrients that should be added to fortified flour, does not require adequate micronutrients. FFI will continue to work with the Indian government to revert to India's 2016 wheat flour fortification standards, which are in line with the World Health Organization's most recent recommendations. Wheat flour fortification is not required by the Indian government. In order to reach a large section of the population, legislators must take steps to mandate fortification for all wheat flour available on the open market, not just wheat flour available through PDS. The impact of COVID-19 on nutrition and food systems:

More than ever, food fortification with essential nutrients is a life-saving intervention vital to reducing the risk of malnutrition—before, during, and after pandemics.

The COVID-19 pandemic may result in short- and long-term disruptions to food systems, decreased availability of nutritious foods—especially for the poor and most vulnerable, increased risk for women who make up the bulk of frontline health workers and primary caregivers, and a rise in the global prevalence of all forms of malnutrition, including micronutrient malnutrition.



Photo credit: Sean Choe/Flickr

The frontline of every country's health system are the immune systems of its people. Micronutrients help maintain a healthy immune system. Within the context of a global pandemic, fortification of inexpensive, shelf-stable staple foods can ensure that essential minerals and vitamins reach everyone—especially important for lower income populations who cannot afford supplements.

Furthermore, fortification can improve the health of large segments of the global population without direct contact, an ideal scenario given the global need for social distancing. Apart from market sampling activities, most project activities to plan, implement, or monitor fortification can be completed virtually. Technological Innovation

One of the strengths of large-scale food fortification is that it delivers essential micronutrients without requiring beneficiaries to change consumption behavior. This strength is also the key to a successful food fortification program; if fortified foods don't taste, appear, or cook like beneficiaries think they should, it may impact the amount of fortified foods—and, consequently, nutrients—consumed. FFI supported Haryana state in developing a comprehensive tender document that ensures the fortified wheat flour beneficiaries receive tastes, appears, and cooks like the type of flour beneficiaries were accustomed to.

The way forward

According to estimates, an additional 82% of birth defects of the brain and spine³ and 34% of anemia⁶ could still be prevented globally through adequate intake of iron and folic acid through large-scale fortification. Though 84 countries have legislation to mandate fortification of at least one industrially milled cereal grain with micronutrients like iron and folic acid, more needs to be done.

In Indian Context: Using lessons learned from the Haryana model, we plan to assist 17 other states in India who have potential and demonstrated need for fortification of wheat flour and rice in multiple market channels. We are currently conducting supply chain analyses in Maharashtra, West Bengal, and Himachal Pradesh to determine the next steps needed to implement a fortification program in each state. If wheat flour or rice fortification is implemented in all 17 prospective states, we estimate potential reach greater than 400 million people otherwise vulnerable to vitamin and mineral deficiencies. With its monumental potential for fortification, India's efforts to enhance grains will enhance lives.

³ Kancherla, V., et al. *A 2017 global update on folic acid-preventable spina bifida and anencephaly. Birth Defects Research Part A: Clinical and Molecular Teratology*. 2018.

⁶ Keats, E., et al. *Improved micronutrient status and health outcomes in low- and middle-income countries following large-scale fortification: evidence from a systematic review and meta-analysis. American Journal of Clinical Nutrition*. 2019.



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